

Santa Maria

Town Center

Mall Revitalization Plan

City and Regional Planning
Spring 2012

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Chapter I

Background

1.1 Introduction

The city of Santa Maria has long been considered one of the leading retail, entertainment, and recreational hubs of the central coast. It's large population and diverse consumer base presents an opportunity for successful commercial development and economic vibrancy. Located within the core of downtown Santa Maria is the Santa Maria Town Center Mall, a once vibrant and popular retail destination, this fully enclosed regional mall has recently lost its economic niche in the community, and has struggled to maintain its once promising consumer foothold. A shift in consumer shopping preference, lack of financial investment, and unappealing aesthetic character has significantly damaged the mall's economic status and marketable potential. While the Town Center Mall is currently underutilized and perceived as a struggling retail establishment, the center boasts some exceptional qualities, which give the mall a wealth of potential and offer numerous possibilities for development. The mall is known to have an ideal and marketable retail location, a long duration in the community, and strong street presence in the downtown core. As a well-recognized community landmark, the Town Center Mall has the existing infrastructure, retail anchors, and consumer base to once again be the premier regional shopping destination in Santa Maria and the surrounding area.

1.2 Plan Purpose

The purpose of this document is to provide mall management with a new and unique resource for the revitalization of Town Center East Mall. This plan will identify the major obstacles challenging the mall today and offer practical and functional solutions for tomorrow. The information presented is meant to offer a new insight into the problems afflicting the mall and supply mall management with a variety of alternative options to resolve these issues.

The Town Center East Mall has been a mainstay at the center of downtown Santa Maria for over thirty years. Both the mall owner and the City of Santa Maria have already invested millions of dollars in efforts to sustain the mall as a regional draw for consumers. The strategies presented here seek to preserve this status by increasing the overall vibrancy of the mall and creating an enjoyable destination for shoppers to congregate.

The success of Town Center East will promote community liveliness by bringing much-needed foot traffic to the downtown core. The mall's recovery as a premier shopping destination will strengthen the City's reputation as a regional shopping hub and draw new consumers to the area. In this way, the success of Town Center East Mall is beneficial to the community and the City of Santa Maria as well as mall management and business owners located in the mall.



1.3 General Characteristics

1.3.1 Site Location and Surrounding Area

The City of Santa Maria is located along the U.S. Highway 101 in the northern part of Santa Barbara County, roughly 150 miles north of Los Angeles and 270 miles south of San Francisco. The immediate area supports a healthy agricultural base as its leading industry as well as a large number of premier wineries. The city land area is approximately 23 square miles and supports a fast-growing population that has recently surpassed that of Santa Barbara, making it the largest City in the County.

Figure 1.3.1



The Town Center Mall itself is located on the corner of Main Street and Broadway next to City Hall and the historic downtown mission. This central intersection is reported to have an average daily car count of over 56,000, making it an ideal location for the only enclosed shopping mall in the Central Coast. The Downtown Specific Plan places the mall in the Town Center District, the main entertainment and retail zone in the plan. The district also includes 2 free parking structures and Town Center West, a shopping center located across Broadway Street. Town Center West contains a Mervyn's and Big 5 Sporting Goods, and is connected to Town Center Mall East via an overhead pedestrian bridge.

While this area is a main shopping destination, other notable retailers in the city include JC Penny, Target, Wal-Mart, Home Depot, Best Buy, Staples, Kohl's, Michaels, Ross and Edwards Cinemas.

1.3.2 History

The Urban Renewal policy of the 1960's allowed the City of Santa Maria to form a Redevelopment Agency in conjunction with plans to renovate the old downtown. The Redevelopment Agency helped fund the rehabilitation of the Downtown area, which had fallen into decline after the U.S. 101 bypassed the business districts on Broadway and Main. As a result of the new subsidies and policies, the Santa Maria Town Center Mall East was constructed in 1975 by Earnest Hahn, a pioneer of the suburban shopping mall. The City, keen to preserve the City's status as a regional retail hub, constructed a three-level parking structure along with the mall which is free for public use. By 1991, a smaller, open air shopping center known as Town Center West was opened adjacent to the mall. The City funded an additional free-use parking structure as well as an overhead pedestrian bridge connecting Town Center East and Town Center West, allowing ease of access across the heavy traffic on Broadway. Since its construction, the mall has changed ownership multiple times and has been expanded, but has yet to be substantially renovated. In 1998, the previous mall operator initiated a revitalization plan to re-tenant the mall and construct a multiplex theater, but this fell through when the project was repossessed by the lender in 2001 due to a series of bankruptcies in the theater industry. The same operator tried again to bring a theater to the mall and obtained entitlements, signed a theater and secured investors in 2003.

