



Western Michigan University  
ScholarWorks at WMU

---

Master's Theses

Graduate College

---

4-2020

## Understanding the Resiliency of the Kalamazoo Mall

Emily Szymanski

Western Michigan University, emilieszymanski@yahoo.com

Follow this and additional works at: [https://scholarworks.wmich.edu/masters\\_theses](https://scholarworks.wmich.edu/masters_theses)



Part of the Geography Commons, and the Urban Studies and Planning Commons

---

### Recommended Citation

Szymanski, Emily, "Understanding the Resiliency of the Kalamazoo Mall" (2020). *Master's Theses*. 5119.  
[https://scholarworks.wmich.edu/masters\\_theses/5119](https://scholarworks.wmich.edu/masters_theses/5119)

This Masters Thesis-Open Access is brought to you for free and open access by the Graduate College at ScholarWorks at WMU. It has been accepted for inclusion in Master's Theses by an authorized administrator of ScholarWorks at WMU. For more information, please contact [wmu-scholarworks@wmich.edu](mailto:wmu-scholarworks@wmich.edu).



# UNDERSTANDING THE RESILIENCY OF THE KALAMAZOO MALL

by

Emily Szymanski

A thesis submitted to the Graduate College  
in partial fulfillment of the requirements  
for the Degree of Master of Science  
Geography  
Western Michigan University  
April 2020

Thesis Committee:

Benjamin Ofori-Amoah, Ph.D., Chair  
Lisa DeChano-Cook, Ph.D.  
Rebecca Harvey.

Copyright by  
Emily Szymanski  
2020

# UNDERSTANDING THE RESILIENCY OF THE KALAMAZOO MALL

Emily Szymanski, M.S.

Western Michigan University, 2020

The Kalamazoo Mall is the first pedestrian mall in the United States. Since then the Mall has gone through many changes. The Mall was first created to be a completely pedestrian-friendly space closed off to cars and to help revitalize the downtown after suburban mall competition. However, the Mall did not keep people downtown as expected, resulting in the reintroduction of automobile traffic in two of the four blocks of the Mall. In spite of these changes Although there have been several changes, the Mall still exists today while many pedestrian Malls have closed. This thesis seeks to understand the resiliency of the Kalamazoo Mall. People visiting the mall and attending festivals as well as residents of two zip codes in Kalamazoo County, Michigan were surveyed. This study found that support from the community and the services that the Mall provides is the reason for the Mall's resiliency. Other services to make the Mall even more resilient were also identified.

## ACKNOWLEDGMENTS

I would first like to thank my friends and family, whom without, I would not have been able to complete this thesis. They have been my outlet to all of my stress and I truly cannot thank them enough. Mom and dad, thank you for your continued support and long phone calls that helped me get through tough times, I love you both so much. To my dear friend Esther, thank you for your immense help throughout the past two years, you are a true friend and I honestly cannot thank you enough. Your friendship will hold near and dear to my heart. I would also like to give a special thanks to my boyfriend, Alec, for motivating me to work hard, for understanding the sacrifices I had to make in order to complete my thesis, and for being my rock throughout this entire journey. To Dr. Ben, Mary-Lou, and Leesa, thank you for keeping me on track, letting me vent, and for being a great support system overall. I would also like to thank my committee members. Dr. Lisa DeChano-Cook and Rebecca Harvey for the advice and suggestions, and for guiding my writing throughout this process. To my dog, Baxter, we did it! Thank you for being the best support dog and for comforting me during the long nights of writing. Finally, I would like to thank Western Michigan University, specifically the Department of Geography and the Lucia Harrison Endowment Fund, for supporting me financially and allowing me to pursue a graduate education.

Emily Szymanski

## TABLE OF CONTENTS

ACKNOWLEDGMENTS .....	ii
LIST OF TABLES .....	vi
LIST OF FIGURES .....	vii
CHAPTER	
I. INTRODUCTION.....	1
Background and Purpose .....	1
Objectives.....	2
Methodology .....	2
Project Significance .....	4
Organization of Thesis .....	4
II. LITERATURE REVIEW .....	5
Downtown Revitalization: Its Purpose, Strategies, and Problems .....	5
Downtown Beautification Projects .....	6
Signage and Directional Assistance .....	7
Historic Preservation .....	11
Attracting Tourists .....	13
Downtown Revitalization Through Retail .....	16
Main Street Program .....	18
Festival Marketplaces.....	24

## Table of Contents—Continued

CHAPTER	
	Farmers Markets .....30
	Mixed-use Centers .....33
	Pedestrian Malls .....36
	Studying Mall Use .....38
	Studying Community Engagement .....39
III. THE HISTORY OF KALAMAZOO AND THE KALAMAZOO MALL	.....41
	The City of Kalamazoo, Michigan .....41
	Demographics .....41
	Agriculture .....42
	The Kalamazoo Mall: “The Mall City” .....47
	Summary .....51
IV. METHODOLOGY	.....52
	Types of Data and Methods of Data Collection .....52
	Primary Data .....52
	Secondary Data .....55
	Methods of Data Analysis .....55
	Limitations of Methodology .....57
	Summary and Conclusion .....58
V. ANALYSIS, RESULTS, AND DISCUSSION	.....59

## Table of Contents—Continued

### CHAPTER

Chi-square Results .....	59
Discussion .....	61
Festival and Event Attendees Survey Findings .....	61
Kalamazoo Mall Attendee and Paper Mailing Survey Responses .....	65
Summary and Conclusion .....	70
VI. SUMMARY, CONCLUSION, AND RECCOMENDATIONS.....	71
Summary .....	71
Conclusions from the Kalamazoo Mall Study .....	73
Recommendations.....	74
Limitations .....	75
Future Research .....	75
REFERENCES .....	77
APPENDICES	
A. HSIRB Approval Letter .....	86
B. Consent Form .....	87
C. Kalamazoo Mall Attendee and Paper Mailing Respondent Survey .....	88
D. Festival and Event Attendee Survey .....	92



## LIST OF TABLES

1. Research Data Type and Source .....	53
2. Count data used to run Chi-square test of association .....	60
3. Kalamazoo Mall and Paper Mailing Survey response results in percentages. ....	69

## LIST OF FIGURES

1. Location of the Kalamazoo Mall .....	3
2. Wayfinding signage within Downtown Davis and UC Davis campus. ....	9
3. Current signage in Southlake, Texas .....	10
4. Proposed uniform sign design.....	10
5. Historic Main Street in Louisville, Kentucky. ....	12
6. Tourism and the world economy. ....	14
7. Tourism around downtown Clarksdale, Mississippi.....	15
8. Four areas of interest for a successful Main Street .....	19
9. People enjoying Main Street in Howell, Michigan. ....	21
10. People enjoying a festival around Main Street in Howell, Michigan. ....	21
11. Aerial image of Alberta Main Street in Portland, Oregon.....	23
12. One of the many building murals within Alberta Main Street in Portland, Oregon. ....	23
13. Ghirardelli Square in San Francisco, California prior to the 1960's.....	25
14. Part of the National Register of Historic Places Nomination Form for Ghirardelli Square. ...	26
15. A view of the landscape around Ghirardelli Square. ....	27
16. A view from within Ghirardelli Square.....	27
17. Pier 17 on the Lower Manhattan Seaport. ....	30
18. Outside view of the Second Shed at Eastern Market in Detroit, MI.....	32
19. Inside of the Plaza Roberto Maestas in Seattle, WA.....	34

## List of Figures Continued

20. Slate in Portland, OR.....	36
21. Kalamazoo Celery Production in 1905.....	44
22. Kalamazoo Celery Production in 1907.....	44
23. Superior Paper Company.....	46
24. Aerial view of the North Side Plants of Sutherland Paper Company. ....	46
25. Northland Mall in Novi, Michigan.....	48
26. Southdale Center in Edina, Minnesota .....	49
27. The Kalamazoo Mall’s First Year.....	50
28. The Kalamazoo Mall in the 1960s. ....	51
29. Survey respondents and their reasoning for why the Mall keeps going .....	61
30. Survey responses for what keeps the Kalamazoo Mall “going.” .....	<b>Error! Bookmark not defined.</b>
31. Survey responses for what event brought people to the Mall. ....	63
32. Survey responses for if attendees would visit the Mall without the event. ....	64
33. Survey responses for how often respondents visit the Mall. ...	<b>Error! Bookmark not defined.</b>
34. Survey responses for what keeps the Kalamazoo Mall “going”. ....	65
35. Survey responses expressed in how happy respondents feel about the Mall. ....	66
36. Survey responses for how important the Mall is to the community. ....	<b>Error! Bookmark not defined.</b>
37. Survey responses for what respondents like most about the Mall. ....	67
38. Survey responses for what influences respondents to visit the Mall.....	68

39. Survey responses for what respondents like least about the Mall.....	68
--	----

## CHAPTER I

### INTRODUCTION

#### Background and Purpose

Many cities in the United States have experienced residential flight from downtown cores to the suburbs that was fueled by automobiles, roads, and cheaper taxes that began in the 1960s and continued for several decades. Government policies and incentives fueled outward growth that left urban centers bare and vacant. This outward growth, now known as “urban sprawl”, led to the deterioration of downtowns in most United States cities. Since more and more people were living in the suburbs, money was spent at suburban malls that comprised of many franchise retailers. These corporate stores were getting the profit, not the local economy. To try to address the problems that downtowns faced, many cities created downtown revitalization plans with a goal of bringing people back into the city. Cities hoped that people would think of downtown as a destination—a place to stay and spend money on dining and retail. Many cities have acknowledged the importance of downtowns and the vital role they play in economic and social development. These important downtown revitalization projects started in the late 1950s and have increased in popularity since. One downtown revitalization project in the United States that has made history is the creation of the Kalamazoo Mall in Kalamazoo, Michigan.

Upon its opening in 1959, the first ever pedestrian mall that was closed to traffic opened in Kalamazoo, Michigan. The Kalamazoo Mall was packed with more than 50,000 people excited and hopeful for the future of their downtown. Although the Mall was helping the local economy for a few years, people eventually stopped visiting. To try to combat the decline, cars were re-introduced in two of the four blocks. Allowing cars back into the space increased

visitation for another few years, but ultimately, people stopped visiting. Today, the Kalamazoo Mall still exists and does bring people downtown, but not like it did in 1959. In response to this problem, a detailed study of the Kalamazoo Mall is required to fully recognize what keeps the Mall going while many similar pedestrian malls have failed.

## Objectives

The key objectives of this study include:

- Understand the resiliency of the Kalamazoo Mall
- Draw lessons from the experience of the Mall for future downtown revitalization.

To accomplish these objectives, this study will be guided by the following question:

- Why does the Kalamazoo Mall still exist today after many similar pedestrian malls have failed?

## Methodology

The Kalamazoo Mall was chosen as a case study for several reasons. The first reason is that this pedestrian mall was the first in the nation, and with that, comes a lot of interesting history of what it was like when it first opened, how it has changed, and what it is like now. The second reason is that the Kalamazoo Mall is an example of a downtown revitalization strategy and could be useful to the City of Kalamazoo as well as other cities looking to implement a revitalization project. Lastly, the author goes to Western Michigan University and wanted to study her local community.

The Kalamazoo Mall is located in the heart of downtown Kalamazoo stretching four blocks between North and South Burdick Streets. Figure 1 shows an image of where the mall is located.

### Location of the Kalamazoo Mall

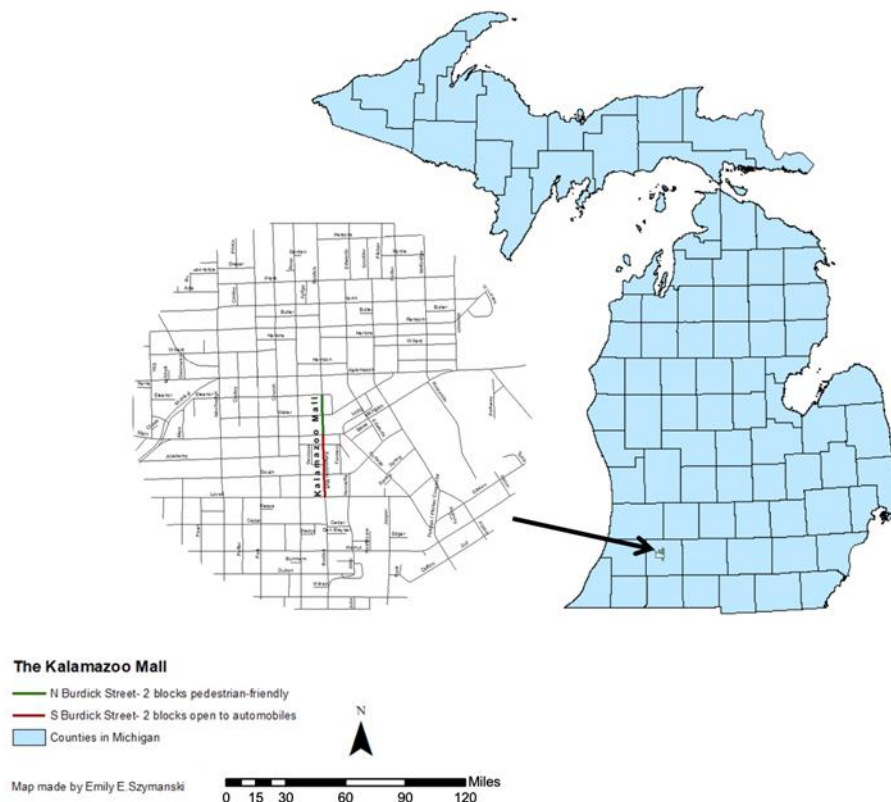


Figure 1. Location of the Kalamazoo Mall

Source: Made by Author, 2020

This study utilized both primary and secondary data. For the primary data portion, survey data was collected from three sample groups: (1) festival attendees, (2) Mall attendees, and (3) paper mailing respondents that are located within two zip codes within Kalamazoo County. Secondary data was used primarily for background information included in Chapter 3 of this thesis. This secondary historical data was collected using Western Michigan University's online library database. Primary Data were analyzed with Qualtrics, a web-based survey tool that helps organize survey data and run several crosstabulations. The specific crosstabulations were ran to get an idea of specific survey question responses in the form of percentages. SPSS was also used

to perform a chi-square test of association, Cramer's V test for effect size, and residual analysis to examine the results further.

### Project Significance

Results from this study are expected to help the City of Kalamazoo as well as other cities that wish to implement a downtown revitalization strategy through retail. Other cities can use this thesis to examine what worked for the City of Kalamazoo, what did not, and adapt their pedestrian mall plan accordingly. This thesis could also help aid in any further development plans for the Kalamazoo Mall by helping address the areas the Mall succeeds in and what areas could use some work.

### Organization of Thesis

This thesis has six chapters. Chapter 1 is this introduction. Chapter 2 provides a review of related literature and identifies previous scholarly work done on downtown revitalization through retail and office function development as well as the evolution and development of urban retail spaces. Chapter 3 provides a historical background of the Kalamazoo Mall, why it was created, when it was created, and the changes it has experienced since its opening. Chapter 4 discusses the methodology that was used in collecting and analyzing data that was collected throughout this study. Chapter 5 presents the results of the study; Chapter 6 summarizes and concludes the study while including its limitations, recommendations, and future research ideas.



## CHAPTER II

### LITERATURE REVIEW

Much scholarly work has been done on downtown revitalization strategies. This literature review has five main sections. The first section focuses on downtown revitalization and its purpose, strategies, and problems. The second section focuses on downtown revitalization through retail and its purpose, strategies, and problems. The third section discusses pedestrian malls as a way to implement a downtown revitalization project. The fourth section focuses on how to study and analyze mall use and community engagement. The fifth and final section is a summary included at the end of this literature review to conclude the key points of this chapter.

#### Downtown Revitalization: Its Purpose, Strategies, and Problems

Downtown revitalization is an important initiative many downtowns rely on to bring people back to the downtown center. Downtown revitalization means to “give new life to” or “give new purpose to” a downtown (Vermont Land Use Education & Training Collaborative, 2007). The initiative is an economic opportunity for communities and helps to create a vibrant space that can attract talented workers and companies and foster community engagement (Smart Growth America). There are several ways to implement revitalization strategies and initiatives in a downtown and the specific strategies are chosen by local government officials of that city. Downtown revitalization is often started with one project before it turns into an entire framework and often occurs as soon as downtown decline is recognized. There is also a need for environmental amenities as well as a concentrated action plan that combines public and private sector partnerships to oversee revitalization projects (Economic Development Group, 1997;

Burayidi, 2018; Ramsey et al., 2006). In his study of downtown revitalization in small and mid-sized cities, Burayidi (2018, p. 4) found that:

1. Cities need to have a long-term vision in the realization of their downtowns.
2. City staff play a critical role in downtown revitalization.
3. Building public-private partnerships is essential to the effectiveness of downtown revitalization.
4. Cities need to be patient and commit to a long-term process to see results.
5. Mixed-use development should be prioritized in downtown development projects.
6. Quality placemaking enhances the downtown environment and helps draw people to the city center.
7. Each city must identify and build on the assets of its downtown.

To achieve downtown success through revitalization discussed by Ramsey et al. (2006), Burayidi (2018) and other scholars, several strategies have been used in various cities in the United States. Some revitalization strategies include downtown beautification projects, signage and directional assistance throughout downtown, historic preservation initiatives, and investing in tourism attractions (Shields and Farrigan, 2001).

### Downtown Beautification Projects

Downtown beautification projects aim at improving the appearance of downtowns. They typically involve several elements, including improving the spaces between buildings and streets downtown, and implementing design features that can aesthetically improve downtown. Examples of specific elements include planting trees, creating pocket parks, improving signage and directional assistance of downtown, installing and using exterior lighting, raising crosswalks for safety and to help flooding, and providing seating and picnic areas around downtown

(Shields and Farrigan, 2001). Beautification projects can be seen throughout most downtowns in the United States and other parts of the world. An example of a city that has applied several beautification projects is Billings, Montana. In 2013, the city undertook several plans to create more pocket parks, incorporate public art, and implement a more bike-friendly downtown environment. The Downtown Billings Association (DBA) converted an alleyway into a pocket park and created a second pocket park along one of the frequently visited streets in town, Third Avenue North (Tollefson, 2018). The DBA also commissioned a local artist to paint a big mural on the Hedden-Empire Building, which is located on the south side of the alley discussed above.

Although many local community members and business owners were in favor of these projects, there was some opposition as well. Those who opposed the plans stated that for the parks to be implemented, the alleyway would have to be vacated in order for renovations to occur, leaving some members upset. Other concerns for the projects were financial reasons. For example, some money was donated to the DBA on behalf of many clubs within the community, however, it was not enough so the city had to fund the rest of the projects from other sources (Kemnick, 2013). Billings, Montana is only one of the many cities that has faced public opposition and financial stress when undergoing larger scale projects and are why some downtowns hesitate over these types of downtown revitalization projects.