When renovation for the theater was in progress, however, it was discovered that under the current design the theater was not viable due to economic and construction impediments. This placed the previous mall operator, the newly signed theater, and the City of Santa Maria in a problematic situation. Due to these circumstances the inventors decided to remove the operator partner and try to sell or venture the project, at which point the mall was purchased by the current developer, Architectural Ventures. The new developer has already implemented many renovations in the two and half years of ownership, and has secured entitlements and obtained discretionary permits to finish the movie theater. However, construction on the theater has yet to commence and the previous Gottschalks building continues to stand abandoned while Gottschalks itself, an anchor in the mall, remains displaced. (SM DTSP: Existing Conditions)

1.3.3 Size and Layout

The Santa Maria Town Center is a 680,000 square feet, two story enclosed regional mall, with over 594,000 square feet of gross leasable space. The structure was constructed in 1974 by Earnest Hahn, and has been subject to variation in occupancy over the past 30 years. The mall is the only enclosed regional mall from Ventura to Monterey and ranks as the third largest retail facility on the Central Coast. It contains 2 retail anchors, Macy's and Sears, and is in the midst of planning a movie theater expansion within the southern section of the facility, which will act as the third anchor. As of the spring of 2012 the mall is at nearly 35% vacancy, and has repeatedly struggled to attract larger national brand retailers.

Figure 1.3.2



Satellite view of Town Center Mall

Figure 1.3.3



View of Town Center Mall to the northeast

Despite multiple draw backs in revitalization efforts over the past many years the mall continues to have many fine qualities and possibilities, including two large 3 story parking garages, which are currently owned and financed by the city of Santa Maria. The structures are in very good condition, however are currently extremely underutilized. Despite its current vacancy struggles, the mall still has 63 inline retail

tenants, including but not limited to: Pacific Sunwear, Bath and Body Works, Champs, Footlocker, Claire's, Kay's Jewelers, LensCrafters, Sunglass Hut and Payless Shoes. The mall also recently built a food court, with multiple food vendors and restaurants, including: Red Robin, Subway, and Hot-Dog on a Stick.

Figure 1.3.4



View of the recently renovated food court constructed within the mall

Figure 1.3.5



View of Macy's, one of three major anchors found within the mall

1.3.4 Demographics and City Characteristics

Regional malls are often popular social gathering places for many different demographic groups. By identifying and grouping individuals based upon their demographic alignment, consumer behavior tendencies can be identified and analyzed. This process is referred to as market segmentation, in which analysis of local demographic characteristics can depict potential consumer behavior of the region. Studies of local market trends repeatedly describe the differences in consumer behavior based upon demographic characteristics. For example, regional malls often attract specific age groups such as teens, young adults and seniors, while struggle to entice middle-aged adults. This is also true for gender; malls generally attract women but have difficulty attracting adult men. Gender, ethnicity, income and age are all specific demographic groups with very different consumer tendencies.

City Characteristics

The Town Center Mall is located specifically in downtown Santa Maria, an area which is considerably more diverse in terms of age, income and ethnicity compared to other areas within the city. This centralized location allows the Town Center Mall to draw from an immediate consumer base of over 40,000 people within a one mile radius. This region is considerably denser than other areas within the city, allowing a large and diverse population to live, work and shop in a small area. According to an

updated census report the city of Santa Maria has a population of over 100,000 people, making it the largest city in Santa Barbara County. Nearly 70% of the city's overall population is Hispanic, while the majority of the remaining population is Caucasian or Asian.

Table 1.3.1

Demographic statistics for city of Santa Maria

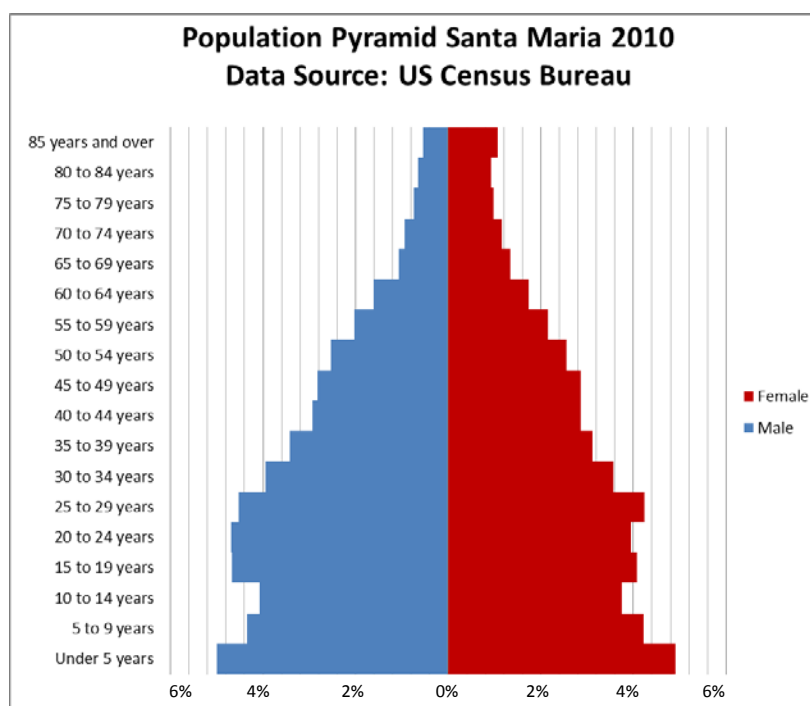
Ethnicity	Population	Percent
White (Non-Hispanic)	20,750	20.75%
Black or African American	1,656	1.60%
Hispanic (Latin American)	70,114	70.11%
Asian	5,054	5.05%
Hawaiian and other Pacific Islander	161	0.16%
Native American	1,818	1.80%
Total	99,553	100%

Age and Gender

As previously mentioned, enclosed malls, such as the Town Center Mall, generally attracts younger age demographics such as teenagers and young adults. The city of Santa Maria has a fairly young population, with over 43% of the total populace under the age of 24 and a median age of 30 years. Consumer behavior statistics also focus on gender differences as a potential indicator of consumer tendencies for regional malls. Typically enclosed malls attract women over their male counterparts, this is generally based upon a willingness to spend considerable more time and mental energy on shopping. In Santa Maria, females make up just about 50% of the total population, with 20% of the total female population being under the age of 24, a very attractive age group for enclosed malls such as the Santa Maria Town Center.

Table 1.3.2

Population Pyramid of Santa Maria
by gender demographic
(Percent of total population)



Consumer Base & Income

There is a potential customer base of 346,000 people within the 30-mile trade area around the site. This trade area includes the city of Santa Maria as well as the nearby cities of Lompoc, Arroyo Grande, Grover Beach, Pismo Beach, South San Luis Obispo, Nipomo, the unincorporated communities of Orcutt, parts of Vandenberg Village and Tempisca'. The average household income in the trade area is approximately \$69,000, allowing the mall to attract a fairly diverse middle class income demographic. The communities immediately surrounding Santa Maria, within a 10 mile radius of Town Center Mall, have an even higher average household income of \$74,000. The latter income demographics presents a superior opportunity for the mall to attract higher income consumers.

1.4 Objectives & Strategies

The following outlines implementation objectives and strategies for the revitalization of the Santa Maria Town Center Mall. These objectives and strategies are offered as guidance principles for implementing recommendations aimed at improving the economic vitality of the mall and refining the general character and appeal of the mall within the community:

Tenant Mix:

Objective: Attract more consumer foot traffic, thus heightening retailer's exposure to customers shopping at the Town Center Mall.

Strategy 1: Town Center management should appeal to popular local and national retailers to locate their brand within the mall, in an effort to form a more attractive tenant mix for local consumers.

Strategy 2: Town Center management should encourage retailers currently located within the mall to implement consumer marketing strategies, which would attract larger demographic groups to the mall.

Strategy 3: Town Center management should follow an Infill Placement Plan, which designates specific use types to the most ideal vacant space.



Example of popular national retailers typically found in regional malls



Example of a local clothing and apparel retailer from the Central Coast

Infrastructure:

Objective: Improve the overall character and attractiveness of the Town Center Mall in an effort to create a more vibrant and pedestrian friendly shopping experience.

Strategy 1: Mall ownership should improve the facility's overall visual attractiveness through outside façade improvements and architectural renovations.

Strategy 2: Mall ownership should consider significant interior design renovations, with consistent color schemes, interior facades, and landscaping.

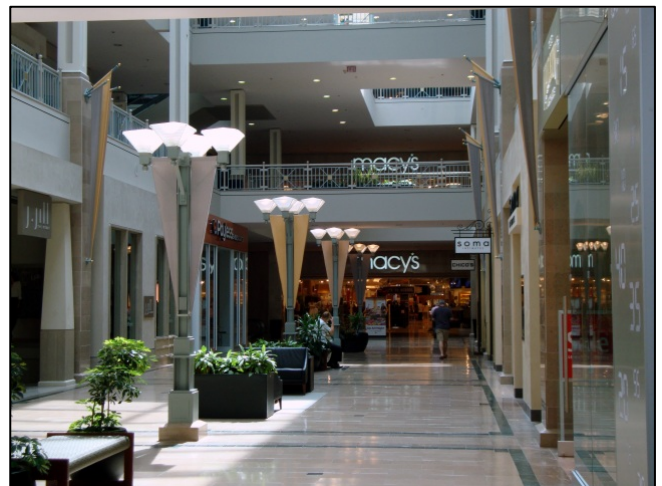
Strategy 3: Town Center management is encouraged to implement a comprehensive way-finding system, which gives the mall better organization and improves pedestrian flow.

Figure 1.4.3 (Top) & Figure 1.4.4 (Lower)



Lower picture exemplifies typical façade styling of modern enclosed malls.
Top picture is an example of typical mall amenities such as leisure furniture, open space and food courts

Figure 1.4.5



Example of good interior design schemes and way-finding

Economic and Fiscal Strategies:

Objective: Strengthen overall economic health of the mall, through practical and efficient fiscal strategies

Strategy 1: Town Center management should improve the affordability of rental spaces for current and prospective mall tenants in order to enhance mall vibrancy.

Strategy 2: Town Center management shall address high vacancy rates by considering alternative retail strategies that attract a broad range of commercial uses.

Strategy 3: Mall operational costs should be balanced among tenants based on commercial use type. Costs shall be distributed among recreational uses in an effort to lower fees for conventional retailers on which costs are currently allocated.