### Signage and Directional Assistance

Another example of a current downtown revitalization strategy that cities use is the implementation of signs throughout downtown indicating both directional assistance via maps as well as signs and banners that show what the city has to offer. This type of revitalization is an effective marketing tool that allows visitors to identify the area (Shields and Farrigan, 2001). Directional signage, known as “wayfinding signage”, is a program dedicated to implementing art

while presenting specific information needed in a city. Wayfinding signage is typically done by wayfinding design firms and hired by cities themselves. According to a design firm, GNU Group, wayfinding signage programs increase travel ease, improve comfort and safety, emphasizes the consumer experience, drives economic growth, and creates a sense of place (GNU Group, 2019).

Well implemented wayfinding signage can be seen throughout many downtowns today. For example, Downtown Davis, California installed signage to direct students of University of California (UC Davis), and both visitors and residents to several downtown destinations and to the associated parking areas. In order to place signage in the correct areas, traffic studies were conducted along with potential location studies and community meetings (Enterprise Staff, 2017). The result of the wayfinding program for Davis, California can be seen in Figure 2. Clear signage was a priority for the City of Davis and its branding elements to help create a cohesive, organized feel for the downtown environment. These clear signs ensure for an effective strategy to revitalize their downtown (GNU Group, 2019).

Another example of a wayfinding sign system is within the city of Southlake, Texas through their *Southlake 2030* Comprehensive Plan. For this city, the wayfinding system plan serves as a “framework to implement an attractive and effective signage system throughout the City that facilitates wayfinding for visitors and residents, to government facilities, shopping areas, parks, and school facilities” (The City of Southlake, 2010; page 5). Throughout the planning process, the city came up with several goals and objectives that are applicable to wayfinding signs.



Figure 2. Wayfinding signage within Downtown Davis and UC Davis campus.  
Source: GNU Group, 2019

Such objectives include promoting tourism, emphasize Southlake as a destination, highlight/market key attractions, enhance urban design, reinforce community identity, enhance the visitor's experience, reduce driver and pedestrian frustration, improve traffic flow, and improve roadway safety (The City of Southlake, 2010). Before beginning the Wayfinding Sign System Plan, Southlake had no uniformity of signage throughout the city, indicating that this plan will not only help redefine downtown, but also show uniformity within the signs. An example of wayfinding signs to be implemented within downtown Southlake can be seen in Figure 3 and Figure 4. Figure 3 shows the current signage in place and Figure 4 shows the proposed uniform design for signage.



. Figure 3. Current signage in Southlake, Texas  
Source: City of Southlake Wayfinding Sign System Plan, 2010



Figure 4. Proposed uniform sign design  
Source: City of Southlake, 2010

Both Davis, California, and Southlake, Texas, have taken initiative in implementing a downtown revitalization strategy such as establishing cohesive signs around their downtowns. While the City of Davis has already implemented the signs, the City of Southlake is still in the planning stages. One major issue that Southlake has experienced is finding room in the budget for the installation and maintenance of the signs. While funding was discussed by the City of Davis, they first applied for a grant to test out their signs before fully installing them, which helped to view the success of the signs themselves (Enterprise Staff, 2017).

### Historic Preservation

Another way to revitalize or rehabilitate a downtown is through historic preservation. This concept is defined as “identifying, protecting, and enhancing buildings, places and objects of historical and cultural significance” (National Trust for Historic Preservation, 2020) and involves government agencies, private entities, and individual citizens. The impacts of historic preservation go beyond the upkeep of old buildings. Preservation also helps to attract new businesses, residents and tourists, and helps to preserve culture. Jane Jacobs (1992) explains it best in her book *The Death and Life of Great American Cities*. She discussed economic benefits of businesses located in old buildings and the fact that new businesses—bookstores, restaurants, antique stores, and bars— thrive in old buildings. She states, “Old ideas can sometimes use new buildings. New ideas must use old buildings” (Jacobs, 1992). Ofori-Amoah (2006) also indicates that small cities should include building a downtown based off of heritage and culture, focus on creating a downtown that is pedestrian-friendly, and to not overemphasize parking. Thinking similarly to Jane Jacobs and other scholars, several cities have implemented historic preservation programs to help revitalization efforts in their downtowns.





Figure 5. Historic Main Street in Louisville, Kentucky.  
Source: O’Neal, 2016

There are numerous examples of historic perseverance initiatives in many cities. For example, the entire state of Kentucky has a program called Preservation Kentucky which focuses on the importance of having historic preservation within communities around the state. More specifically, Louisville, Kentucky, has a program called Heart of Louisville that remains significant to current and future plans. This program was created after the 1960s era of urban renewal and highway projects that pushed residents out of the city. Today Louisville, like most United States cities, has seen a re-emergence of downtown neighborhoods and popular “hubs”. Figure 5 shows preservation efforts of wide sidewalks and historic buildings within Louisville’s Main Street. According to Preservation Kentucky (2020), most of the downtown activity is occurring in repurposed historic buildings and along streets that possess older structures.



Keeping historic buildings viable is one of the key factors in why cities should implement a historic preservation plan. This is the case because the more historically rich a community is, the likelier to attract residents and visitors (National Trust for Historic Preservation).

### Attracting Tourists

The travel and tourism industry have had a continuous growth over several decades and is known to help aid in improving economies around the world. In fact, tourism is one of the fastest increasing economic sectors in the world (Dinu, 2017). According to Dedu's 2013 article, many communities around the world implement tourism as a strategy to revitalize downtowns. More specifically in 2015, the tourism sector increased by 3.7% and contributed 9.8% to the world Gross Domestic Product (GDP) With respect to employment, tourism held a total of 284 million jobs in 2015, increasing from 7.2 million jobs in 2014 as seen in Figure 6. This equates to one in 11 jobs around the world being directly or indirectly influenced by tourism (Dinu, 2017). Beyond the economic impact of tourism, it also helps preserve and promote cultures throughout communities. Implementing culture into a community can help keep tradition alive, educate individuals, and preserve history. Implementing culture should be thought as an experience and not product. Culture means everything from traditional dances to nutrition, art, lifestyle, and language (Equitable Tourism Options, 2008-2009; Loukaitou-Sideris and Soureli, 2012). Cultural tourism aims to revive these fragile elements while also instilling a sense of cultural pride throughout the community. Promoted with sensitivity, tourism can bring the "old-world charm" of cultural activities (Equitable Tourism Options, 2008-2009).

One city that focused its revitalization efforts on cultural tourism successfully is the city of Clarksdale, Mississippi. The city is located in the northern part of the Mississippi Delta and acts as the crossroads of Highways 49 and 61. Clarksdale is home to icons in art, culture, and

literature. Before implementing a revitalization plan that focused around tourism, Clarksdale struggled to keep a vibrant downtown center due to suburban retail competition (Cobb, 1994).



Figure 6. Tourism and the world economy.  
Source: Northrop, 2016

Instead of visiting downtown for goods and services, Clarksdale residents shopped at big-box retail stores and the suburban mall. Today, however, the city has been working on several revitalization projects focused on their cultural roots and history with blues music and Delta culture to help bring liveliness back downtown. To support revitalization efforts both socially and financially, the local government has contributed along with local property owners, developers, and businesses that have a love for the community and a belief that their downtown can thrive again (Henshall, 2012). Playing off the already blues-centric environment downtown

with four blues museums, 12 juke clubs, nine art galleries and shops, 12 dining establishments, and nine blues music and recording studios, Clarksdale has become known as a destination stop for anyone that respects blues music (shown in Figure 7). Since implementing cultural tourism as a way to revitalize their downtown less than ten years ago, Clarksdale has experienced more than 50 new developments related to blues music in the downtown. These developments are by both longer-term residents and newcomers (Henshall, 2012, 2018). From this investment in tourism, many tourists have added Clarksdale, Mississippi to one of their destinations along Blues Highway 61.



Figure 7. Tourism around downtown Clarksdale, Mississippi  
Source: Visit Clarksdale, (2020)

While using tourism as an effective revitalization strategy has been successful for some cities, many scholars and activists find the strategy to be problematic. The argument against planning for tourists is the fact that the city focuses its interest on visitors, not of those who

reside there. For example, as downtown revitalization becomes successful and people move back downtown, residents begin to ask for more amenities such as parks, walkability, affordable housing, and easier access to public transportation. However, instead of focusing on the residents that already live downtown, projects tend to focus around tourists and the need for bringing outside money into the downtown. After residents feel ignored by their local government, people start moving away from the city once again (Horbovetz, 2017). Instead, Horbovetz suggests the local government and developers collaborate with residents instead of focusing on bringing outside people and money in. Furthermore, focusing on resident-driven projects and giving incentives to businesses and developers who live in the city over those who are out-of-town investors will make for a more successful community (Horbovetz, 2017).

Downtown revitalization strategies can include beautification projects, implementing traffic and wayfinding signage, historic preservation, and the attraction of tourists. However, one of the most important revitalization strategies is focused around retail. Several studies discuss the need for retail to be included in such efforts (Weisbrod and Pollkowsky, 1984; Robertson, 1997; Ofori-Amoah, 2006).

### Downtown Revitalization through Retail

Shopping behavior has changed significantly since WWII and remains a central activity within public spaces to the present. Cohen (1996) argues that the change in consumption habits in response to suburbanization after WWII led to the development of several shopping malls due to increasing population and consumer demands for the goods and services that malls offer. To keep up with changing consumption habits, both planners and retail firms in cities have changed in response. A case study reported in *The Economist* (Anon., 2007) of Southdale, Minnesota and Los Angeles, California indicates how strips of local shops have steadily replaced department

stores throughout the urban areas of these cities. This trend has occurred in many cities throughout the United States and in other nations as well. The shift in where people shop indicates a change in the morphology of the city and how individuals use spaces and consume within them (Rawat, 2017). While shifting the roles regarding how cities are used and what occupies them, several architects and urban planners have also had to shift their planning processes. Studies by both Gregg (2018) and Lowe (2005) assess changes in the city by investigating the influence that pedestrian malls have on city centers after WWII. With the help of these types of malls and the overall idea of planning for people rather than cars, more planners began to focus on people-oriented retail environments, resulting in changes to city morphologies.

Downtowns in the United States have used a variety of retail redevelopment strategies throughout the past few decades in order to bring back traction to downtowns. Many cities have gone through a reconfiguration of their commercial structure over the past half century primarily due to the suburban retail environment (Ramsey *et al.*, 2006). Evidence suggests that the so called ‘4As’—attraction, access, amenities, and action—strategy for the promotion of a ‘vital and viable’ downtown has significance (Urban and Economic Development Group, 1994). Throughout the several case studies used in the Urban and Economic Development Group’s study, the primary importance of an enhanced shopping attraction, along with ease of access, is evident. Several studies also suggest that while some cities have applied rather extreme forms of revitalization through retail (Paradis, 2000; Sies and Silver 1996), specialized retail and unique shopping environments have become important. For example, Ofori-Amoah (2006) suggests that downtowns have an opportunity to redefine themselves through niche markets that are suited to the specific downtown environment. Specialized niche shops will help to cater to the heritage and culture that is vital for successful revitalization projects and will help community members

connect to these stores on a personal level. In addition to the ‘4 As’, in order to compete with suburban retail (suburban malls, strip malls, big-box retail), many downtowns have employed five major redevelopment strategies: Main Street programs, festival marketplaces, indoor shopping centers, mixed-use centers, and pedestrian malls (Robertson, 1997). Each type discussed provides its own uniqueness and reasons why they should be implemented from efforts to revitalize downtown with retail.

### Main Street Program

The Main Street Program, like most retail revitalization projects, was created to address the economic decline associated with people moving away from downtowns and into the suburbs. Before the suburban move, main streets, along with the overall downtown, were the heart and soul of a community. Storefronts carried on for blocks, people socialized on the streets, downtowns were the place to be. After the interstate highway system, and its associated circumferential beltways and urban freeways, traffic was diverted from the downtown core and to the suburbs and central main streets began to lose meaning to most. With less traffic and people passing through downtown, main street businesses could no longer survive (Heberling, 2014). Since the downtown decline more than 20 years ago, people are showing interest and investing in downtowns once again. In light of this movement, over 2,000 communities in the United States are part of the National Main Street Program. At its core, the Main Streets approach offers a “unique, historic preservation based economic development strategy that focuses on leveraging existing social, economic, physical, and cultural assets to energize community revitalization efforts and help manage success for the long term” (MI Place, 2020). To work as designed, the program relies on four main areas, including: Design, organization,



promotion, and economic restructuring (Main Street America, 2020). Figure 8 discusses each of the four areas in-depth. While the four-areas of interest provide the format for successful

MAIN STREET FOUR POINTS®	
ECONOMIC VITALITY	DESIGN
<p>Economic vitality strengthens the existing economic assets while diversifying the economic base of the Main Street District to support and improve profitability. The goal is to build a strong commercial district that creates a supportive environment for small businesses, entrepreneurs and consumers.</p> <p><b>Examples of economic vitality activities include:</b> analyzing current market forces, providing a balanced commercial mix, supporting and expanding existing businesses, recruiting new businesses, supporting housing options, developing infill space, and converting unused or underused commercial space into economically productive property.</p>	<p>Design capitalizes on and enhances the visual aspects of a Main Street District to create a safe, appealing and inviting atmosphere for people to shop and spend time. The physical elements such as the storefronts and building architecture, streetscape, public art, street furniture, parking areas, and public spaces are used to convey a positive image for the downtown.</p> <p><b>Examples of design actions include:</b> improving the physical appearance of the Main Street District, quality maintenance practices, historic building rehabilitation and adaptive use, and design review processes.</p>
ORGANIZATION	PROMOTION
<p>A successful Main Street organization builds consensus between the many vested stakeholders throughout a Main Street District to ensure everyone is mobilized and working toward a shared vision for the future of the district. Organizational structure can take many forms depending on community capacity.</p> <p><b>Examples of organization actions include:</b> fundraising, volunteer recruitment and development, public relations, fostering collaboration between stakeholders, and developing work plans to guide the organization's work.</p>	<p>Effective promotion creates a positive image of the Main Street District to instill community pride and encourage commercial activity and investment in the area. Promotions can be used to communicate the unique characteristics of a Main Street District to spark interest in shopping, dining, living or investing in the community.</p> <p><b>Examples of promotion actions include:</b> marketing an enticing image, social media campaigns, street festivals, parades, and retail or other special events.</p>

Figure 8. Four areas of interest for a successful Main Street  
Source: MI Place, 2020

revitalization, there are eight principles that help the implementation stage. These principles include: comprehensive, incremental, self-help, public-private partnerships, identifying and capitalizing on existing assets, quality, change, and implementation. Each principle works

together to ensure that the plan for a particular Main Street is thoroughly researched, implemented in stages, includes help from community members, involves both public and private sectors of interest, uses the budget efficiently, is designed with the upmost quality, and brings together the community.

### Main Street in Howell, MI

The Main Street approach has been so successful that nearly every community across the United States has some form of the Main Street program in their master plan or in a Downtown Development Authority (DDA) plan. Successful implementation of the Main Street Program is happening more frequently as communities see the success of their neighboring communities. One example of a well implemented Main Street is in Howell, Michigan. Howell is part of the Michigan Main Street Program, founded in 2005. Since Howell's Main Street Program began, there has been a net number of 179 jobs created downtown, 158 rehabilitated buildings, and a growing population of approximately 9,592. Before implementation, The City of Howell was not completely struggling, especially not compared to other small towns across the nation. The downtown had a vacancy rate of 7% before, however since the main street success, the vacancy rate has decreased to 1.2% (Henderson, 2019). Howell decided to revitalize their downtown due to the lack of retail options and the fact that people drove past the downtown instead of stopping and staying for a while (Main Street America, 2020). Since the program, Howell has been so successful, that they received the 2018 Great American Main Street Community award and continues to be a destination for visitors (Henderson, 2019). Howell's success can be seen through Figure 9 and Figure 10. Today, community members and tourists visit Main Street for a variety of festivals and events, and to visit the forty different specialty retailers. The City of Howell, Michigan is only one example of the many Main Street programs in the United States.





Figure 9. People enjoying Main Street in Howell, Michigan.  
Source: Henderson, 2019



Figure 10. People enjoying a festival around Main Street in Howell, Michigan.  
Source: Photo taken by Richard Lin, 2019

### Alberta Main Street in Portland, OR

Another example of a successful Main Street implementation can be seen throughout Alberta Street in Portland, Oregon. Alberta Street is part of Oregon's larger Main Street Program and was founded in 2010. Before the program's success, Alberta was filled with gangs, crime, and violence, known for being the "most killing street in Portland" (Rizzari, 2005). During the 1990s, crime began to overwhelm the community and two organizations in particular helped to combat this issue: North/Northeast Economic Task Force and the Sabin Community Development Corporation. After the creation of both organizations, an action plan was created in order to seek change. After many years of implementing projects within the community and exploring new revitalization ideas, the community learned about the Main Street Program. Since the Main Street program began, Alberta Street has recorded approximately 679 new jobs, 44 new businesses, and currently has a population of 29,139 (Alberta Main Street, 2018). Sheri Stuart, state coordinator of Oregon Main Street, stated, "Alberta Main Street is at the forefront of helping small businesses and entrepreneurs succeed, balancing historic preservation with new infill, and creating an inviting and welcoming district for all" (Main Street America, 2020). Figures 11 and 12 show Alberta Street today. To become successful, the Main Street Program offered programs that would help small businesses open for business and stay open for many years to come. To do this, the Alberta Main Street Program and other local organizations host free small business seminars and networking events, offers matching grants to those business owners, and offers individual technical assistance to business owners that experience difficulty or have questions about running a business (Alberta Main Street, 2018). Alberta has been so successful that their main street won the 2019 Great American Main Street Award and was highly praised from advocates and communities around the nation. This community was able to



move past their violent past and look forward to a future that embraces difference, culture, and history (Alberta Main Street, 2018). Although the Main Street Program has been very successful and promising to communities, another way to revitalization the downtown with retail is through implementing festival marketplaces.