Figure 1.4.6 (Top) & Figure 1.4.7 (Lower)



Lower picture of indoor batting cages, an alternative recreational use that could be found within an enclosed mall

Top picture is an example of a typical bowling alley, similar to the one planned for the Town Center Mall

Figure 1.4.8



Example of an indoor dance studio, similar to the existing dance studio found on the second story of the Town Center Mall

Chapter II

Existing Conditions:

2.1 Mall Conditions:

The following section identifies the existing operational and economic conditions of the mall, including: use types, current tenant vacancy rates, vehicular and pedestrian circulation tendencies, current employment rates, and general mall operational costs.

2.1.1 Operational Analysis

Use Types & Vacancy Rates

The Santa Maria Town Center Mall ranks as the third largest retail facility on the central coast, supporting over 680,000 square feet of commercial space. The mall contains a verity of different commercial and civic service uses, including: commercial retail shopping, entertainment and recreational uses, military and management services, and restaurant dining. As of the first quarter of 2012, the Santa Maria Town Center Mall supports approximately 61 tenants leasing commercial space within the mall. These tenants include anchor retailers Macy's and Sears, with nearly 35 supporting commercial retailers including, but not limited to: Pacific Sun wear, Champs, Fashion Maxx, Bath and Body Works, Footlocker, Payless shoes, and One Way Board shop. However, the mall is currently at nearly 35% vacancy, with nearly 204,238 square feet of vacant or underutilized leasable space (See Attachment A-4).

The Town Center Mall also contains 6 entertainment and recreation uses, including, but not limited to: One Way indoor Skate Park, Kings Ballroom and Dance Studio, and 'Image Day Spa'. In early 2011, Mall management developed a food court, located in the eastern third of the first level. The food court features a verity of different fast food and mid-level dining accommodations, including Red Robin Burgers, SLO Grind Café, Central City Kitchen, Subway Sandwiches, Dairy Queen, Teriyaki Bowl, and many more.

Mall ownership has recently accepted a redevelopment proposal for the western section of the mall, which includes the construction of 46,000 square feet of new retail and recreational space and a 14 screen theater. The lower level will feature an indoor-outdoor circulation format for customers to enjoy a wide verity of new restaurants, retail shops, and recreational choices. The upstairs will have a state of the art 14 screen Regal Theater complete with an IMAX movie theater and bowling alley.

Vehicular and Pedestrian Traffic Assessment:

The Town Center Mall is specifically located at the intersection of Main and Broadway, which services an average car count exceeding 56,000 cars per day (AV, Mall Expansion Doc). Considered the busiest intersection in Santa Maria, the corner of Main and Broadway presents a key opportunity for major

vehicular and pedestrian exposure within the downtown area. Both Main Street (State Highway 166) and Broadway (State Highway 135) are regional state highways and main circulation spines in Santa Maria. Broadway, which circulates traffic both north and southbound through the city, directly connects the downtown core with the communities of Orcutt and Lompoc to the south, and south San Luis Obispo County via U.S Highway 101 to the northwest. Main Street, which circulates traffic both east and westbound, connects the downtown core of with the city of Guadalupe to west, and U.S. Highway 101 roughly 2 miles east.

Employment & Operational Costs

The mall itself is staffed by around 100 employees in security, concierge, janitorial, promotional, and management positions that make an average of \$10-11 dollars an hour. The annual operational cost for the mall is roughly 2.9 million dollars. This accounts for common area cleaning, air conditioning/ventilation, center supervision, electricity, pest control, repairs and maintenance, security, sewerage disposal, public telephone, gardening/landscaping, signs, salaries and wages, and administration.

2.2 Economic Conditions:

This section describes the current economic climate of malls in the U.S. and elucidates some of the fiscal struggles that the Town Center Mall faces today. As the recession slashed retail sales and cut discretionary spending by consumers, enclosed shopping malls around the country fell into decline. From 2007 to 2009, more than 400 of the 2,000 largest malls in the U.S. were closed. According to the International Council of Shopping Centers (ICSC), seasonally-adjusted sales-per-square-foot figures bottomed out in December 2008. Traditional tenants began to sever ties with malls, including many department stores which were conventionally mall anchors. This painted a bleak future for the retail properties which were once known to be icons of American consumerism, leading many to believe that this retail format had outgrown its usefulness and was no longer attractive to modern customers. However, despite the widespread beliefs that regional malls are a dying breed, sales-per-square-foot figures have increased in recent years. According to ICSC research, the monthly average for mall sales in 2010 was \$386.43 per square foot, up nearly \$20 per square foot from 2009. In addition, rents at regional malls from 2008 to 2011 fell \$0.95 per square foot, which was less than any other retail property type. These statistics indicate that shopping malls are now rising from the economic slump of previous years and will continue to be mainstays in the fabric of American shopping.

The Town Center East Mall still has its own fair share of economic challenges to overcome before it can be considered fiscally sound. With a vacancy rate of 40%, the mall has a substantial 204,238 square feet of available retail space to fill. According to Greg Cozak, the mall owner, there are a number of expenditures required before these spaces can be rented (see table 2.3.1). The first is the cost to attain the vanilla shell condition, which is achieved by outfitting a rental space with basic improvements such as white drywall, exposed concrete wall, installed plumbing, and installed HVAC units. The second and largest cost is the build out allowance given to new tenants for improvements on the leasing space. Due to the current condition and marketability of the mall the rate for a build out allowance is above average, a strategy to entice new tenants. These costs, which fall onto the mall owner, range from six to nine million dollars. The need for such a large amount of capital imposes a significant impediment onto



the mall owner. Unfortunately, the desire to rent a space is severely hindered by the actual cost to lease it.

Table 2.2.1

Typical mall expenditure rates and maximum occupancy costs

Typical Mall Expenditures Required to Lease an Open Space		
Cost of Build Out Allowance	For a Typical Tenant	\$25 per sq. ft.
	For a High Profile Tenant	\$40 per sq. ft.
Cost to Attain the Vanilla Shell Condition	For all Tenants	\$5 per sq. ft.

Mall Expenditures Required to Lease All Available Spaces in the Town Center East Mall		
Total Retail Space Currently Available in the Town Center East Mall		204,238 Square Feet
Expenditure	Costs to Rent All Spaces to Typical Tenants	Costs to Rent All Spaces to High Profile Tenants
Built Out Allowance	\$5,105,950.00	\$8,169,520.00
Vanilla Shell Condition	\$1,021,190.00	\$1,021,190.00
Total Cost	\$6,127,140.00	\$9,190,710.00

2.3 Community Input

Two site visits to Santa Maria provided the opportunity to procure input from a wide range of community members. At the mall itself, several local shoppers and mall employees provided information which reinforced some preconceived notions and gave new insights about community opinions. When asked to describe the current condition of the mall, most respondents agreed that it was underutilized. It was noted that while the mall is clean, there is a dearth in the number and variety of stores. The community members who were interviewed would like to see more modern clothing retailers, especially those which tailor to men as there is currently a lack of this type of store within the mall. It was indicated that Gap, Victoria's Secret, JC Penny, and Forever 21 would be well received at the mall. Some commented on the food court, stating that while it was a necessary upgrade, there is still room for improvement in terms of selection. Some would like to see the addition of a Panda Express, McDonald's, and Taco Roco to fill the vacant spaces in the food court. A Macy's employee stated that over the past year she had witnessed a decrease in foot traffic counts within Macy's and the mall as a whole, an observation which was confirmed by shoppers as well. One interesting theme shared by most respondents was their attitude towards the mall's place in the community. Since the mall was built in the early 1970's, many have grown up along with the mall and have fond memories visiting the mall when younger. All those interviewed would like to see the mall succeed and become a fun social and shopping destination once again.

An interview with David Cross, the Economic Development Director for the City of Santa Maria, imparted a new understanding of the relationship between the City of Santa Maria, the Economic

Development Commission, and Town Center Mall management. Unfortunately there has been little communication between these three organizations, despite having shared goals. The Economic Development Commission is a public establishment whose objective is to assist current and potential businesses by promoting development opportunities, offering site location assistance, and leveraging federal, state, and local funding for private investment. For the mall owner, this organization seems like a key resource to lower vacancy rates and attract new tenants within the mall. However, David Cross has indicated that no communication has been made between the mall owner and the Economic Development Commission to date.

2.4 Opportunities and Constraints:

The following section identifies a number of opportunities and constraints, which have been identified for the future revitalization of the Town Center Mall. The opportunities and constraints are offered as evidence for the adoption of certain implementation factors, and are based on careful analysis of existing mall conditions, and local market and demographic characteristics.

2.4.1 Opportunities:

General Opportunities:

- The city of Santa Maria has a large and diverse population demographic. Regional malls such as the Town Center Mall often attract a younger population, such as teens and young adults. Santa Maria has an extremely young population, *providing the Town Center Mall with the opportunity to attract a large, young consumer base.*
- The Town Center Mall is located at the corner of Main Street and Broadway, an extremely vibrant vehicular corridor. This intersection services over 56,000 cars per day, giving vehicular exposure to the Mall and *providing an opportunity for large scale advertising and marketing.*
- Mall ownership and management is willing to implement alternative retail strategies in order to increase vibrancy within the mall. Currently the mall ownership group is allowing large scale recreational uses on the upper level of the mall. These uses include indoor batting cages, large dance studios and a full scale gym. These recreational venues often require memberships, increasing mall pedestrian traffic and *providing an opportunity to limit vacancy rates and increase consumer activity within the mall.*
- Local community is willing to participate in revitalization efforts, including investing time for input and recommendations. Community members, including citizens, city leaders, and business owners are extremely important participants in any revitalization or renovation plan. The Town Center Mall has been a key part of the community of Santa Maria for over 40 years, can in order for it to continue to be a key part of the city's economic future community members must continue to offer support and recommendations for its renovation.