Figure 11. Aerial image of Alberta Main Street in Portland, Oregon.  
Source: Alberta Main Street, (2018)



Figure 12. One of the many building murals within Alberta Main Street in Portland, Oregon.  
Source: Alberta Main Street, 2018

## Festival Marketplaces

The history of festival marketplaces goes back to traditional marketplace environments being known as “agora in Greece, souk in North Africa, and “bazaar” in the Middle East. These marketplaces offered diverse commerce in an atmosphere of free choice and festivity occurred (Lewis, 1986). In the United States the first festival marketplace opened nearly 60 years ago with the creation of Ghirardelli Square in San Francisco, California. Although the first festival marketplace opened in the 1960s, the idea was not highly used as a revitalization effort until the ‘70s and ‘80s when it became the leading downtown revitalization strategy in the United States during that time (Barry, 1990). Today, festival marketplaces consist of retail areas anchored by food and entertainment facilities that aim to serve workers during lunch breaks, tourists, and weekend users (Rubenstein, 1992). Oftentimes these marketplaces are located near local bodies of water and are near the downtown core, which draws in both residents and tourists to the space (Metzger, 2001). Many cities, especially during ‘70s-‘90s, chose to implement festival marketplaces to attract people back downtown. However, this strategy is most successful when there is a public-private partnership involved in the process. Public-private partnerships involve a government agency and a private-sector company that can be used to “finance, build, and operate projects, such as public transportation networks, parks, markets, and convention centers” (Kenton, 2019). Although research is conflicted on whether or not festival marketplaces are truly successful (Metzger, 2001; Zipper, 2011), there are still several marketplaces that are highly used today since their opening in the ‘60s and ‘70s (Zipper, 2011).

## Ghirardelli Square in San Francisco, California



Figure 13. Ghirardelli Square in San Francisco, California prior to the 1960's.  
Source: Ghirardelli Square, (2020)

Ghirardelli Square in San Francisco, California is considered to be the first successful reuse project in the nation. Figure 13 shows what Ghirardelli Square looked like prior to the 1960s. The project came about when the chocolate company was sold in the 1960s. Many San Francisco residents feared that the Square would be completely condemned and created into something new, so they purchased it. Unique stores and restaurants were created within the old buildings while still keeping historical elements intact—including today's Ghirardelli Chocolate



Manufactory and Soda Fountain (Ghirardelli Square, 2020). In 1982, the Square applied to (shown in Figure 14) and was granted the National Historic Register title, which ensures historic preservation of the space for many generations to come (National Park Service, 1964). Today, Ghirardelli Square is lively with visitors and has become a model for restoration and revitalization projects throughout the nation. Figure 15 and Figure 16 show what the Square looks like today. Although Ghirardelli Square is an example of a successful festival marketplace that still thrives today, other marketplaces have not had the same success.

FHR-8-300 (11-78)

**United States Department of the Interior  
Heritage Conservation and Recreation Service**

**National Register of Historic Places  
Inventory—Nomination Form**

See instructions in *How to Complete National Register Forms*  
Type all entries—complete applicable sections

**1. Name**

historic PIONEER WOOLEN MILLS AND D. GHIRARDELLI COMPANY

and/or common GHIRARDELLI SQUARE (Since 1964)

**2. Location**

street & number 900 NORTH POINT STREET - Entire of San Francisco Assessor's Block 452 not for publication

city, town SAN FRANCISCO vicinity of \_\_\_\_\_ congressional district FIVE (5)

state CALIFORNIA code 06 county SAN FRANCISCO 075 code 94109

**3. Classification**

Category	Ownership	Status	Present Use
<input checked="" type="checkbox"/> district	<input checked="" type="checkbox"/> public	<input checked="" type="checkbox"/> occupied	<input checked="" type="checkbox"/> agriculture
<input type="checkbox"/> building(s)	<input type="checkbox"/> private	<input type="checkbox"/> unoccupied	<input checked="" type="checkbox"/> commercial
<input type="checkbox"/> structure	<input type="checkbox"/> both	<input type="checkbox"/> work in progress	<input type="checkbox"/> educational
<input type="checkbox"/> site	<b>Public Acquisition</b>	<b>Accessible</b>	<input checked="" type="checkbox"/> entertainment
<input checked="" type="checkbox"/> object	<input type="checkbox"/> in process	<input checked="" type="checkbox"/> yes: restricted	<input type="checkbox"/> government
	<input type="checkbox"/> being considered	<input type="checkbox"/> yes: unrestricted	<input type="checkbox"/> industrial
		<input type="checkbox"/> no	<input type="checkbox"/> military
			<input type="checkbox"/> museum
			<input type="checkbox"/> park
			<input type="checkbox"/> private residence
			<input type="checkbox"/> religious
			<input type="checkbox"/> scientific
			<input type="checkbox"/> transportation
			<input checked="" type="checkbox"/> other: <u>Landscaped</u>

Figure 14. Part of the National Register of Historic Places Nomination Form for Ghirardelli Square.

Source: United States Department of Interior, 2020



Figure 15. A view of the landscape around Ghirardelli Square.  
Source: Ghirardelli Square, (2020)



Figure 16. A view from within Ghirardelli Square.  
Source: Noble House Hotels & Resorts, 2016

### South Street Seaport in lower Manhattan, New York

Although the South Street Seaport still exists today, there is controversy regarding how successful the marketplace is today (Metzger, 2001). The South Street Seaport has an extensive history and is known for being the largest and most subsidized festival marketplace in the United States. The entire process took over 20 years to plan and was a joint interest of the non-profit South Seaport Museum, the City and State of New York, and the Rouse Company. The Rouse Company has had many successful attempts at creating thriving festival marketplaces such as the Faneuil Hall in Boston, Massachusetts and were very promising to the City and State of New York. After opening in 1985, the South Street Seaport festival marketplace was highly successful, partially due to the Wall Street boom in the mid-1980s that helped to strengthen the use of the space by lunchtime and afterwork visitors (Dunlap, 2008). The marketplace was so successful that the New York Newsday poll in 1991 stated that the South Street Seaport was edging Central Park for being the most popular summer tourist destination in the state of New York. At its peak usage, the Seaport had more than 12 million people visiting each year: one-third being tourists, one-fifth residents, and a balance of Wall Street workers.

After the economic decline in 1988 and 1992 when Wall Street lost more than 100,000 jobs, the South Street Seaport also struggled immensely. Popular restaurants closed; retail tenants left; and the competition from the World Financial Center in 1988 negatively impacted the success of the festival marketplace. After not meeting revenue projections and increasing political conflict, the Seaport Museum decided to leave the shared interest project of the South Street Seaport festival marketplace. The New York City Economic Development Corporation and the New York City Department of Ports and Terminals took over responsibility and agreed to lease out the marketplace to the Rouse Company (Metzger, 2001).



During this same time, the Downtown-Lower Manhattan Association and the Planning Commission started a new project titled *Plan for Lower Manhattan* in 1993. The plan's goals and objects were to improve access from Wall Street, recommending commercial reuse of city-owned piers located south of the festival marketplace (Deutsch, 1993). While this plan was in the implementation process, the Rouse Company had already released space within the marketplace, but this time at much higher rents. The company wanted to ensure that there would not be any cash flow issues caused by high development, operating costs, and the economic decline after 1988. Higher rents became problematic for the marketplace due to local retailers and small business owners not being able to afford the elevated rent costs (Lange, 2009). From this issue, many higher-end retailers and chain stores started taking over the rentable space and eventually pushed out local restaurants, and the historical elements of the marketplace.

Aside from chain retailers taking claim of the marketplace, space required high operating and development costs, which made festival marketplaces problematic in smaller cities who could not keep up with the costs. Although technically the South Street Seaport Market still exists today (as shown in Figure 17), many criticize it for being a suburban-style mall near water. The South Street Seaport festival marketplace has essentially transformed into becoming what is known today as the Pier 17 Mall. As for future development, Michael McNaughton, Vice President with developers General Growth Properties stated,

You have a three-level mall basically encompassing the entire area of the pier, which, once inside, you honestly have no clue what city you might even be in the United States. The current configuration has essentially lost all New Yorkers. I mean, most people say, 'I love the seaport, but I haven't been since 1989, Brown, 2008).

Although the pier is still bringing people to the space and is actively furthering its development with a major real estate firm, Howard Hughes Corporation, festival marketplaces are not one of the most sought out downtown revitalization projects. Instead, the current planning

initiatives have ultimately moved away from developing new festival marketplaces and are focusing on similar projects to help revitalize downtown through retail such as farmers markets, and more commonly, mixed-use developments (Brown, 2008).



Figure 17. Pier 17 on the Lower Manhattan Seaport.  
Source: Kim, 2019

### Farmers Markets

According to the Farmers Market Coalition (2020), farmers' markets are markets that operate several times throughout the year and is organized for the purpose of "facilitating personal connections that create mutual benefits for local farmers, shoppers, and communities" (Moran, 2010). Farmers' markets are not just for produce and other food-related goods. Oftentimes, these markets will have many different vendors selling locally made items such as cosmetics, clothing, gifts, and home goods. A 2012 study conducted by Michigan State University Extension, found that farmers markets are not only a hub for social gathering, but a space that acts as a "local economic engine" (Darnton, 2012). In this study, Darnton (2012)

found that in 2007, 1.2 billion dollars was spent at farmers markets which increased significantly from 551 million dollars in 1997. Several farmers markets' around the nation have also seen an increase in visitors and of dollars spent. For example, Saginaw, Michigan, reported that in 2011, sales from both the Michigan Bridge Card and credit/debit sales increased by 13 percent and had an economic spillover—money circulating within the region—greater than 200,000 dollars (The City of Saginaw, 2020). When taking into account economic spillover and seasonal sales, the Saginaw Farmers' Market created 1.5 billion dollars in economic impact for the market and the entire community (Darnton, 2012). Although, economic factors are important for a successful downtown, cities such as Detroit, Michigan, understand that there is also a need for coming together as a community, being resilient during difficult times, and investing back in downtown. Detroit is a living example of how farmers markets can have the power to bring people downtown, support local businesses, and help the local economy.

#### Eastern Market in Detroit, Michigan

Eastern Market first opened in the mid-1800s as a small farmers' market. Today, Detroit's market is forty-three acres large, making it the largest historic public market in the country (shown in Figure 18). The farmers market, along with the entire city, has had many ups and downs to get to where it is today. With the economic recession in 2008, the farmers market significantly struggled, although never actually closed. As like many Detroit residents, Eastern Market overcame such hardship and remained an important part of the community today. After many years of rebuilding after the economic downturn, the market began to thrive once again. The market provides a safe pedestrian-friendly shopping environment in the middle of a largely car-focused (but changing) city, and it is successful regardless of cars being prohibited within the

market (Grapentine, 2015). Due to the success, the City of Detroit lists another market expansion within the Eastern Market 2025 Executive Summary.



Figure 18. Outside view of the Second Shed at Eastern Market in Detroit, MI  
Source: Nagl, 2019

In the summary, several goals are established, including authenticity, development equity, connectivity, density, and diversity. These goals were created to keep the Eastern Market a real, food-focused economy while focusing on breaking down barriers, working to encourage diverse growth, rebuild the urban fabric, and create opportunities for the community while promoting the importance of shopping local (Eastern Market Corporation, 2020). Eastern Market has a variety of products to choose from including fruits and vegetables, cheeses, holiday-inspired products, clothing, cosmetics, and Michigan-themed items. Eastern Market is said to be one of the most successful markets in the United States and can be of example to other communities wanting to implement a market as a way to revitalize their downtown (Anon., 2006).

## Mixed-use Centers

Mixed-use developments are increasingly popular throughout cities and are defined as a pedestrian-friendly development that “blends two or more residential, commercial, cultural, institutional, and/or industrial uses” (University of Delaware, 2020). The Urban Land Institute characterizes mixed-use development as one that: “(1) provides three or more significant revenue-producing uses (retail/entertainment, office, residential, hotel, and/or civic/recreation/cultural); (2) fosters integration, density, and compatibility of land uses; and (3) creates a walkable community with uninterrupted pedestrian connections” (Schwanke, 2003 p. 4-5). Although there are many reasons why communities should consider implementing a mixed-use project—creating walkable communities, promoting density, and supporting retail-residential initiatives—they do not work everywhere. To have a successful mixed-use development, there needs to be a right mix of uses at the right location, which typically means higher density urban areas. These developments also tend to succeed in places where there is a high trade export. For example, city-states such as the Bay Area, Southern California and Boston, Massachusetts, is where mixed-use developments tend to work best according to research done by the Urban Land Institute (Kaufmann, 2011). A successful example of a mixed-use development is within Seattle, Washington.

### Plaza Roberto Maestas in Seattle, Washington

The 2016 project, Plaza Roberto Maestas, is located within the Beacon Hill neighborhood and is a community-inspired and transit oriented mixed-use development (shown in Figure 19). The development is adjacent to the Beacon Hill Light Rail Station and is oriented around a central plaza that consists of ample outdoor space for residents and the surrounding community.



The building contains 112 apartment units that serve low-income families up to 30%, 50%, and 60% average median income (AMI) and has 25,000 square feet of commercial space. This space is made up of 3,200 square feet of neighborhood retail and restaurant space, 6,000 square feet of a multicultural community center, 4,000 square feet of office space, and the rest of the square footage contains a 7-classroom expansion of the Jose Marti Child Development Center (Beacon Development Group, 2014). Several awards have been given to this mixed-use development since its creation. For example, Plaza Roberto Maestas has won the 2017 Housing and Urban Development award for Creating Community Connections, the 2017 Affordable Housing Tax Credit Coalition's Excellence Award, and the PCBC's Golden Nugget Award for Merit in Affordable Housing (The American Institute of Architects, 2020). Although this Seattle-based mixed-use project is immensely successful, it is nowhere near the only one.



Figure 19. Inside of the Plaza Roberto Maestas in Seattle, WA.  
Source: Beacon Development Group, 2014.

Slate in Portland, Oregon

To revitalize the City of Portland's Burnside Bridgehead neighborhood, the formally vacant land known as "Block 75" was developed into what is now known as Slate. The mission of this project was to create a blend between "live" and "work". In doing so, Slate consists of a 10-story, transit-oriented development that consists of 75 apartment units on the upper six floors, 31,140 square feet of creative offices on the second floor through the fourth floor, 8,335 square feet of retail space that is on the first floor, and parking located underground (Beebe, 2016). Figure 20 shows the street view of Slate off of MLK Boulevard. The Burnside Bridge itself has had a very lengthy past, being the literal divider between the north and south neighborhoods of the city of Portland. To combat issues that have risen over the years, the Burnside site has been updated to accommodate a new traffic pattern consisting of a curved design on the regular Portland street grid as it picks up the traffic heading onto the Burnside Bridge that is heading west, which creates a natural "flow" of traffic (Tenney, 2016). Although this development is fairly new, it has received numerous awards for its creativity, design, energy efficiency, and for the mixing of different uses. For example, Slate won awards such as the 2016 AIA Portland Honors Award, the 2017 AIA Pacific Northwest Region Citation Award, and the 2017 Daily Journal of Commerce First Place Category award for Top Projects in Mixed-Use and New Construction (Grozdanic, 2017). Slate continues to prove that mixed-use developments can be successful if located and done correctly.

Mixed-use developments are currently one of the most well-used developments to revitalize a downtown. While there are a variety of different initiatives a city can implement in order to revitalize a downtown, as mentioned above, the primary focus of this thesis is to better understand the pedestrian mall another form of downtown revitalization through retail.



Figure 20. Slate in Portland, OR.  
Source: Nyren, 2019

### Pedestrian Malls

Pedestrian malls became one of the most popular downtown revitalization strategies used during the 1960s, 1970s, and 1980s. This concept became known primarily due to the creation of the first ever pedestrian mall in the United States, the Kalamazoo Mall. When learning about the Kalamazoo Mall and other pedestrian malls alike, it's vital to understand how a pedestrian mall is defined, its characteristics and features, and some of the main advantages and disadvantages of the pedestrian mall.

Pedestrian malls are defined as having “a number of blocks of public downtown streets designated for pedestrian-only use and closed to vehicular traffic” (Schmidt, 2010 p.1). Pedestrian malls are more than just closed off spaces that are pedestrian-friendly. Instead, these spaces include many “suburban mall” elements tailored to the outdoor environment. Such



elements help to create a people-oriented space that provides comfort, services, and retail markets. The Cultural Landscape Foundation (CLF) characterizes pedestrian malls as having public art, fountains, urban furnishings, benches, kiosks, and tree grates. The CLF states that, “the creation of pedestrian malls has extended the functional landscape into the built environment, significantly enriching the visitor experience” (The Cultural Landscape Foundation, 2020). Typically, the most successful pedestrian malls contain high levels of tourist traffic, large populations of pedestrians (students, workers, downtown residents), in a close, walkable downtown (Doyon, 2012).

Although pedestrian malls generate conflicting opinions, there have been clear advantages and disadvantages throughout its history. One of the most notable advantages of the pedestrian mall is the fact that these spaces allow pedestrians to feel safe, without the fear of the automobile. Another important advantage includes the fact that the pedestrian mall acts as a destination, where people can spend the day, enjoy festivals, events, and sales (Rosen, 2006). Events and festivals are what truly make the pedestrian mall unique compared to the suburban mall. However, there are commonly discussed disadvantages of the pedestrian mall as well. Both Whyte (2012) and Jacobs (1992) agree that most pedestrian malls fail because there is too much space for too little activity occurring. Without cars, these malls are too large to be filled by fountains, sculptures and lawns (Rosen, 2006). Whyte (2012, page 312) stated that, “The breadth of the area is so great that one side of the street is out of impulse distance from the other. Sometimes you can’t even read the lettering on the other side”. Moreover, one of the largest complaints of the pedestrian mall is the lack of parking made available to the intended users. For example, on-street parking that is made available is oftentimes occupied by business owners and employees instead of the visitors of the pedestrian mall (Rosen, 2006). Business employees use

the parking for a lengthy amount of time and should be required to park elsewhere, leaving more opportunity for people to visit and spend money at the mall. Despite the disadvantages and negative perceptions of pedestrian malls, a few still remain active today, including the Kalamazoo Mall.

### Studying Mall Use

In a study of New Belgrade, Serbia, an online and on-site questionnaire covering several locations was used to understand the motivation, preferences, and demographics of participants to assess the relative competitiveness among malls and other outdoor spaces (Palmgren, 2017). Results indicate that participants seek entertainment and comfort in gathering spaces which malls have in abundance. Mall space also provides spaces for teenagers to “hangout” while also allowing them to act playfully and creatively as they go store-to-store with friends (Palmgren, 2017; Pyry, 2016). Younger generations influence the characteristics of future gathering spaces and how people choose the spaces that are designed for them.

There are many methods for analyzing the ways malls affect human behavior: mapping people’s movements, tracing and tracking their routes, photographing people using space, keeping a diary of important aspects a researcher observes, and going out for test walks that mimic consumers’ behaviors (Gehl and Syarre, 2013). Simply observing people as they interact in open spaces is also important. Shopping is one of the most important leisure activities to community members (Rahimi and Khazaei, 2018). It is valuable to study what events are successful for bringing community members together and what events are not as successful. Researchers completing a case study of Kufürstendammplatz, a main shopping street in Berlin, Germany, applied Gehl’s and Syarre’s methodology and found that a Christmas shop, more than

any other shop in the square appears to be one of the most important reasons people spend time in the square (Westlund, 2018).