Infrastructure Opportunities:

- The recent construction of the food court in the eastern third of the lower level of the Town Center Mall has *provided an opportunity to attract new restaurants and dining amenities to the mall, which will ultimately increase pedestrian traffic and overall economic vibrancy.*



- Town Center Mall is currently the only enclosed regional mall on the central coast, and 3rd largest retail facility in Santa Barbara County. *The existing infrastructure provides an opportunity for simple facility and outdoor façade improvements, which will heighten mall character and appeal in the community.*
- The Town Center Mall has two large existing, attached parking structures

Financial and Economic Opportunities:

- Higher income demographics in Santa Maria and immediate surrounding regional area, *provides an opportunity to attract a consumer friendly market to the mall.* The immediate surrounding areas of Santa Barbara and San Luis Obispo Counties boast an average family income of nearly \$69,000, nearly 5% higher than 50% of the overall U.S population.
- Existing large parking structures financed completely by the city and not my mall operational costs.

2.4.2 Constraints:

General Constraints:

- Downtown Santa Maria is perceived to be unsafe and unattractive to local business owners and national retailers.
- Options of alternative ‘Big Box’ stores in the immediate surrounding area have made the Town Center Mall unattractive to consumers and investors alike.
- Downtown Santa Maria has a lack of pedestrian presence and vibrancy, making walkability to and from the mall from surround neighborhoods unattractive and unsafe to pedestrians.
- The Town Center Mall’s lack of recovery has heightened negative preconceptions within the local community.

Infrastructure Constraints:

- The overall existing character and facades are unattractive, with no indoor-outdoor circulation feel.
- The mall has little to no visibility from principle regional highway, U.S 101.
- The mall is blighted due to unfinished or underutilized building attachments.
- There is a lack of direct vehicular access points from southbound Broadway, making direct vehicular and pedestrian access difficult.
- Current way-finding and signage system undeveloped, heightening pedestrian confusion within the mall.

Tenant Constraints:

- The mall currently has a lack of high-profile retail brands leasing space, limiting overall tenant diversity.
- There is a lack of youth oriented entertainment and recreational uses available within the mall, heightening youth disinterest in the facility as a whole.
- Overall current tenant mix has been described as tacky and unattractive to key consumer base, eliminating vibrancy within the mall.



- Vacancy rates over 50% of total leasable space, heightening consumer disinterest and limiting vibrancy.
- Current tenant configuration lacks appeal to perspective future tenants, eliminating interest in current vacant space.

Financial and Economic Constraints:

- Current economic downturn has limited interest in mall investment.
- Mall operational cost and financial obligations has resulted in leasing unaffordability, eliminating financial investments and perspective future tenants.
- Lower income demographic in immediate surrounding downtown core of Santa Maria has made high profile tenants refrain from investment in the mall due to profitability uncertainty.
- Lack of communication between city economic development commission and mall ownership has strained economic partnership with the mall.



Chapter III

Comprehensive Analysis of Mall Characteristics:

The Town Center Mall has been a key retail and recreational attraction in Santa Maria since its construction in the 1970's. It is the only enclosed full-scale regional mall on the central coast, and is located in a prime retail designation within the downtown area. However, the mall has not been significantly renovated since its completion in the mid 1970's. The facility has been subject to varying occupancy, and is currently at nearly 35% vacancy. The structure currently lacks character, visual appeal and modern amenities such as exterior and interior landscaping, exterior architectural façade design, and adequate interior way-finding organization. The current mix of retail and recreational tenants has failed to match local consumer preferences, affecting the vibrancy and economic vitality of the mall and deterring potential financial investments. This chapter identifies and analyzes certain existing mall characteristics in need of significant revitalization, and recommends certain objectives focused at ushering in economic vitality and overall mall vibrancy.

3.1 Infrastructure

As previously mentioned, the Town Center Mall is the only fully functioning enclosed retail facility on the central coast whose existing infrastructure has the space and potential to support over 98 tenants, including three large, multi-story anchor department stores. The mall features two large attached four story parking structures, which are owned and completely financed by the city of Santa Maria, as well as a large pedestrian foot bridge crossing Broadway and connecting the Town Center West shopping center. However, since its construction the mall has failed to be substantially renovated or expanded, its outside façade is unattractive and the current architectural style lacks consistency with surrounding buildings. The mall's current interior organization and design scheme lacks uniformity and character while its current infrastructure condition and configuration is outdated. Leasable spaces lack marketability to prospective tenants, which has caused substantial financial losses for mall ownership and existing tenants located within the mall. These shortcomings have affected the mall's aesthetic appeal within the downtown area, and hurt its reputation as an attractive retail destination on the central coast.

This section attempts to implement certain infrastructure improvements within the mall in an effort to restore the Town Center Mall's status as an attractive retail destination on the central coast. The following objective identifies the general goal for infrastructure improvements:

Objective 2 Improve the overall character and attractiveness of the Town Center Mall in an effort to create a more vibrant and pedestrian friendly shopping experience.

3.1.1 Façade & Architectural Renovations:

Located in the heart of downtown Santa Maria, the Town Center Mall is surrounded by a number of historic buildings, many of which are either protected by the Office Historic Preservation or Local Historic Buildings Commission of Santa Barbara County. This area has long been considered the most historic region in the Santa Maria Valley. The historic character of this area is extremely vital to the city of Santa Maria and its community members. Sustaining and preserving the overall character of this region, including the historic architecture of many downtown buildings, has become a very sensitive topic of discussion. These buildings feature many historic architectural characteristics that are reminiscent of local traditional architectural design elements, and serve as reminders of the cultural diversity and history of the area.

However, the mall has since become a significant aesthetic blight to this historic area of downtown. Its current exterior condition has diminished the historic character of the area, and has become an undesirable tourists and shopping destination on the Central Coast. This section attempts to investigate the potential to improve the current architectural styling of the mall through façade improvements and architectural renovations in an effort to restore the historic attributes of Santa Maria's downtown area.

Local Architectural Character:

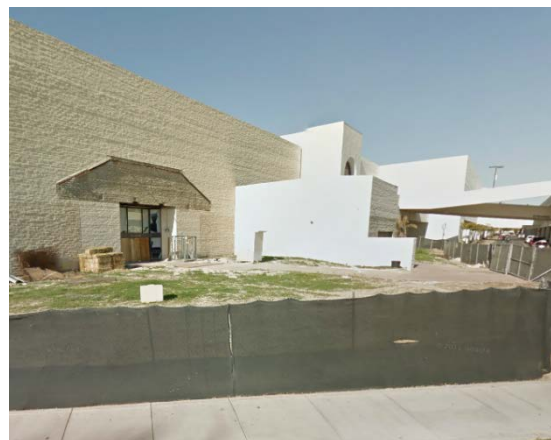
The Town Center Mall was constructed in the early 1970's following a substantial downtown redevelopment initiative which demolished nearly 16 acres of existing homes and commercial buildings, many of which were historic in nature. The mall developer, Hahn Developments, designed the mall based on current regional mall architectural styling' of the time, which encompasses little design character or architectural style. The existing architectural design of the mall has not been substantially renovated or improved since its completion, and large unmaintained sections of the mall remain unattractive and underutilized. The exterior structure appears "boxy", with little architectural character, and lacks consistent color schemes, unique façade design or landscape pattern.

Figure 3.1.1



View of unattractive exterior façade of the western most portion of the mall.

Figure 3.1.2



View of northeastern section of the mall, illustrating the unattractive and underutilized exterior facade

The exterior structure of the mall is in dire need of renovation, and an exterior façade restoration, based on the utilization of local historic architectural styles, can initiate significant aesthetic improvements for the mall and the surrounding area. The following describes some architectural features of existing historic buildings within the downtown area, and is offered as design recommendations for the architectural renovation of the mall's lackluster exterior structure:

Spanish Revival Architectural Style:

The Spanish Revival Architectural style features large archways, flying buttresses and distinct facades and windowing. This architectural style is found in many buildings within the downtown area, and is a potential option for the exterior façade and architectural renovations for the mall:

Figure 3.1.3



The First United Methodist Church was constructed in 1922 and is located directly west of the mall. The Church has since become a local historic landmark. Its architectural style is representative of the Spanish Renaissance period.

Figure 3.1.4



Pictured is an example of early Spanish Revival architectural style, similar to the style of the Saint Peter's Episcopal Church located on West Cook Street, directly south of the mall. The Church was constructed in 1932 and contains many historic architectural characteristics reminiscent of the Gothic Era.

Mediterranean Revival Architectural Style:

The Mediterranean Revival architectural style is also found on a number of buildings in the downtown corridor. This unique architectural style features natural wood, large decorative hardwood trusses on the ceiling, long narrow windows, and colored handcrafted tiles on the outside façade and roof.

Figure 3.1.5



The Minerva Club building was constructed in 1927. It was designed by Julia Morgan, the architect responsible for the design of Hearst Castle, and contains a number of typical design elements of the Mediterranean Revival of the late 19th and 20th centuries.

California Mission Architectural Style:

Figure 3.1.6



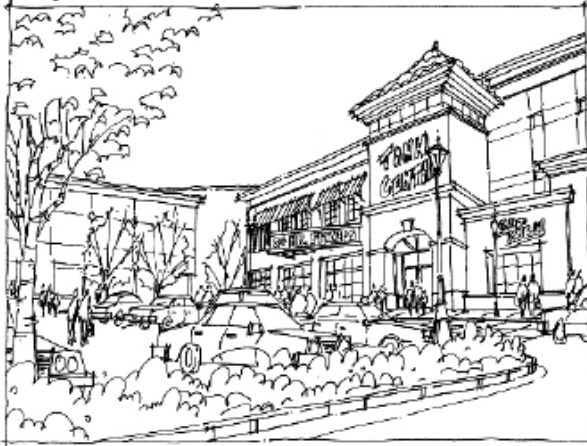
The Santa Maria City Hall building is located directly south of the mall along Cook Street; the building was designed by Louis N. Crawford, arguably Santa Maria's most famous architect. The building, with its distinctive blue and yellow tiled tower, arched entrances and clay colored tile roofing, blends elements of the California Spanish Mission architectural style with hints of Moorish design influences.