Burayidi's (2018) study found that between the five cities, there wasn't a widely used data gathering process in place to show how their efforts are making a difference in the health of their downtowns. However, he suggests that there are indicators that could be used to measure progress in revitalization efforts. These indicators include a change in the tax base of downtown property; change in real property investment in downtowns, change in office space occupancy, change in population density, change in downtown housing values, change in downtown employment figures by employment sector, change in size of residential population living downtown, and change in the number of businesses (Burayidi, 2018). With all of the ways to study mall use specifically, it is also as important to analyze the amount and impact of community engagement throughout cities.

### Studying Community Engagement

A downtown with a high level of community participation and engagement typically thrives in other aspects including social and economic interaction, as well as generating positive perceptions of the community (Wu and Lo, 2018). Social spaces do not need to be constrained solely by the visions of planners. Instead, people living in the communities should also be incorporated into the design of these spaces and should correspond to aggregate interests of buying and selling goods and services, especially around holidays. Having events focused around holidays or other times of gathering increases community engagement within shopping centers (Siagian, 2016; Wu and Lo, 2018). The proposed theoretical framework of community engagement in shopping center events can give suggestions to policy makers and urban planners on how to stimulate shopping areas to plan beneficial events for the local community (Wu and

Lo, 2018). To manage community engagement and the many events that occur in these spaces, city workers and urban planners can come together to suggest appropriate guidelines and develop a model that builds on ideas of facilitative modeling, problem-structuring methods and innovation management (Konsti-Laakso and Rantala, 2018). People spend their money in the spaces they choose to occupy so if community engagement in a city's shopping center is high, the local economy thrives.

Despite the several downtown revitalization strategies—main street programs, festival marketplaces, farmers markets, mixed-use developments and pedestrian malls—implemented by cities across the nation, the literature is still unclear as to why the Kalamazoo Mall still exists today while several other pedestrian malls have failed. This thesis seeks to narrow the gap in the literature regarding the Kalamazoo Mall and its resiliency. Results from this thesis will not only add to the existing literature, but also be of use to the City of Kalamazoo and other cities nationwide who are interested in implementing a successful downtown revitalization strategy such as a pedestrian mall.

## CHAPTER III

### THE HISTORY OF KALAMAZOO AND THE KALAMAZOO MALL

The purpose of this chapter is to provide background information on the Kalamazoo Mall—the case study pedestrian mall for this research. This chapter has two sections and a summary. The first section consists of information regarding Kalamazoo, Michigan, including its location and demographics. The second section provides a detailed background of the Kalamazoo Mall itself—its formation, changes, and what it is today. The third and final section provides a summary of the chapter.

#### The City of Kalamazoo, Michigan

##### Demographics

The City of Kalamazoo, Michigan, also known as “Mall City”, “Celery City” or “Paper City”, is home to the first ever pedestrian mall in the United States, the Kalamazoo Mall. The city itself is found at 42°17’56.9472” N and 85°35’30.2496” W, and is the midway point between Detroit, Michigan, and Chicago, Illinois, on I-94 (World Atlas, 2015). With a core population of an estimated 75,833, Kalamazoo is estimated to be one of the largest cities in the state of Michigan. Out of the total population, 38,115 are male (50.3%) and 37,718 are female (49.7%) (United States Census Bureau, 2017). Of Kalamazoo’s residents, 93.7% identify as being only one race and 6.3% of the population are two or more races. The population is predominantly Caucasian (69%). Of the remaining population, 21.3% is African American, 0.3% is American Indian and Alaskan Native, 2.2% is Asian, and 0.9% identifies as some other race. Between 2013-2017, the

median income was \$37,438 and the median age for Kalamazoo residents was 26.2 years (United States Census Bureau, 2017).

The City of Kalamazoo was founded in 1831 when Titus Bronson recorded the original plat for the Village of Bronson at the County Register of Deeds Office. From there, Governor Lewis Cass chose the village to be the county seat, which helped to speed up development of the village. After Bronson himself began getting in trouble for stealing cherry trees from other settlers, the village name was changed in response. In 1836 the village became known as the town of Kalamazoo. (The City of Kalamazoo, 2017). After Bronson left the area, many settlers began harvesting crops to make an income or to trade for other goods and services. Kalamazoo flourished with corn and wheat farms, then later incorporated the production of pork. With all of the production taking place in the city, agriculture was the first major industry for Kalamazoo.

## Agriculture

During the early 1840s, David Walbridge, a resident of the community, operated a barge system that transported Kalamazoo's produce to the mouth of the Kalamazoo River. From there, the produce transferred to a much larger vessels and was sent east or to Chicago. This system for transferring produce was used for a few years, however, with the railroad system's arrival in Kalamazoo during 1846, production could be transferred much more efficiently. By the mid-1850s, the entire Kalamazoo County was one of the state's leading agriculture production areas. The county's harvest of 585,000 bushels of wheat in preparation of the Civil War placed it fifth out of all counties in Michigan (Southwest Michigan Directory, 2020).

### “The Celery City”

Along with grain and pork production, celery was the most common vegetable produced in Kalamazoo. The celery industry began in Kalamazoo in 1856 when George Taylor brought celery seeds over from his native country, Scotland. His celery became known amongst the most influential people in the city. Eventually, Taylor’s celery was served in many dishes at the Burdick Hotel. Celery also gained its popularity in the city by Dutch immigrants that created their own plots of land for celery production. These fields stretched from the north side of Kalamazoo, east to Comstock, and south to what is now known as Portage (Peppel, 2005). Kalamazoo’s celery thrived due to the fact that it was very unique when compared to the California competition. Figure 21 and Figure 22 show what this production looked like at the time. This celery was white and yellow and was often described as being much sweeter and more pleasant than the celery that was grown in California. During 1871, Kalamazoo ranked second for the overall amount of celery that was shipped by rail. By the 1920s celery packaging plants were all over the county. Celery farmers in the United States often produced their own celery crop, but then shipped it to Kalamazoo to have it washed, processed, and delivered. The high demand of celery was still popular into the early 1930s with the crop being sold everywhere and to everyone (Peppel, 2005). However, the industry began to die for a variety of reasons. The main reason was due to the fact that the city’s papermills sank deep wells all over, which lowered the water table immensely. Kalamazoo also could not keep up with other areas and their high production rate of the crop, which resulted in the death of the “Celery City” (Lin, 1990).



Figure 21. Kalamazoo Celery Production in 1905  
Source: Peppel, 2005



Figure 22. Kalamazoo Celery Production in 1907  
Source: Peppel, 2005

“The Paper City”



Kalamazoo was also known for its water resources and paper production. In 1867 the Kalamazoo Paper Company opened its first papermill. The area's proximity to Chicago and Detroit, its railroad network, its abundance in water necessary for paper production, and its labor force helped to bring the paper industry to the city of Kalamazoo. By the early twentieth century, Kalamazoo County was the state's major paper producer. During the start of World War I, Kalamazoo was the largest paper-producing area in the United States (Southwest Michigan Directory, 2020). Figure 23 and Figure 24 show two paper production factories that were located in Kalamazoo. While the paper industry thrived in Kalamazoo for quite a while, production began to slow. After World War II, paper production began to slow steadily, but was still a major industry at that time. However, during the 1960s and 1970s, the paper industry began to quickly decline. The decline can be partially due to historian Larry Masse's explanation which states,

These [paper production plants] were old, old factories by then. And other people came and bought them and didn't install the new equipment, just making paper as long as they [the machines] lasted, and they eventually closed down. One by one they closed down –(Larry Masse interviewed by WMUK's Sehvilla Mann, 2016).

Another reason for its decline is due to the growing environmental movement in the 1970s. Papermills produce a lot of waste and pollution, creating a very strong pungent odor given off by the waste in the water. Newly introduced environmental laws at that time are often said to be the catalyst for destroying the paper production in Kalamazoo (Forist, 2005). Today, the paper industry is almost non-existent in Kalamazoo with only one full-scale commercial papermill left: Graphic Packaging International. After World War II, and during the rapid decline of paper production in the city, people stopped referring to Kalamazoo as "The Paper City" and started referring to it as "The Mall City" due to the creation of the first ever pedestrian mall in the United States.

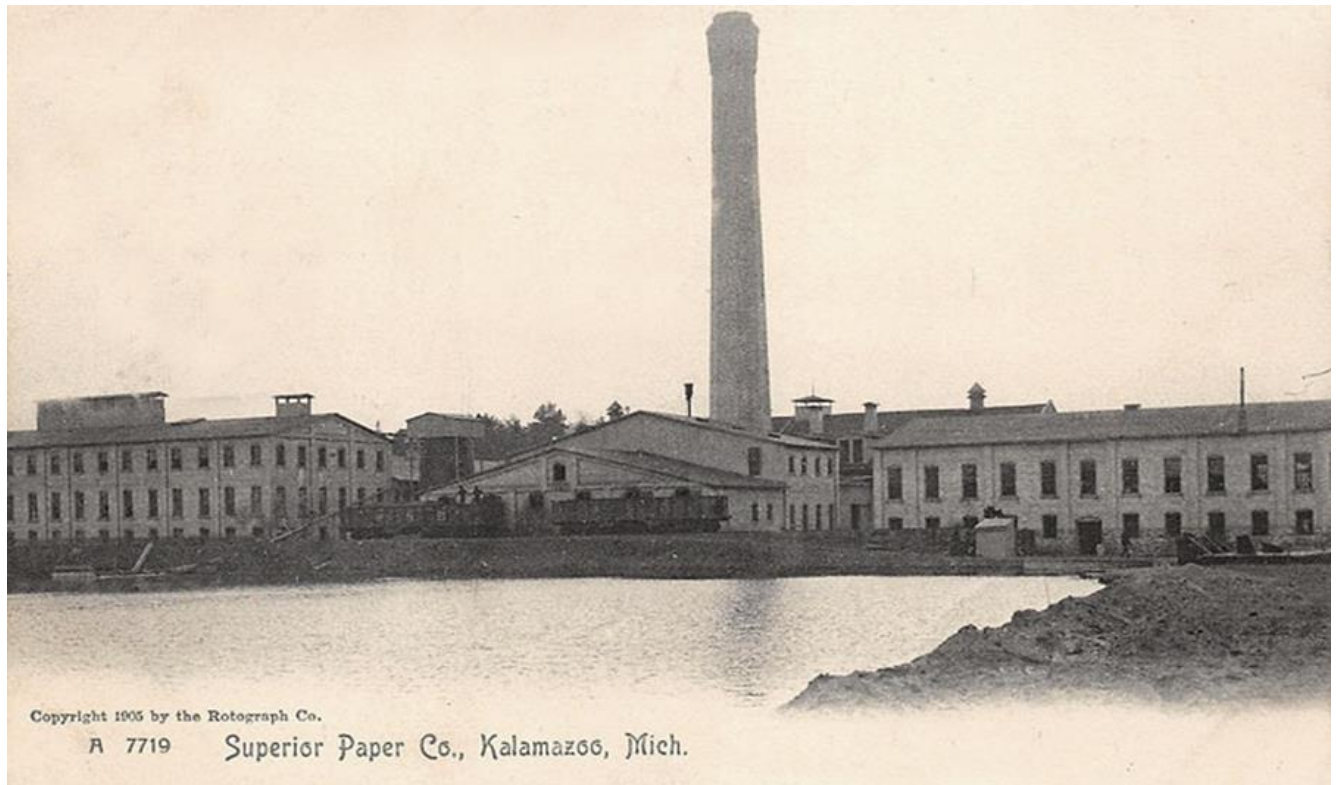


Figure 23. Superior Paper Company.  
Source: Forist, 2005



Figure 24. Aerial view of the North Side Plants of Sutherland Paper Company.  
Source: Forist, 2005

## The Kalamazoo Mall: “The Mall City”

Gaining its popularity from Essen, Germany, and other European cities, pedestrian malls first originated in Western Europe and eventually made their way to the United States. Beginning in the late 1930s and early 1940s, urban areas within the United States were experiencing quick and extreme declines.

Population growth plummeted and the economy was experiencing hardship. In response to this as well as initiatives offered by the government after World War II, those that could move to the desired suburbs did just that. Since people keep businesses alive, many businesses followed the move to the suburbs. By the 1950s downtown retail hit an all-time low and the suburban mall thrived. The suburban mall provided more amenities than the pedestrian mall including air conditioning and a climate-controlled environment, was away from all of the urban crime that was problematic, had a variety of stores, and arguably the most important to shoppers, free, convenient parking available surrounding the suburban mall. To keep downtowns a vital part of a city, city officials and locally owned businesses needed to come up with an idea that would bring people back downtown (Gregg, 2018). To follow through with this plan, a pedestrian mall was devised.

In 1956, Victor Gruen and Associates came up with a blueprint plan that was designed for Fort Worth, Texas. Victor Gruen envisioned these types of malls to be free from automobile traffic that instead focused on pedestrian-friendly amenities. Gruen wanted the pedestrian mall to have the same aesthetic style. For example, benches were in abundance, trees and greenery would surround the mall, and walkways would be identified throughout. Although Gruen designed the first ever pedestrian mall, he was truly known for his reputation as being the creator of the suburban mall. His previous work includes the Northland Mall near Detroit (Figure 25) as

well as the Southdale Mall in Edina, Minnesota (Figure 26). Gruen was hired to design the pedestrian mall due to the fact that he believed that downtowns and suburban areas could act interchangeably and that their characteristics could be identical to one another. Many people began to criticize his ideology and did not like his expensive price point to complete the project. Ultimately, Fort Worth, Texas rejected Victor Gruen's plan and ended the conversation surrounding the pedestrian mall. By this time, however, Gruen's plan had been widely known by many other cities throughout the country (Cheyne, 2010).

In 1957, another city that had a declining downtown decided to look into the idea of a pedestrian mall. This city, Kalamazoo, MI, was struggling due to both the suburban mall and their failing paper production industry. On August 19, 1959, downtown Kalamazoo, Michigan undertook a bold experiment in an effort to compete with their suburban shopping mall. With the help from Victor Gruen, the City of Kalamazoo was hopeful that their downtown could benefit from revitalization efforts like a pedestrian mall.



Figure 25. Northland Mall in Novi, Michigan.  
Source: Quito, 2015





Figure 26. Southdale Center in Edina, Minnesota  
Source: Garfield, 2017

After many discussions and changes in the malls' plan, the nation's first pedestrian mall opened along North and South Burdick Street, crowded with thousands of reporters, citizens, and dignitaries, all gathered together to take part in this historic grand event. In place of cars, trees, fountains, and grass created a park-like setting (Cheyne, 2010). Without cars congesting the streets, the shopping mall designated two full blocks for pedestrians, shown in Figure 27 and Figure 28. At first, Kalamazoo noted brief economic growth over several years. However, the city's economy continued to decline once again. The mall ultimately did not address the economic hardships that the downtown commercial district faced such as declining sales, fewer pedestrians, and lower rents. After the excitement died down, community members started to complain about the lack of parking spaces available close by and complained about having to either walk or take a shuttle to the pedestrian mall. Given the negative opinions that started to emerge and competition from suburban malls, Kalamazoo residents and guests ultimately stopped visiting the Mall (Thompson, 2018). To try and combat competition and bring back

customers, Kalamazoo officials expanded the Mall to include a fourth block in 1975 to create more retail space. Their ideology behind doubling the mall space was that with more stores, more residents would shop in this space. Even with these additions, the mall was still declining. In 1987 a report by the Urban Land Institute (ULI) stated that “by excluding the automobile, pedestrian malls in effect excluded the customer” (Cheyne, 2010 p. 116). Even though Kalamazoo officials were aware of the likelihood of having to reintroduce automobiles into the mall, the city officials and some community members fought this conversion for several years. On October 9, 1998, however, almost 40 years since the original opening, more people gathered again at the mall to celebrate the exact opposite of what was highly celebrated decades before—the reintroduction of automobiles with a single lane road for their travels. Despite the fact that the Kalamazoo Mall was highly praised by architects and planners across the country, the City of Kalamazoo has struggled after the many efforts to try to revitalize the downtown district.



Figure 27. The Kalamazoo Mall's First Year  
Source: WTTW PBS, (2020) [Image courtesy of the Kalamazoo Valley Museum]



Figure 28. The Kalamazoo Mall in the 1960s.

Source: WTTW PBS, (2020) [Image courtesy of the Kalamazoo Valley Museum]

### Summary

While the City of Kalamazoo has been known for several different industries over the years, the history made from these industries is what makes Kalamazoo unique. From celery, to paper, and finally, to the first pedestrian mall in the country, Kalamazoo, Michigan, continues to redefine itself. Although the Kalamazoo Mall has changed from its original plan of being completely closed off to automobiles, the Mall is part of the city's foundation and its history, which has helped shape the city that exists today.



## CHAPTER IV

### METHODOLOGY

As indicated in Chapter 1, the purpose of this thesis is to understand the resiliency of the Kalamazoo Mall and why it still exists today, even though the majority of pedestrian malls have failed. Understanding the Mall's resiliency requires the acquisition of data on why people still visit the Kalamazoo Mall. This chapter discusses the types of data, methods of data collection and analysis employed in this study. This chapter has three sections. The first section describes the data types and methods of data collection. The second section discusses the methods of data analysis, and the third section includes both the summary and the conclusion.

#### Types of Data and Methods of Data Collection

##### Primary Data

Both primary and secondary data were used in this study. Table 1 provides a list of the various types of data, data sources, and instruments that were used to collect and analyze these data. Primary data, consisting of different types of surveys, were obtained by surveying festival and event attendees, Kalamazoo Mall attendees, and those who received a mailed survey sent to two zip codes (49004 and 49001) within Kalamazoo County. Only two zip codes were involved in the paper mailing survey due to the substantial cost of mailing. The zip codes involved were chosen randomly by the author.

##### Survey for Kalamazoo Mall Business Owners



Initially, the plan was to also interview Kalamazoo Mall business owners as well to understand why they chose to locate on the Mall, if there were any incentives for locating in the Mall, and why they think the Kalamazoo Mall is important for the City of Kalamazoo.

Table 1. Research Data Type and Source

Data Type	Data Classification			
	Qualitative		Quantitative	
Primary Data	Source	Instruments	Source	Instruments
	Participants	Surveys, Every Door Direct Mail	Survey Responses	SPSS and Qualtrics
Secondary Data	Journals and Articles	Citations, Quotes, etc	N/A	N/A

Source: Created by the author

Several owners seemed interested in the study and wanted to be contacted at another time, others were not located at the store at that given time and a business card was left with a store employee. However, after several attempts were made at contacting Mall business owners, the majority stated that they were too busy and could not guarantee their participation in the study. Out of the 27 stores that were asked to participate in the questionnaire, two business owners responded. Due to the low response rate from Kalamazoo Mall business owners, they were not included in this study.

#### Survey for Kalamazoo Mall Attendees and Paper Mailing Respondents

The survey designed for both Mall attendees and paper mailing participants focused on many different aspects such as why they visit the Mall, what they like and dislike about the Mall, what they would like to see more of, how often they visit, and so on. To better understand the usage of the Kalamazoo Mall, two zip codes within Kalamazoo County were chosen to receive the survey in the mail. These two zip codes, 49001 and 49004, were chosen based on their proximity to the Kalamazoo Mall and the need to study the usage of those who live outside of the City of Kalamazoo. To distribute the surveys to the two zip codes involved in the paper mailing survey, a paper mailing service by USPS called Ever Door Direct Mail (EDDM) was used. To process the order, mail routes had to be selected. Each mail route differed in the amount it would cost to distribute the surveys to the residences. In order to stay within the budget, one route for each zip code was chosen that could distribute approximately 400 surveys to each route, over 800 in total.

#### Survey for Kalamazoo Mall Festival and Event Attendees

The survey designed for festival and event attendees was made shorter than the other survey created for the mall attendees and the paper mailing survey due to the fact that many of these participants were often with larger groups, enjoying cocktails, and seemed to be in more of a hurry than other participants. This survey focused on questions such as:

- What township do you live in and what is your zip code?
- How often do you visit the Mall?
- What event brought you to the Mall today and would you be at the Mall without the event taking place?

The questions were catered around such events and whether or not the participant would be at the Mall without the event taking place.

## Secondary Data

This study also used secondary sources for means of learning more about the historical geography of the Kalamazoo Mall and other pedestrian malls. Peer-reviewed journal entries and archived newspaper articles were found by using Western Michigan University's online database through the university's library. Useful information such as the history behind wanting to open a pedestrian mall, the date it opened, the several changes the mall has experienced, and what the Mall is like today are included in Chapter three (the history of Kalamazoo, MI, and of the Kalamazoo Mall) and reference the many secondary data types described.

## Methods of Data Analysis

The primary data (survey responses) were first recorded into a Microsoft Excel spreadsheet to determine what surveys were not going to be involved in the data analysis stage. A few surveys were not included due to the lack of responses of the central questions within the survey— 'what makes the Mall resilient'. After these data were cleaned up, Qualtrics was used as a better way manage data as well as to look at the responses for each in percentages. Another way to examine survey responses is to run cross tabulations. Cross tabulation is one of the most useful tools to run analyses and is most commonly used for categorical data analysis. This type of analysis provides "a wealth of information between variables" (Qualtrics, 2020). For example, cross tabulations can examine whether or not the variables are independent of each other or if they have some kind of relationship. With this specific study, cross tabulations were used to examine whether or not the survey responses were dependent on the two survey locations—those at the Kalamazoo Mall and those that participated in the paper mailing survey—or if the responses were similar regardless of where participants completed the survey.

Several important questions involved in the cross tabulations include “Agree/Disagree” questions such as:

- The Mall offers a variety of stores, services, quality of products, value for the money
- The Mall is conveniently located, easily accessible, well-designed, unique when compared to other shopping malls
- The Mall provides convenient hours, convenient parking, adequate entertainment facilities, adequate safety, adequate facilities for the disabled

Other survey questions involved in the cross tabulations include “Yes/No” questions as well as “Circle the best response”, which includes:

- The Mall makes me happy/not happy
- Which of the following influences you to visit the Mall?
- What items do you purchase more of while shopping at the Mall?
- Do you think the Kalamazoo Mall is important for the community?
- What do you think keeps the Mall going?
- How often do you visit the Mall?

After the cross-tabulation analysis, SPSS was used to run the chi-square test of association. Chi-square was used to test the statistical significance between survey respondents and their reasoning for why they think the Mall keeps going. The chi-square test is an important analytical test that can determine whether or not the two variables are independent, meaning that they have no relationship. If variables are not related, then it can be concluded that it is not significant, and the variables do not have a relationship. If the variables are related, the test will show statistical significance and conclude that there is some relationship (Qualtrics, 2020). After running chi-square, both Cramer’s V and residual analysis was performed to provide further clarification of the results.

## Limitations of Methodology

There are a number of limitations of this study that need to be acknowledged. First, the distribution of paper mailing surveys had to be adjusted in order to fit within the budget for this project. Originally, one zip code for four townships—Cooper, Kalamazoo, Texas, and Comstock—were going to be involved in the paper mailing distribution so that involvement would come from townships that surround the Kalamazoo Mall in each cardinal direction (north, east, south, and west). However, due to the high cost of having four route distributions, two zip codes were randomly chosen by the student researcher. If more townships were involved through the paper mailing survey, there would be an even better understanding at the end of the study as to why the Kalamazoo Mall still exists today despite its many changes as well as how the Kalamazoo community perceives the Mall.

Another limitation is not using a form of electronic survey distribution in order to receive more involvement. When deciding how to distribute the surveys, many calls were made to different townships within Kalamazoo County to see if there was a way to receive resident contact information. Many townships were apprehensive to share such information and had no way to inform their residents regarding the Kalamazoo Mall survey. Looking back, using EDDM through USPS to send out a tangible paper survey with an electronic survey link would have allowed for more participation. Those that preferred mailing back the completed paper surveys could do so and those who preferred completing the survey online could do so as well.

A third limitation is regarding the types of surveys involved in the study. For example, having two sample groups—the Kalamazoo Mall attendees and the Paper Mailing respondents—using the same survey with “Agree/Disagree” and “Yes/No” questions allow for quantitative analysis between the two groups to see if there is a relationship between variables. For the

festival and event attendees survey, the questions are open-ended and more difficult to analyze quantitatively, and therefore cannot be included in the same analysis with the other two surveys. Results for this survey were determined by observation of the responses and the discussion of any findings throughout.

### Summary and Conclusion

This chapter provides information about the types of data that are within this study, and how these data were collected and then analyzed. As discussed above, both primary and secondary data were used in this study. Primary data were obtained by surveying three different groups of participants: surveying festival attendees, Kalamazoo Mall attendees, and those who received a mailed survey sent to two zip codes (49004 and 49001) within Kalamazoo County. Most of the secondary data came from historical articles about downtown revitalization through the Kalamazoo Mall, and Kalamazoo's general history as a city. The principal tools used in the analyses of these data were SPSS and Qualtrics. The next chapter of this study discusses the analysis and findings of the study.

## CHAPTER V

### ANALYSIS, RESULTS, AND DISCUSSION

This chapter concentrates on the Kalamazoo Mall and contains the analysis, results, and discussion for this study. This chapter is divided into four sections. It begins with an examination of the responses from those who participated in the festival and event survey, which has a total of 45 survey participants. The second section will discuss the response results found while examining percentages for the Kalamazoo Mall Attendee and Paper Mailing survey, which has a total of 107 survey participants. Between both of the two different surveys, there are 152 survey participants involved in this study. The third section discusses the chi-square and residual results. The fourth and final section concludes this chapter by covering the study's discussion and recommendations.

#### Chi-square Results

A chi-square test of association was performed to examine the relationship between survey respondents and their reasoning for why they think the mall is still going (shown in Figure 29). Table 2 shows the SPSS output after running Chi-square test of association with the count data from both sample groups. The association between these variables was significant at the 0.05 level ( $\chi^2 = 30.764$ ,  $p = 0.001$ ). The null hypothesis that there is no association between the respondents and the reasons why the Mall is still going was then rejected. To better understand the association between the variables, Cramer's V and residual analysis was used in response. Cramer's V showed a moderate association (.605 or ~60%) that was significant ( $p = 0.001$ ) and the residual analysis showed that the major contributors to the association were the events indicated by the festival attendees and the community indicated by non-festival attendees.



This further strengthens the conclusion that both events and the sense of community indicated by the percentages and output above help the Mall to continue.

Table 2. Count data used to run Chi-square test of association

			RESPONSES	
			Community	Business
		Events		
Festival Attendees	Count	26a	12b	6b
	Expected Count	14.1	19.9	10.0
	% with Respondents	59.1%	27.3%	13.6%
	Residual	11.9	-7.9	-4.0
	Standardize Residual	3.2	-0.18	-1.3
Non-Festival Attendees	Adjusted Residual	5.5	-3.5	-2.1
	Count	1a	26b	13b
	Expected Count	12.9	18.1	9.0
	% with Respondents	2.5%	65.0%	32.5%
	Residual	-11.9	7.9	4.0
	Standardize Residual	-3.3	1.9	1.3
	Adjusted Residual	-5.5	3.5	2.1
Total	Count	27	38	19
	Expected Count	27.0	38.0	19.0
	% within Respondents	32.1%	45.2%	22.6%

Source: Created by Author

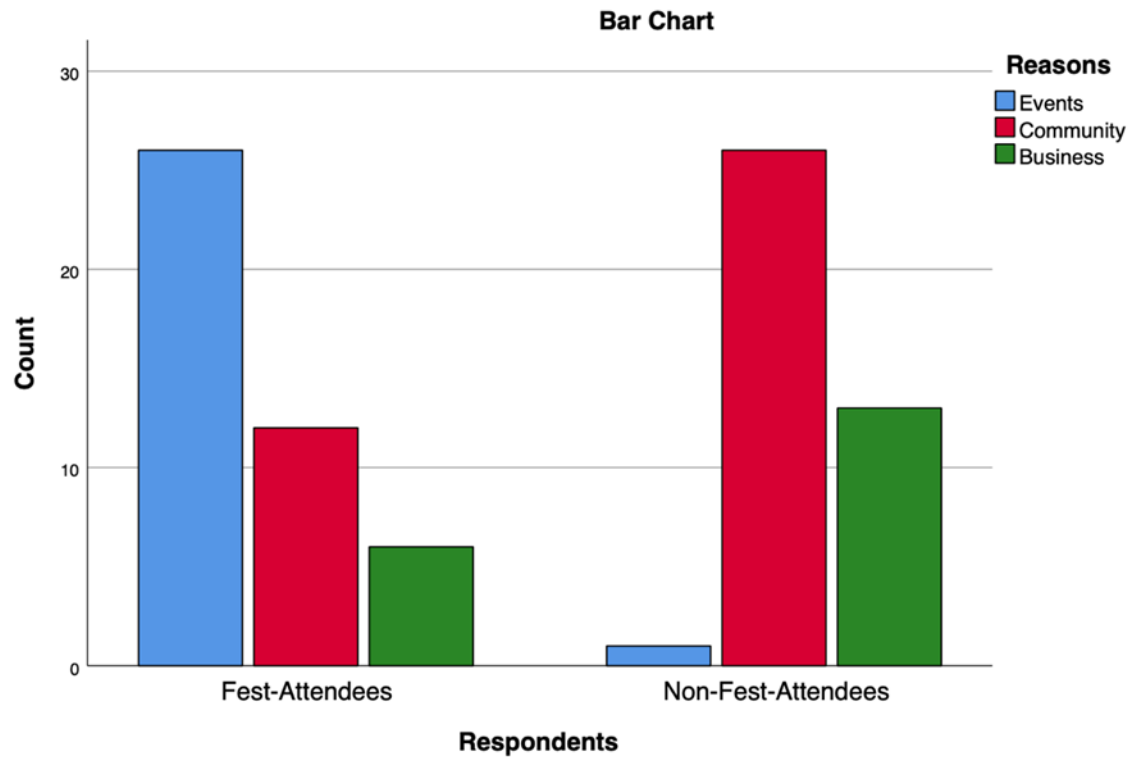


Figure 29. Survey respondents and their reasoning for why the Mall keeps going  
Source: Created by the author.

## Discussion

### Festival and Event Attendees Survey Findings

To the key question of why the Mall keeps going after similar pedestrian malls have closed, out of the 45 festival and event respondents, 18 (40%) people said that events are what keeps the mall going, 12 people (27%) said support from the Kalamazoo community, and eight people (18%) said that the arts and culture within the Mall is what keeps it “going” (see Figure 30). When asked what event brought people to the Mall, 35 people (78%) said the Art Hops compared to 10 people (22%) who said that the Summer Sidewalk Sale is what brought them to the Kalamazoo Mall (Figure 31). All of the 35 (100%) Art Hop participants and four (87%) of the Sidewalk Sale participants in the survey said they would not be at the Mall without the event

taking place. A total of four festival respondents (9%) said they would be at the Kalamazoo Mall without an event taking place and only two (4%) said that they would come to the Mall if there was an event scheduled (Figure 32). A total of 39 people (87%) stated that they visit the Mall less than three times per month, specifically for the events that are held. Only six people (13%) visit the Mall between four and seven times per month, and their visits revolve around events and the overall arts and culture exhibited in the Mall. None of the participants of this survey visit the Mall eight or more times per month. (Figure 33).

Since the Kalamazoo Mall is used for festivals and events beyond from the sole uses of shopping and dining, many visit the Mall for events specifically. When asked what keeps the Kalamazoo Mall going, 18 respondents (40%) stated that events help the Mall's resiliency and keep it going over the years. With that in mind, art events such as the Art Hops, bring the most people to the Mall, with a total of 35 respondents (78%). To increase event participation even more, an increase in the art-related events held at the Mall will surely bring more people downtown.

When asked if festival and event survey respondents would be at the Mall without an event taking place, 39 people (87%) said they would not be at the Mall without events. Furthermore, most of this survey group stated that they only visit the Mall 0-3 times per month. To increase Mall attendance from the festival and event respondents, bi-weekly events should be taken into consideration year-round. Currently, the Mall hosts the majority of its events during the summer months. While this makes sense for a city located in Michigan, events should be carried out throughout the entire year to have the best response in attendance. Events to consider during the winter months include those focused around the holiday's with holiday-inspired merchandise and discounts, as well as events that bring art enthusiasts together.

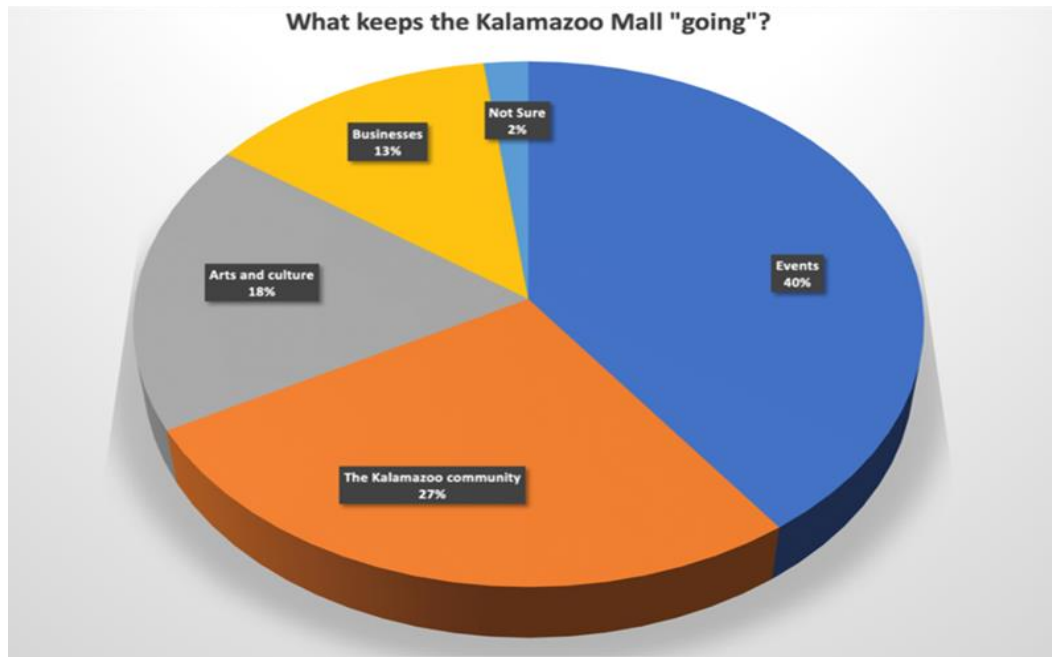


Figure 30. Survey responses for what keeps the Kalamazoo Mall “going.”  
Source: Created by the author, (2020)



Figure 30. Survey responses for what event brought people to the Mall.  
Source: Created by the author, (2020)



Figure 31. Survey responses for if attendees would visit the Mall without the event.  
Source: Created by the author, (2020)

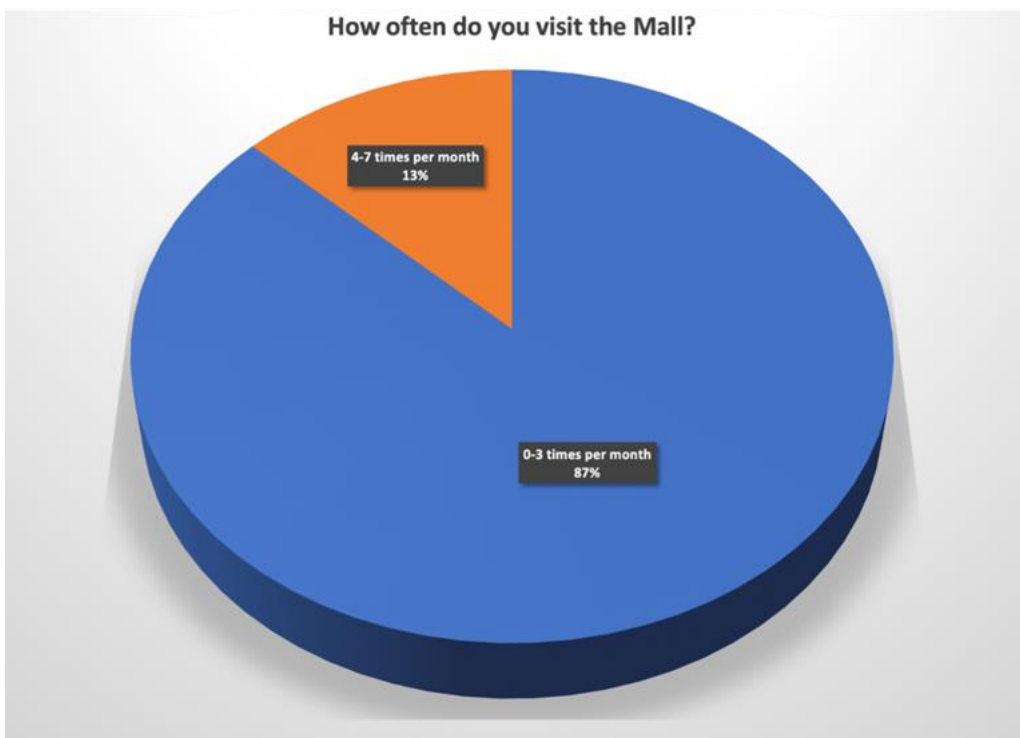


Figure 33. Survey responses for how often respondents visit the Mall.  
Source: Created by the author, (2020)

## Kalamazoo Mall Attendee and Paper Mailing Survey Responses

To the key question of why the Mall keeps going after similar pedestrian malls have failed, 26 people (50%) of the respondents said community support, 13 people (25%) said local businesses, and six people (11.5%) said restaurants and bars were the main reasons (Figure 34).

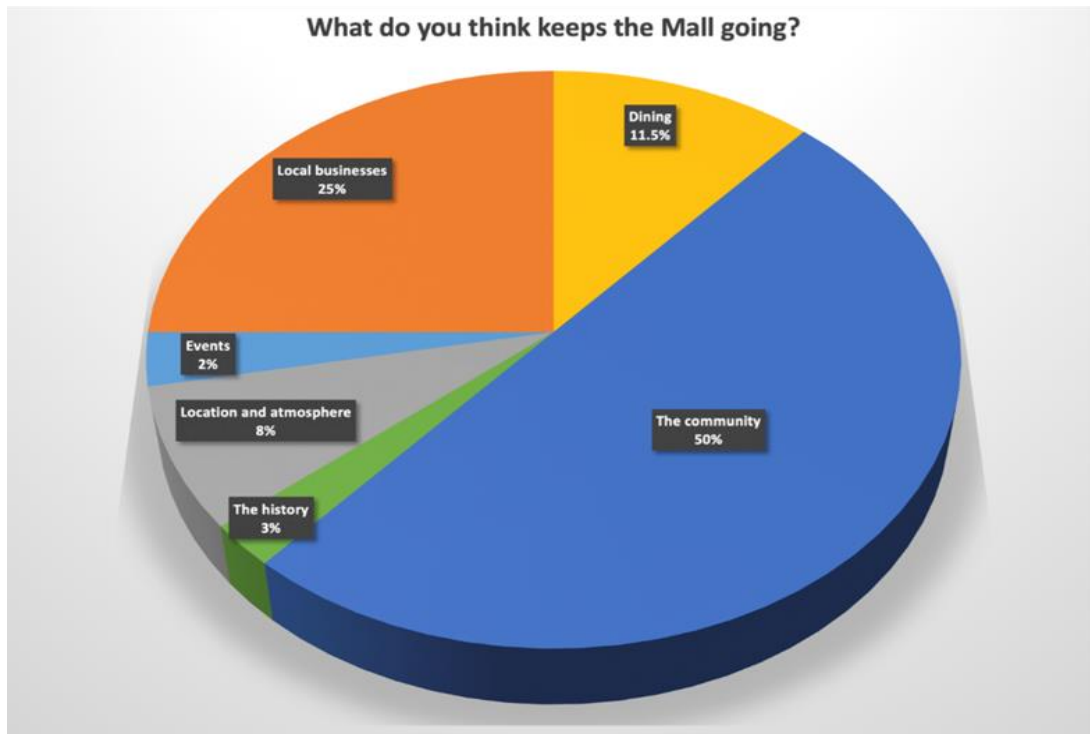


Figure 32. Survey responses for what keeps the Kalamazoo Mall “going”.

Source: Created by the author, (2020)

The level of community support was expressed in how happy respondents felt about the Mall (81%) were happy, shown in Figure 35 and how they thought about the importance of the Mall (94%) viewed the Mall as being important for the community, shown in Figure 36. With respect to what they liked most about the Mall, 44 Mall attendees and paper mailing respondents (39%) of survey respondents said diverse dining options, 38 people (34%) said diverse shopping options, and 25 people (22%) of respondents said the open space that is present in the Mall

(Figure 37). Similarly, 56 people (45%) identified food and drink as the reason for visiting the Mall, while for 32 people (26%) of people it was the shopping, and another 31 people (25%) of respondents said it was for social purposes (Figure 38). Furthermore, when asked what these respondents liked the least, 62 people (58%) said the lack of parking as the main complaint of the Mall. The lack of stores followed at 30 people (28%) and finally, the lack of dining options with 12 people (11%), as shown in Figure 39. Table 3 shows a summarization of responses for both the Kalamazoo Mall attendees as well as the Paper Mailing survey respondents. Some rows in the table exceed 100% due to some respondents choosing more than one response.

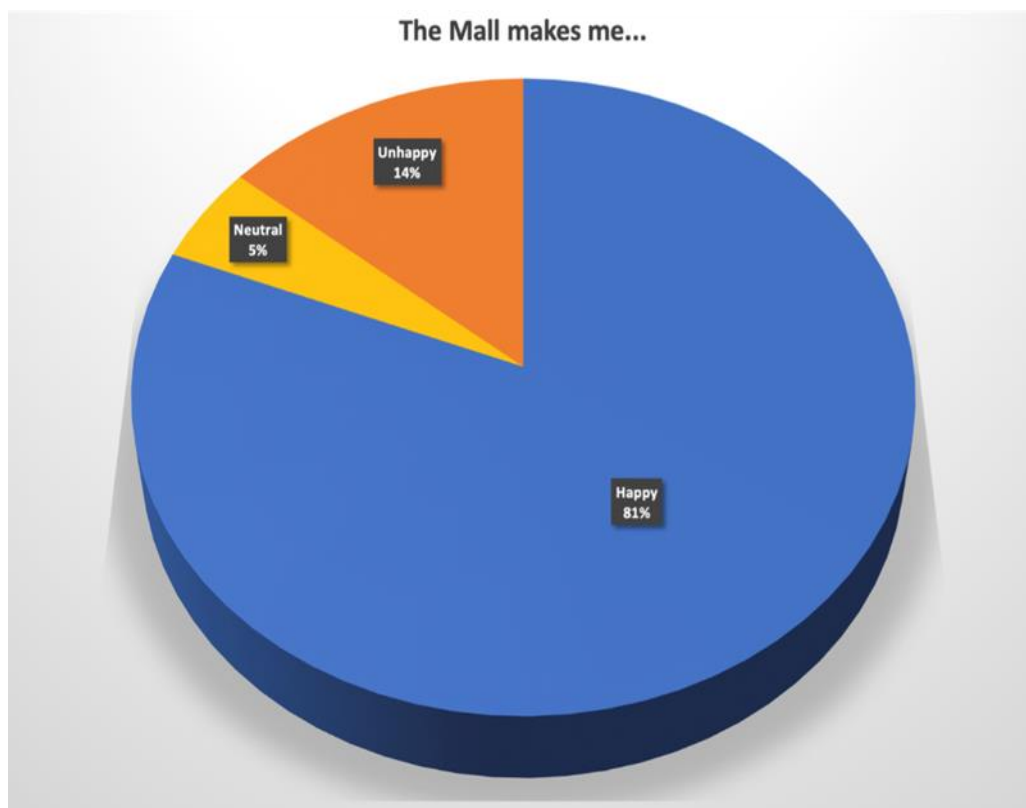


Figure 33. Survey responses expressed in how happy respondents feel about the Mall.  
Source: Created by the author, (2020)



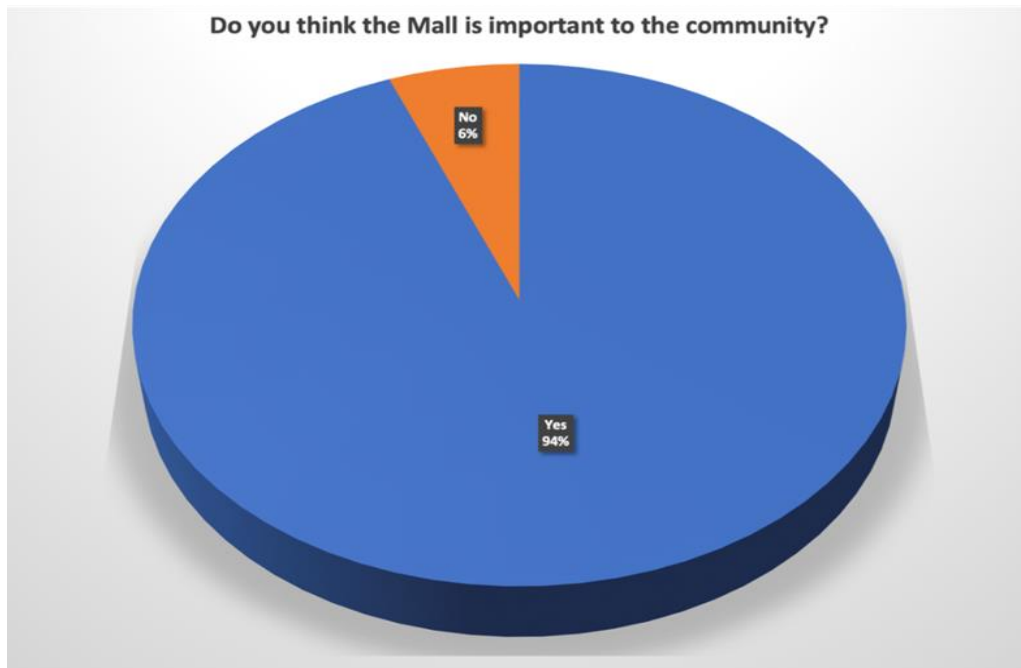


Figure 36. Survey responses for how important the Mall is to the community.  
Source: Created by the author, (2020)

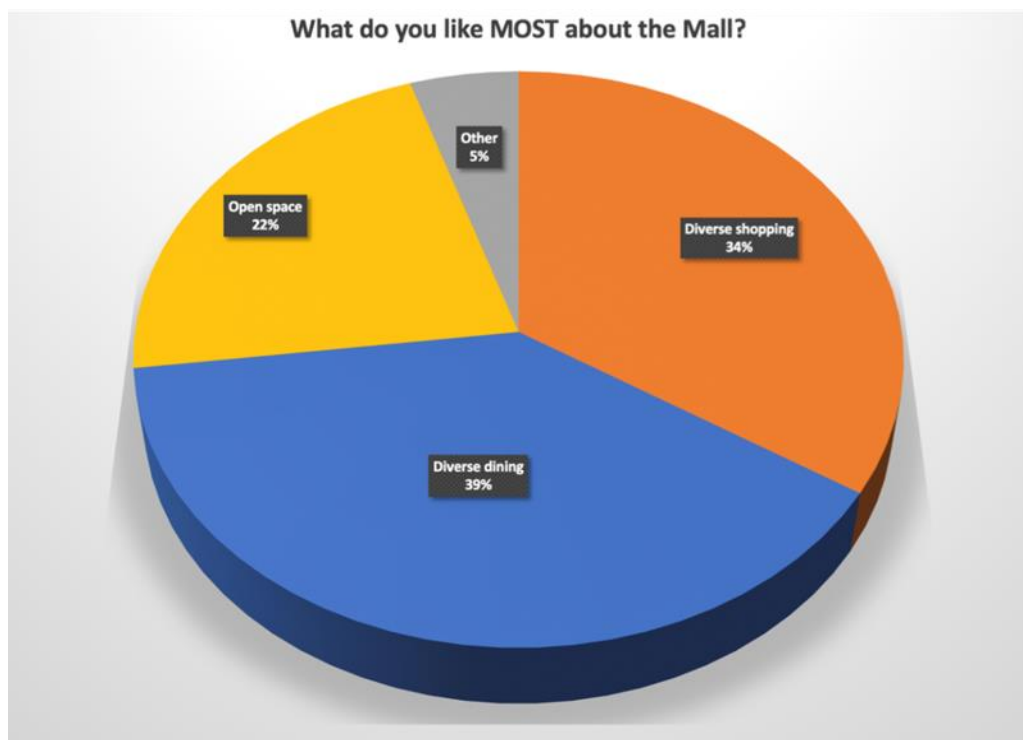


Figure 34. Survey responses for what respondents like most about the Mall.  
Source: Created by the author, (2020)

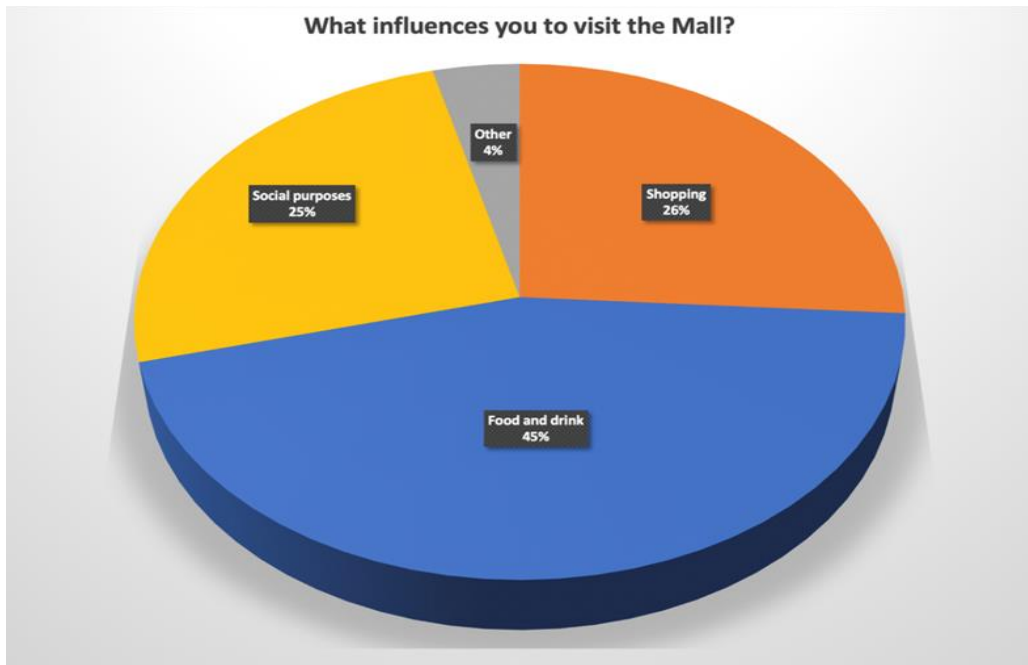


Figure 35. Survey responses for what influences respondents to visit the Mall.  
Source: Created by the author, (2020)

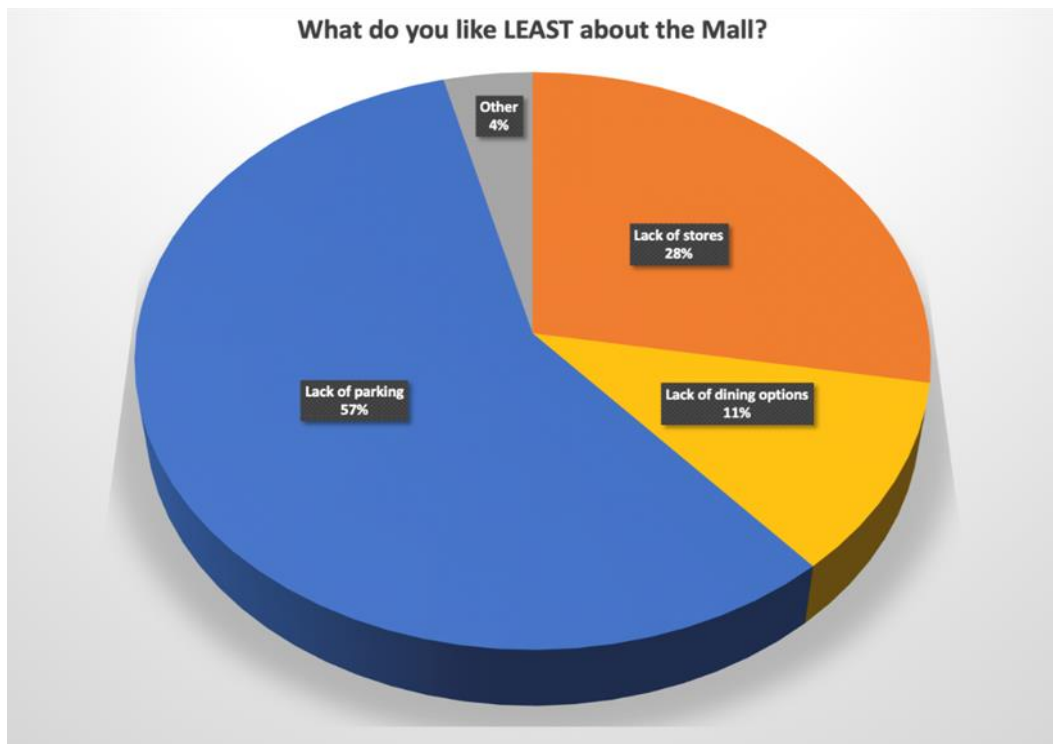


Figure 36. Survey responses for what respondents like least about the Mall.  
Source: Created by the author, (2020)

Table 3. Kalamazoo Mall and Paper Mailing Survey response results in percentages.

What do you think keeps the Mall going?					
The restaurants and bars	The community and their support	The local businesses	The history	The location	The events
11.5%	50%	25%	2%	8%	4%
Which of the following do you wish to see more of in the Mall?					
Big-box retail	More diverse dining	More parking	Even more small businesses		
12%	47%	59%	72%		
Which of the following do you like MOST about the Mall?					
Diverse shopping options	Diverse dining	Open space	Other		
34%	39%	22%	5%		
Which of the following do you like LEAST about the Mall?					
Lack of stores	Lack of dining options	Lack of parking	Other		
28%	11%	58%	4%		
Which of the following influences you to visit the Mall?					
Shopping	Food and drink	Social purposes			
26%	45%	25%			
How often do you visit the Mall?					
0-3 times per month	4-7 times per month	8 or more times per month			
50%	27%	22%			
The Mall makes me...					
Happy	Unhappy	Neutral			
81%	5%	14%			
Do you think the Kalamazoo Mall is important for the community?					
Yes	No				
94%	6%				

Source: Created by the author

Since the Kalamazoo Mall is the first pedestrian mall in the United States, it is unique when examining what has kept the Mall resilient throughout all of these years. When asked what keeps the Mall going, 26 respondents (50%) agreed that the community's support was the most notable contributor. To encourage the Kalamazoo community to keep visiting, Mall business owners could try establishing a reward system specifically made for Kalamazoo County residents. This reward system could have specific nights throughout the week where certain goods and services would be discounted for Kalamazoo residents. For example, hair and nail services could be discounted on Monday's, beauty products on Tuesday's, clothing on Wednesday's, accessories on Thursday's, drinks on Friday's, dinner on Saturday's, and brunch on Sunday's. Having an exclusive discount program made for residents will not only help to promote businesses throughout the week but also to increase the Mall's use even more.

### Summary and Conclusion

After analysis and acknowledgement of the limitations of this research, it is relatively clear as to what survey respondents, and potentially the general public, see as the reasons for the resiliency of the Kalamazoo Mall and why it still exists today while similar pedestrian malls have failed. Both the Kalamazoo Mall attendee respondents and the paper mailing survey respondents view community support and the services that the Mall provides as the main reasons behind the Kalamazoo Mall's resiliency. However, increasing parking, variety of stores and restaurants will most likely make the Mall more resilient. These results are significant because they provide valuable information regarding successful revitalization projects that can be useful to the City of Kalamazoo and other cities looking to implement a pedestrian mall as a revitalization project in their own downtowns. However, more research needs to be done to confirm and/or support these findings, given the aforementioned limitations of this research.

## CHAPTER VI

### SUMMARY, CONCLUSION, AND RECCOMENDATIONS

Chapter six is the final chapter in this study. This chapter summarizes the thesis and provides recommendations based on findings made over the course of this project. This chapter has three sections. The first section contains a brief summary of the issues that set this thesis in motion, including a restatement of the main question that guided this study. This section also provides a brief summary on what has been done over the life of this study to arrive at answers to the main question. The second section presents the study's conclusion. The third and last section of this chapter presents the study's recommendations.

#### Summary

As mentioned in the first chapter of this thesis, shopping behavior has changed significantly since WWII and remains a central activity within public spaces to the present. Cohen (1996) argues that the change in consumption habits in response to suburbanization after WWII led to the development of several shopping malls due to increasing population and consumer demands for the goods and services that malls offer. With the majority of people moving away from the city and into the suburbs, many cities created downtown revitalization plans with a goal of bringing people back into the city. Cities hoped that people would think of downtown as a destination—a place to stay and spend money on dining and retail. Many cities have acknowledged the importance of downtowns and the vital role they play in economic and social development. One downtown revitalization project in the United States that has made history is the creation of the Kalamazoo Mall in Kalamazoo, Michigan.

In 1959, the first mall closed off to cars was opened in Kalamazoo, Michigan. The Kalamazoo Mall was packed with more than 50,000 people excited and hopeful for the future of their downtown. Although the Mall helped the local economy for a few years, people eventually stopped visiting. To try to combat the decline, cars were re-introduced in two of the four blocks. Although two of the four blocks allow cars, the Kalamazoo Mall still exists today despite these changes.

Specifically, the purpose of this study was to understand why the Kalamazoo Mall still exists today after many other pedestrian malls have failed. The project was guided by the two main objectives. These are: (1) Understand the resiliency of the Kalamazoo Mall; and (2) Draw lessons from the experience of the Mall for future downtown revitalization. This study utilized both primary and secondary data. Primary data were collected by surveying three groups of people including festival and event attendees, Kalamazoo Mall attendees, and paper mailing respondents. The survey focused its questions relating to if the participants thought the Kalamazoo Mall is important to the community, why people choose to visit the Mall, how often they visit, what they purchase more of, if the Mall makes them happy, and what they wish to see more of within the Mall. The festival and event attendee survey consisted of different questions than both the Kalamazoo Mall attendee survey as well as the paper mailing survey. Both the Kalamazoo Mall attendee survey and the paper mailing survey questions consisted of the same 'Yes/No', 'Agree/Disagree' and 'Choose one' questions whereas the festival and event attendee survey consisted of a few open-ended questions that could be quickly answered during such event. All three types of surveys were analyzed using Qualtrics to examine survey responses in the form of percentages. Secondary data were obtained from several historical geography journal



and newspaper articles using Western Michigan University's online database through the university's library.

### Conclusions from the Kalamazoo Mall Study

In light of the literature that discusses pedestrian malls, many of these malls are said to have failed due to the suburban mall competition. The Kalamazoo Mall has not experienced as much of a suburban competition, which has helped the Mall continue to exist. It could be said that Kalamazoo has not experienced what other cities have experienced in this regard due to Kalamazoo being a much smaller city that has implemented a pedestrian mall and therefore, has not experienced a drastic change of the downtown population leaving for the suburbs. Based on the analysis presented in Chapter 5 and the methodology presented in Chapter 4, this research provides an understanding of the Kalamazoo Mall and why it still exists today. Despite all of its changes since its opening in August of 1959, Kalamazoo residents and those visiting the Mall feel happy about the Mall (81%) and 50% of respondents feel as though the support from the local community is what keeps the Mall in existence. To get an understanding of how they envision the Mall in the future, respondents were asked what they wished to see more of within the Mall. An overwhelming 71.9% wish the Mall had even more small businesses. Currently, over 38% of respondents listed diverse dining options as what they liked most about the Mall, with diverse shopping options coming in at a close second with just over 34%. While most respondents viewed the Mall in a positive manner, the majority of people stated that there was a lack of parking that impeded them from visiting the Mall more often. Over 57% of people listed the lack of parking as what they liked least about the Kalamazoo Mall. One social event that brings people to the Mall is the several Art Hop events. The majority of festival and event attendee respondents—35 out of 45 total participants—noted that the Art Hop is an event that

brings them to the Mall. Overall, the majority of respondents have a positive perception of the Mall and believe that the Mall is in fact important for the Kalamazoo community (94%). Besides Kalamazoo being a smaller city that was less impacted by suburbanization as discussed previously, the findings of this study suggest that events and the sense of community have strengthened the role of the Mall for the City of Kalamazoo and has ultimately kept the Kalamazoo Mall in existence.

### Recommendations

While the Kalamazoo Mall has an overall active customer base, there are limitations to the Mall itself. This study provides specific suggestions to increase Mall visitation and spending behaviors within the Mall. These suggestions identify possible areas of future development that should be of focus for the City of Kalamazoo and future development within the Kalamazoo Mall. These recommendations include:

1. Develop and implement a parking-use study to evaluate current parking conditions to see if there is an actual parking issue.
2. Implement a bus or trolley route that could pick people up at a specific shared parking location and bring them to the heart of the Mall.
3. Focus future development on the Mall to encourage even more small businesses, especially those that are shopping and dining centric.
4. Re-think the Mall as being completely closed off to automobiles once again, as many participants noted pedestrian safety as a concern.
5. Increase the number of events that take place within the Mall, focusing on such events that bring the most people. This includes Art Hops and other arts and culture events.

It is difficult to pinpoint exactly what recommendation would increase the amount of people visiting the Mall, however, it is probable to state parking as one of the most determinates for people not visiting the Mall. The second recommendation listed could help combat the

perceived parking issue by providing public transportation to the four blocks of the Kalamazoo Mall.

### Limitations

This research was constrained primarily by time and monetary resources. As such, the results from this study were collected within a few months due to the amount of time surveying people takes as well as the monetary costs associated to both surveying (supplies printing and mailing of surveys) as well as the cost of frequent transportation to the Mall. Another limitation of this study relates to the distribution of paper mailing surveys. The distribution had to be adjusted in order to fit within the budget for this project. Originally, one zip code from four townships—Cooper, Kalamazoo, Texas, and Comstock—were going to be involved in the paper mailing distribution so that involvement would come from townships that surround the Kalamazoo Mall in each cardinal direction (north, east, south, and west). However, due to the high cost of having four route distributions, two zip codes were randomly chosen by the student researcher. Another limitation is not using a form of electronic survey distribution in order to receive more involvement. Using EDDM through USPS to send out a tangible paper survey with an electronic survey link would have allowed for more participation. Those that preferred mailing back the completed paper surveys could do so and those who preferred completing the survey online could do so as well.

### Future Research

Although this study provides valuable information regarding the Kalamazoo Mall, future research would solidify any results and conclusions made about the Mall. Future research could

include more survey groups (especially business owners), examine more of the economic standing of the Mall, as well as correct the limitations involved in this study.

Originally, a major part of this study was regarding the business owners' involvement with a questionnaire. However, as discussed in previous chapters, the majority of business owners did not respond to my attempts at contacting them. Including business owners into the study would provide more useful information to understand the reasoning behind locating on the Mall, why they like the Kalamazoo Mall, and get a general idea of what it is like being a business owner in the City of Kalamazoo. Future research should incorporate a longer surveying period, which would possibly generate more business participation for the study.

Another beneficial aspect to include in future research is to look at the current economic standing of the Kalamazoo Mall, how much monetary value the Mall brings to the local economy, and how long the stores have been in business. More specifically, examining store turnover rates is important to see whether businesses can stay in business versus businesses that fail, and a new business replaces them. This can be done with a few steps: (1) examining the businesses that opened during the original Mall opening in 1959 versus the stores that are present today; (2) examining the average number of years a business stays open on the Mall; and (3) examining specific store locations that have the highest turnover rates and examine the possibilities of why that is.

One last important element to include in future research is to survey participants for an entire year, preferably two years, to have a higher participation rate as well as a study that possesses more comprehensive results. The surveys themselves should be available both electronically and as a hardcopy and should consist of the same key questions throughout each survey type in order to have more of a concise analysis.

## REFERENCES

- Alberta Main Street. (2018). *About Alberta Main Street*. Retrieved from: <https://albertamainst.org/about/>. Accessed February 8, 2020.
- Anonymous. (2006). Eastern Market: Creating a successful farmer's market district. *Metro Jacksonville*. Retrieved from: <https://www.metrojacksonville.com/article/2006-nov-eastern-market-creating-a-successful-farmers-market-district>. Accessed February 8, 2020.
- Anonymous. (2007). "Birth, death and shopping; Retailing." *The Economist*, 385(8560), 104.
- Barry, M. (1990). *The New Architecture of the Retail Mall*. Place of publication: Van Nostrand Reinhold.
- Beacon Development Group. (2014). *Plaza Roberto Maestas*. Retrieved from: <http://beacondevgroup.com/locations/plaza-roberto-maestas/>. Accessed February 4, 2020.
- Beebe, C. (2016). Slate marks evolving Central Eastside with a unique mix. *Oregon Metro*. Retrieved from: <https://www.oregonmetro.gov/news/slate-marks-evolving-central-eastside-unique-mix>. Accessed February 8, 2020.
- Brown, E. (2008). Seaport Developer: Toss "Festival Marketplace" Overboard. *Observer*. Retrieved from: <https://observer.com/2008/06/seaport-developer-toss-festival-marketplace-overboard/>. Accessed February 4, 2020.
- Burayidi, M. A. (2018). *Downtown Revitalization in Small and Midsized Cities*. Chicago, IL: American Planning Association pp 4-128.
- Cheyne, M. (2010). "No Better Way? The Kalamazoo Mall and the Legacy of Pedestrian Malls." *Michigan Historical Review*, 36(1), 103–128. Accessed September 20, 2019.
- City of Southlake, Texas. (2010). *City of Southlake Wayfinding Sign System Plan*. Retrieved from: <https://www.cityofsouthlake.com/DocumentCenter/View/711/2030-Wayfinding-Plan?bidId=>. Accessed January 21, 2020.
- Cobb, J. (1994). *The Most Southern Place on Earth*. (1st ed.) Place of publication: Oxford University Press.
- Cohen, L. (1996). "From town center to shopping center: The reconfiguration of community marketplaces in postwar America." *American Historical Review*, 101. Accessed September 20, 2019.
- Darnton, J. (2012). "Farmers markets act as gathering space and local economic engine." *Michigan State University Extension*. Retrieved from: [https://www.canr.msu.edu/news/farmers\\_markets\\_act\\_as\\_gathering\\_space\\_and\\_local\\_economic\\_engine](https://www.canr.msu.edu/news/farmers_markets_act_as_gathering_space_and_local_economic_engine). Accessed February 8, 2020.

- Dedu, E. M. (2013). "The role and importance of tourism to the economy." *Calitatea*, 14(2), 368–373. Accessed January 4, 2020.
- Deutsch, C. H. (1993). Plan Seeks Improvement Package for Financial District. *New York Times*. Retrieved from: <https://www.nytimes.com/1993/10/20/nyregion/plan-seeks-improvement-package-for-financial-district.html> Accessed March 10, 2020.
- Dinu, A.-M. (2017). "The Importance of Tourism and Touristic Services in GDP." *Quaestus*, 10, 73–80.
- Doyon, S. (2012). "Pedestrian Malls are So 20th Century". *Place Shakers*. Retrieved from: <https://placeshakers.wordpress.com/2012/07/09/pedestrian-malls/>. Accessed February 8, 2020.
- Eastern Market Corporation. (2020). *Eastern Market 2025 Strategy Executive Summary*. Retrieved from: <https://easternmarket.org/img/Exec-Summary-160201.pdf>. Accessed January 10, 2020.
- Enterprise Staff. (2017). New signs help cyclists, pedestrians find their way. *Davis Enterprise*. Retrieved from: <https://www.davisenterprise.com/local-news/new-signs-help-cyclists-pedestrians-find-their-way/> Accessed January 10, 2020.
- Equitable Tourism Options. (2008). *Who Really Benefits from Tourism?* Working Paper Series 2008-09. Place of publication: Equations.
- Farmers Market Coalition. (2020). *What is a Farmers Market?* Retrieved from: <https://farmersmarketcoalition.org/education/qanda/> Accessed February 20, 2020.
- Forist, A. (2005). "The Paper Industry: How Kalamazoo Became 'The Paper City'". *Kalamazoo Public Library*. Retrieved from: <https://www.kpl.gov/local-history/kalamazoo-history/business/paper-industry/>. Accessed September 20, 2019.
- Garfield, L. (2017). 25 incredible photos revealing the history of America's first modern shopping mall. *Business Insider*. Retrieved from: <https://www.businessinsider.com/first-shopping-mall-us-southdale-center-history-photos-2017-8> Accessed September 20, 2019.
- Gehl, J., & Svarre, B. (2013). *How to Study Public Life* (2nd ed.). Place of publication: Island Press.
- Ghirardelli Square. (2020). *The History of Ghirardelli Square*. Retrieved from: <https://www.ghirardellisq.com/history> Accessed January 4, 2020.
- GNU Group. (2019). *Downtown Davis*. Retrieved from: <https://www.gnugroup.com/web-portfolio/downtown-davis/> Accessed January 4, 2020.
- Grapentine, W. (2015). "Detroit Eastern Market." *Project for Public Spaces*. Retrieved from: <https://www.pps.org/places/detroit-eastern-market>. Accessed January 4, 2020.

- Gregg, K. (2018). "Conceptualizing the Pedestrian Mall in Post-war North America and Understanding Its Transatlantic Transfer through the Work and Influence of Victor Gruen. *Planning Perspectives* 34(4), 551—571. Accessed December 4, 2019.
- Grozdanic, L. (2017). Staggered volumes help make Portland's Slate building an energy-efficient marvel. *Inhabitat*. Retrieved from: <https://inhabitat.com/staggered-volumes-help-make-portlands-slate-building-an-energy-efficient-marvel/>. Accessed March 8, 2020
- Heberling, M. (2014). "Why are Main Streets Important?" *St. Helens Economic Development Corporation*. Retrieved from: <http://shedco.org/main-streets-important/>. Accessed February 8, 2020.
- Henderson, T. (2019). How Howell turned its downtown into a destination. *Crain's Detroit Business*. <https://www.crainsdetroit.com/crains-michigan-business/how-howell-turned-its-downtown-destination>. Accessed February 8, 2020.
- Henshall, J. C. (2012). "Delta blues at the crossroads: Cultural tourism and the economic revitalization of downtown Clarksdale, Mississippi." *Thesis Eleven*, 109(1), 29–43. Accessed February 12, 2020.
- Henshall, J. C. (2018). *Downtown Revitalisation and Delta Blues in Clarksdale, Mississippi: Lessons for Small Cities and Towns* (1st ed.). Place of Publication: Palgrave Macmillan.
- Horbovetz, A. (2017). "The Big Urban Mistake: Building for Tourism vs. Livability." *Strong Towns*. Retrieved from: <https://www.strongtowns.org/journal/2017/12/5/the-big-urban-mistake-building-for-tourism-vs-livability>. Accessed February 18, 2020.
- Jacobs, J. (1992). *The death and life of great American cities* (6th ed.). Place of Publication: Vintage Books.
- Kaufmann, K. (2011). "Urban Mixed-Use Development: The Good, the Bad, and the Ugly." *Urban Land*. Retrieved from: <https://urbanland.uli.org/development-business/urban-mixed-use-development-the-good-the-bad-and-the-ugly/>. Accessed February 20, 2020.
- Kemmick, E. (2013). "Pocket parks" planned for downtown Billings. *Billings Gazette*. Retrieved from: [https://missoulian.com/news/state-and-regional/pocket-parks-planned-for-downtown-billings/article\\_c4385a7a-874f-11e2-a013-001a4bcf887a.html](https://missoulian.com/news/state-and-regional/pocket-parks-planned-for-downtown-billings/article_c4385a7a-874f-11e2-a013-001a4bcf887a.html). Accessed February 8, 2020.
- Kenton, W. (2019). Public-Private Partnerships. *Investopedia*. Retrieved from: <https://www.investopedia.com/terms/p/public-private-partnerships.asp>. Accessed February 12, 2020.
- Konsti-Laakso, S., & Rantala, T. (2018). "Managing community engagement: A process model for urban planning." *European Journal of Operational Research*, 268(3), 1040–1049.



- Lange, A. (2009). Rebooting the Festival Marketplace. *Design Observer*. Retrieved from: <https://designobserver.com/feature/rebooting-the-festival-marketplace/7927>. Accessed January 4, 2020.
- Lewis, R. K. (1986). Formula for “Festival Marketplaces.” *The Washington Post*. Retrieved from: <https://www.washingtonpost.com/archive/realestate/1986/09/27/formula-for-festival-marketplaces/eeb12622-a689-4c7d-97b0-6a2a721cdbbc/>. Accessed January 4, 2020.
- Lin, J. (1990). Kalamazoo, MI: Celery Days. *Chicago Reader*. Retrieved from: [chicagoreader.com/chicago/kalamazoo-mi-celery-days/Content?oid=876254](http://chicagoreader.com/chicago/kalamazoo-mi-celery-days/Content?oid=876254). Accessed September 10, 2019.
- Loukaitou-Sideris, A., & Soureli, K. (2012). “Cultural Tourism as an Economic Development Strategy for Ethnic Neighborhoods.” *Economic Development Quarterly*, 26(1), 50–72. Accessed January 8, 2020.
- Lowe, M. (2005). “The Regional Shopping Centre in the Inner City: A Study of Retail-led Urban Regeneration.” *Urban Studies*, 42(3), 449–470. Accessed February 8, 2020.
- Main Street America. (2020). *The Main Street Approach*. Retrieved from: <https://www.mainstreet.org/mainstreetamerica/theapproach>. Accessed February 24, 2020.
- Mann, S. (2016). How Kalamazoo Became “The Paper City.” *WMUK*. Retrieved from: <https://www.wmuk.org/post/how-kalamazoo-became-paper-city>. Accessed September 10, 2019.
- Metzger, J. T. (2001). “The failed promise of a festival marketplace: South Street Seaport in lower Manhattan.” *Planning Perspectives*, 16(1), 25–46. <https://doi.org/10.1080/02665430010000760>. Accessed January 4, 2020.
- MI Place. (2020). *Michigan Main Street Overview & Guidelines*. Retrieved from: <https://www.miplace.org/programs/michigan-main-street/overview-and-guidelines/>. Accessed February 12, 2020.
- Moran, B. (2010). “Defining ‘Farmers Market’ - The Devil is in the Details.” *Farmers Market Coalition*. Retrieved from: <https://farmersmarketcoalition.org/defining-devil-in-the-details/>. Accessed February 12, 2020.
- Nagl, K. (2019). New food worker training program to launch in Eastern Market. *Crain’s Detroit Business*. Retrieved from: <https://www.craindetroit.com/food-drink/new-food-worker-training-program-launch-eastern-market>. Accessed January 10, 2020.
- National Park Service. (1964). *National Register of Historic Places Inventory: Nomination Form*. Retrieved from: <https://npgallery.nps.gov/GetAsset/bcbdb4db-cb31-46fa-bbcd-cf40f33560af>. Accessed January 12, 2020.

- National Trust for Historic Preservation. (2020). *Saving America's Historic Sites*. Retrieved from: [https://savingplaces.org/saving-americas-historic-sites#.Xm0y-5NKi\\_U](https://savingplaces.org/saving-americas-historic-sites#.Xm0y-5NKi_U). Accessed January 12, 2020.
- Noble House Hotels & Resorts. (2016). Ghirardelli Square's Greatest Attractions You Can't Miss. Retrieved from: <https://blog.noblehousehotels.com/ghirardelli-squares-greatest-attractions-cant-miss/>. Accessed January 12, 2020.
- Northrop, A. (2016). "International tourism continues to climb without interruptions." *Michigan State University Extension*. Retrieved from: [https://www.canr.msu.edu/news/international\\_tourism\\_continues\\_to\\_climb\\_without\\_interruptions](https://www.canr.msu.edu/news/international_tourism_continues_to_climb_without_interruptions). Accessed January 14, 2020.
- Ofori-Amoah, B. (2006). "Small City Studies and Geographic Perspectives" 'Introduction'. In Ofori-Amoah, B. (Ed.) *Beyond the Metropolis: Urban Geography as if Small Cities Mattered*. Lanham, MD: University Press of America pp 3-14.
- O'Neal, M. (2016). *Heart of Louisville 2015 Year in Review*. *Saving Places*. Retrieved from: <https://savingplaces.org/places/heart-of-louisville/updates/heart-of-louisville-2015-year-in-review#.XmVjLJNKjRY>. Accessed January 8, 2020.
- Palmgren, A.-C. (2017). "Standing still: Walking interviews and poetic spatial inquiry." *Area*, 50(3), 372–383. Accessed September 20, 2020.
- Paradis, T. (2000). "Conceptualizing small towns as urban places: The process of downtown development in Galena, Illinois." *Urban Geography*, 21(1), 61–82. Accessed September 18, 2019.
- Peppel, F. (2005). "Stalking the Celery City: The Celery Industry in Kalamazoo." *Kalamazoo Public Library*. Retrieved from: <https://www.kpl.gov/local-history/kalamazoo-history/business/stalking-the-celery-city/>. Accessed September 20, 2019.
- Quito, A. (2015). The father of the American shopping mall hated what he created. *Quartz*. Retrieved from: <https://qz.com/454214/the-father-of-the-american-shopping-mall-hated-cars-and-suburban-sprawl/>. Accessed October 3, 2019.
- Rahimi, A., & Khazaei, F. (2018). "Designing Shopping Centers: The Position of Social Interactions." *Journal of History, Culture, and Art Research*, 7(2). Accessed September 20, 2019.
- Ramsey, D., Eberts, D., & Everitt, J. (2006). "Revitalizing Small City Downtowns: The Case of Brandon, Canada." 'Part III Planning and Managing Change in Small Cities'. In Ofori-Amoah, B (Ed.) *Beyond the Metropolis: Urban Geography as if Small Cities Mattered*. Lanham, MD: University Press of America pp. 221–241.
- Rawat, N. (2017). "Street Architecture as a Life Space." *Research Journal of Engineering and Technology*, 8(1), 23–27. Accessed October 3, 2019.

- Rizzari, M. R. (2005). *Re-Imagining a Neighborhood: The Creation of the Alberta Arts District. Portland, Oregon* (Master's Thesis) Portland State University. Portland, Oregon. Retrieved from: <https://drive.google.com/file/d/0B0DL9k4mI4KtT0VETUVtX1I5eHM/edit>. Accessed October 8, 2019.
- Robertson, K. A. (1997). "Downtown retail revitalization: A review of American development strategies." *Planning Perspectives*, 12(4), 383–401. Accessed October 3, 2019.
- Rosen, S. B. (2006). *The Success and Failure of Pedestrian Malls in Europe and America*. (Senior Project) California Polytechnic State University. San Luis Obispo, California. Retrieved from: [https://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&https\\_redir=1&article=1003&context=crpsp](https://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&https_redir=1&article=1003&context=crpsp). Accessed October 8, 2019.
- Rubenstein, H. M. (1992). *Pedestrian Malls, Streetscapes, and Urban Spaces* (1st ed.). Place of publication: Wiley.
- Schmidt, J. (2010). "Revisiting Pedestrian Malls." *National Association of City Transportation Officials*. Retrieved from: [https://nacto.org/docs/usdg/revisiting\\_pedestrian\\_malls\\_schmidt.pdf](https://nacto.org/docs/usdg/revisiting_pedestrian_malls_schmidt.pdf). Accessed January 12, 2020.
- Schwanke, D. (2003). *Mixed-Use Development Handbook* (2nd ed.). Place of Publication: *Urban Land Institute*.
- Shields, M., & Farrigan, T. (2001). "A Manual for Small Downtowns." *Pennsylvania State University*. Retrieved from: <http://www.sandpointidaho.gov/home/showdocument?id=3668>. Accessed October 8, 2019.
- Siagian, M. (2016). "Social Space as People-gathering Tool." *Annual Serial Landmark International*, 234(1), 265—270. Accessed October 8, 2020.
- Sies, M. C., & Silver, C. (1996). *Planning the Twentieth-Century American City*. (1<sup>st</sup> ed.) Place of publication: John Hopkins University Press.
- Smart Growth America. (2015). *(Re)Building Downtown: A Guidebook for Revitalization*. Retrieved from: <https://www.smartgrowthamerica.org/app/legacy/documents/rebuilding-downtown.pdf>. Accessed February 12, 2020.
- Southwest Michigan Directory. (2020). *The History of Kalamazoo County, Michigan*. Retrieved from: [http://www.swmidirectory.org/History\\_of\\_Kalamazoo\\_County.html](http://www.swmidirectory.org/History_of_Kalamazoo_County.html). Accessed February 12, 2020.
- Steinmann, F. (2009). "The use of retail development in the revitalization of central business districts." *Economic Development Journal*, 8(2), 14–22. Accessed October 8, 2019.

- Tenney, S. (2016). "Photos: Slate opens at Burnside bridgehead." *Daily Journal of Commerce*. Retrieved from: <http://djcoregon.com/news/2016/11/21/photos-slate-mixed-use-opens-at-burnside-bridgehead/> Accessed February 20, 2020.
- The American Institute of Architects. (2020). *Plaza Roberto Maestas, Beloved Community*. Retrieved from: <https://www.aia.org/showcases/83686-plaza-roberto-maestas-beloved-community>. Accessed March 10, 2020.
- The City of Kalamazoo. (2017). *About the City of Kalamazoo, Michigan*. Retrieved from: <https://www.kalamazoocity.org/about> Accessed September 20, 2019.
- The City of Saginaw, MI. (2020). *Downtown Saginaw Farmers' Market*. Retrieved from: <https://www.saginaw-mi.com/visit/farmersmarket.php>. Accessed February 10, 2020.
- The Cultural Landscape Foundation. (2020). *Pedestrian Mall*. Retrieved from: <https://tclf.org/category/designed-landscape-types/pedestrian-mall>. Accessed January 2, 2020.
- Thompson, F. (2018). Kalamazoo Mall featured on PBS special about streets that changed America. *WWMT 3*. Retrieved from: <https://wwmt.com/news/local/kalamazoo-mall-featured-on-pbs-special-about-streets-that-changed-america> Accessed September 8, 2019.
- Tollefson, P. (2018). Mini park on growing Montana Avenue corridor opens for use in Billings. *Billings Gazette*. Retrieved from: [https://billingsgazette.com/news/local/mini-park-on-growing-montana-avenue-corridor-opens-for-use/article\\_30311565-0676-5607-8e1b-60d971953309.html](https://billingsgazette.com/news/local/mini-park-on-growing-montana-avenue-corridor-opens-for-use/article_30311565-0676-5607-8e1b-60d971953309.html). Accessed January 10, 2020.
- United States Census Bureau. (2017). *Kalamazoo City, Michigan*. Retrieved from: <https://www.census.gov/quickfacts/kalamazoocitymichigan>. Accessed October 14, 2019.
- United States Department of Interior. (2020). *National Register of Historic Places Inventory*. Retrieved from: <https://npgallery.nps.gov/GetAsset/bcbdb4db-cb31-46fa-bbcd-cf40f33560af/> Accessed February 12, 2020.
- University of Delaware. (2020). *What is Mixed-Use Development?* Retrieved from: <https://www.completecommunitiesde.org/planning/landuse/what-is-mixed-use-development/> Accessed February 8, 2020.
- Urban & Economic Development Group. (1997). *Town centre partnerships: A survey of good practice and report of an action research project*. Place of publication: HMSO.
- Vermont Land Use Education & Training Collaborative. (2007). *Downtown Revitalization Implementation Manual*. Retrieved from: <http://vpic.info/Publications/Reports/Implementation/Downtown.pdf>. Accessed January 4, 2020.
- Visit Clarksdale. (2020). *Clarksdale, Mississippi*. Retrieved from: <https://www.visitclarksdale.com/>. Accessed February 12, 2020.

- Weisbrod, G., & Pollakowski, H. O. (1984). "Effects of Downtown Improvement Projects on Retail Activity." *Journal of the American Planning Association*, 50(2), 148–161. Accessed December 10, 2019.
- Westlund, K. (2018). "Methods for Studying Public Spaces' Impact on Their Life." Luleå *University of Technology*, 1–116. Accessed October 4, 2019.
- Whyte, W. H. (2012). *City: Rediscovering the Center* Publisher: Place of Publication: University of Pennsylvania Press.
- World Atlas. (2015). *Where is Kalamazoo, MI?* Retrieved from: <https://www.worldatlas.com/na/us/mi/where-is-kalamazoo.html/> Accessed September 8, 2019.
- WTTW PBS. (2020). *10 That Changed America*. Retrieved from: <https://interactive.wttw.com/ten/streets/kalamazoo-mall> Accessed September 8, 2019.
- Wu, S.-S., & Lo, S.-M. (2018). "Events as community function of shopping centers: A case study of Hong Kong." *Cities*, 72, 130–140. Accessed September 12, 2019.
- Zipper, D. (2011). "Stores and the city: Many cities launched revival efforts with downtown festival marketplaces such as Boston's Faneuil Hall. Can retailers work the same magic in less affluent neighborhoods?" *The Wilson Quarterly*, 35(2), 58. Accessed January 4, 2020.

## APPENDICES

## APPENDIX A

### HSIRB Approval Letter

# WESTERN MICHIGAN UNIVERSITY



Institutional Review Board  
FWA00007042  
IRB00000254

Date: April 18, 2019

To: Benjamin Ofori-Amoah, Principal Investigator  
Emily Szymanski, Student Investigator for dissertation

From: Amy Naugle, Ph.D., Chair

Re: IRB Project Number 19-04-12

This letter will serve as confirmation that your research project titled "Understanding the Resiliency of the Kalamazoo Mall" has been **approved** under the **exempt** category of review by the Western Michigan University Institutional Review Board (IRB). The conditions and duration of this approval are specified in the policies of Western Michigan University. You may now begin to implement the research as described in the application.

Please note: This research may **only** be conducted exactly in the form it was approved. You must seek specific board approval for any changes to this project (e.g., ***add an investigator, increase number of subjects beyond the number stated in your application, etc.***). Failure to obtain approval for changes will result in a protocol deviation.

In addition, if there are any unanticipated adverse reactions or unanticipated events associated with the conduct of this research, you should immediately suspend the project and contact the Chair of the IRB for consultation.

The Board wishes you success in the pursuit of your research goals.

**A status report is required on or prior to (no more than 30 days) April 17, 2020 and each year thereafter until closing of the study. The IRB will send a request.**

**When this study closes, submit the required Final Report found at <https://wmich.edu/research/forms>.**

**Note: All research data must be kept in a secure location on the WMU campus for at least three (3) years after the study closes.**

Office of the Vice President for Research  
Research Compliance Office  
1903 W. Michigan Ave., Kalamazoo, MI 49008-5456  
PHONE: (269) 387-8293 FAX: (269) 387-8276  
WEBSITE: [wmich.edu/research/compliance/hsirb](https://wmich.edu/research/compliance/hsirb)

CAMPUS SITE: Room 251 W. Walwood Hall



## APPENDIX B

### Consent Form

# WESTERN MICHIGAN UNIVERSITY



Western Michigan University  
IRB  
Approved for use for 1 year from this date:

Department of Geography  
College of Arts and Sciences

APR 18 2019

x WMU IRB Office

#### CONSENT FORM

You are invited to participate in a Western Michigan University research project entitled "Understanding the Resiliency of the Kalamazoo Mall". The study is designed to analyze the Kalamazoo Mall, its strengths and weaknesses, who visits the Mall the most, and its overall resiliency. Information may help the local planning department understand how the community views the Kalamazoo Mall and influence the direction of future planning initiatives for the Mall. This study is being conducted by Dr. Benjamin Ofori-Amoah and Ms. Emily E. Szymanski from the Department of Geography of Western Michigan University. The research is being carried out for part of the thesis requirements for Ms. Emily E. Szymanski and will be completed in April 2020.

The attached survey will ask you questions regarding your thoughts of the Kalamazoo Mall, its strengths and weaknesses, and your demographics. There are no risks associated with complying this survey and you will be given a WMU geography department pen to thank you for your time. Your participation will add to the public's understanding and perceptions of the Kalamazoo Mall and give insight on why the Kalamazoo Mall still exists today, even though many other pedestrian malls have closed.

Your responses will be completely anonymous, please do not put any person information such as your name on this form. You may choose not to answer any question by leaving the question blank. If you do not want to participate in the survey, please tell the researcher and return the survey. Returning the completed survey indicates your consent for the use of the answers you supply. If you have any questions, you may contact Dr. Benjamin Ofori-Amoah at ([ben.ofori@wmich.edu](mailto:ben.ofori@wmich.edu) or (269) 387-3424), Ms. Emily E. Szymanski at (586-747-3815 or [emily.e.szymanski@wmich.edu](mailto:emily.e.szymanski@wmich.edu)), the Human Subjects Institutional Review Board (269-387-8293), or the vice president for research (269-387-8298).

This consent document has been approved for use for one year by the Human Subjects Institutional Review Board (HSIRB) as indicated by the stamped date and signature of the board chair in the upper right corner. Subjects should not participate in this project if the stamped date is more than one year old.

#### Contact Information:

**Dr. Benjamin Ofori-Amoah**  
1903 W. Michigan Ave. MS 5424  
Kalamazoo, MI 49008-5424  
PH: (269) 387-3424  
E-mail: [ben.ofori@wmich.edu](mailto:ben.ofori@wmich.edu)

**Emily Szymanski**  
1903 W. Michigan Ave. MS 5424  
Kalamazoo, MI 49008-5424  
PH: 586-747-3815  
E-mail: [emily.e.szymanski@wmich.edu](mailto:emily.e.szymanski@wmich.edu)

#### Human Subjects Institutional Review Board Research

1903 W. Michigan Ave. MS 5424  
Kalamazoo, MI 49008-5424  
PH: 269-387-8293  
E-mail: [research-compliance@wmich.edu](mailto:research-compliance@wmich.edu)

#### Office of the Vice-President for Research

1903 W. Michigan Ave. MS 5424  
Kalamazoo, MI 49008-5424  
PH: 269-387-8293  
E-mail: [ovpr-info@wmich.edu](mailto:ovpr-info@wmich.edu)

## APPENDIX C

### Kalamazoo Mall Attendee and Paper Mailing Respondent Survey

#### Kalamazoo Mall Resiliency Survey for Shoppers and Community Residents

**Which of the following do you like MOST about the Kalamazoo Mall?**

Diverse shopping options

Other (Specify): \_\_\_\_\_

Diverse dining options

Open space

**Which of the following do you like LEAST about the Kalamazoo Mall?**

Lack of stores

Other (Specify): \_\_\_\_\_

Lack of dining options

Lack of parking

**How often do you visit the Kalamazoo Mall?**

0-3 times per month    Other (Specify) \_\_\_\_\_

4-7 times per month

8 or more times per month

**Which of the following influences you to visit the Mall?**

Shopping

Food and drink

Social purposes

**What items do you purchase more of while shopping at the Kalamazoo Mall?**

Clothing

Other (Specify) \_\_\_\_\_

Regional clothing (Michigan themed apparel)

Gifts

Regional gifts (Michigan themed gifts)

**The Mall offers...**

	Strongly Agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
A variety of stores							
A variety of services							

Quality products							
Value for the money							

**The Mall is...**

	Strongly Agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Conveniently located							
Easily Accessible							
Well-designed							
Unique when compared to other shopping malls							

**The Mall provides...**

	Strongly Agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Convenient hours that work for my schedule							
Convenient parking							
Adequate entertainment facilities							
Adequate facilities for the disabled							

**The Mall makes me...**

Very Happy	Happy	Neutral	Unhappy	Very Unhappy
------------	-------	---------	---------	--------------

**Which of the following do you wish to see more of in the Mall?**

- Big-box retail stores                      Other (Specify)
- Even more small businesses
- More diverse dining options
- More parking

**What is your affiliation to the Mall?**

- Business owner/worker                      Other (Specify)
- Maintenance/janitorial
- None (Just visiting)

**Do you think the Kalamazoo Mall is important for the Kalamazoo Community?**

- Yes
- No

**Give three reasons for your answer**

**What do you think keeps the Mall going?**

**Where do you live?**

Zipcode:  
Township:

**My gender:**

- Male
- Female
- Transgender
- Other

**My race (please check one):**

- Caucasian/ White
- African American/ Black
- Hispanic or Latino
- Native American or American Indian
- Asian/ Pacific Islander
- Other
- 2 or more races

**Employment (please check one):**

- Employed
- Self-employed
- Out of work
- Stay-at-home spouse/parent
- A student
- Military

Retired  
Unable to work

**My age group (please check one):**

18-24 years  
25-34 years  
35-49 years  
50 years and older

## APPENDIX D

### Festival and Event Attendee Survey

#### **Kalamazoo Mall Resiliency Survey for Event Attendees**

##### **Where do you live?**

Zip code:

Township:

##### **How often do you visit the Kalamazoo Mall?**

0-3 times per month

Other (Specify)

4-7 times per month

8 or more times per month

##### **What event brought you to the mall today?**

---

##### **Would you be at the Mall without the event taking place?**

---

##### **Why or why not?**

---

##### **What do you think keeps the mall going?**

---