Current Design Proposals

The current ownership group, Architectural Ventures, has recently formed a team of real-estate developers and architects, including F&A Architects and Linane Drews Architects as conceptual designers for both the interior and exterior architectural renovations of the mall structure. The design team has recently released a tentative conceptual design proposal, which is based on architectural styling of local historic buildings. The conceptual design proposal features developing unique façades faces to the existing exterior structure (*See Attachment A-2*). The façade design is reminiscent of the California Spanish Mission Architectural style, which contains multiple arches, tile roofing, and large windows (*See Figure 3.1.6*).

The City's Role

The city of Santa Maria recently completed a Downtown Specific Plan, which stresses the importance of the downtown building design and character. The plan proposes a series of "Districts" within the downtown area, each with distinct design elements and land use guidelines. One such proposed district is the "Town Center District", which focuses solely on the area of downtown that encompasses the Town Center Mall. The vision for this district, among other objectives, is to heighten the pedestrian activity while promoting economic vibrancy through façade improvements and architectural renovations. The plan offers a series of objectives and implementation strategies which are intended to help developers financially with the redevelopment and renovation of the existing mall structure. The city realizes the financial difficulty and risk of investing in an underperforming and outdated retail facility. Nevertheless, with the adoption of the Downtown Specific Plan, the city has made it clear that it supports the improvement of the mall structure so that it may remain an important part of the downtown area. The plan provides numerous illustrations of façade redesigns, some of those examples are provided below:

Figure 3.1.7

Example of new façade & paseo area of Town Center East. View from Broadway & Cook Street directly east.

Figure 3.1.8

Example of new entry & façade of Town Center East. View from Broadway northeast between the old Gottschalks building & Macy's.

3.1.2 Interior Design Schemes:

In order to successfully attract a consistent consumer base to the Town Center Mall, improving the interior character and renewing current mall way-finding systems are essential tasks. The lack of modern amenities and visual attractiveness within the mall has contributed to the current decline in economic vitality and pedestrian vibrancy. Shoppers visiting enclosed shopping mall such as the Town Center Mall expect a simple, pleasant and visually appealing shopping experience. These are essential elements for modern enclosed shopping venues; if a facility fails to meet these expectations a rapid decline in pedestrian presence and marketing strength can be expected.

This section attempts to identify and analyze a number of interior infrastructure improvements, all of which are aimed at refining the organization, design and character of the Town Center Mall.

Recent interior retail design trends have emphasized the need for simple and original design schemes, which are intended to create a sense of identity and character. The use of simple yet unique color schemes, contemporary interior architectural styles, natural aesthetically pleasing landscaping, natural lighting, stylish and attractive furniture, and uniquely designed flooring all contribute to an enjoyable and fulfilling shopping experience. The following analysis provides examples of certain design elements, which can contribute to the revitalization of the interior infrastructure of the mall:

Color Schemes:

Perhaps the most important aspect of interior design is a clean, unique and attractive color scheme. Within a retail atmosphere such as a regional mall, the main goal is to help the consumer identify both with the environment and its products. Colors are known to simulate certain psychological senses, helping set a positive atmosphere and contributing to the vibrancy of the retail environment. For example, particular color schemes have been known to evoke a sense of relaxation and desire, promote sociability, comfort and excitement, or imply elegance and receptiveness. Two specific examples are: Blue, Black, & White combinations and Earth Colors such as Brown, Maroon, Green, and Black.

Figure 3.1.9

Blue, Black & White - This combination often evokes a sense of cleanliness, receptiveness, and elegance.

Figure 3.1.10

Earth Colors (Brown, Maroon, Green, Navy Blue, Tan and Black) - Ushers in a feeling of stability, security, friendliness, and often relates to instinct.

Interior Lighting and Landscaping:

Good interior lighting and unique interior landscaping also significantly contribute to the shopping atmosphere within regional malls. A well-lit interior is vital to the atmosphere and design of a retail structure; lighting can sometimes influence a shopper's decision to buy merchandise. Good or bad lighting often changes the appearance of the overall interior design. The shadows and reflections of light change the appearance of façade coloring, flooring or architectural styling. Shoppers often prefer a naturally lighted interior from skylights or other roof windowing. It gives the structure a less 'grungy' feel and helps the shopper feel more comfortable and less claustrophobic.

Figure 3.1.11

Unique interior lighting schemes as seen in the example above demonstrates the importance of lighting to the overall interior design of a structure.

Figure 3.1.12

In this example, skylights and upward reflection lights help usher in a atmosphere or mood that complements the other interior design elements being utilized.

Interior landscaping, like all other interior design elements, are vital to establishing the identity and character of a mall. Natural interior landscaping often provides an elegant and distinctive setting that can help complement other interior design elements and help establish a sense of place. The type of plant, as well as the height, color and arrangement of the landscaping all need to have distinct features for each setting while remaining consistent with other interior design elements. Employing the use of fountains and decorative planters can help complement the landscaping throughout the interior of the mall. The use of fountains become popular attractions within malls, and often are landmarks and meeting places for shoppers.

Figure 3.1.13



Fountains and decorative planters such as the example shown above often become landmarks and public meeting places for shoppers to relax and socialize.

Figure 3.1.14



Interior landscaping helps complement other interior design elements and adds to the character and uniqueness of the interior design scheme.

Interior Architectural Styling:

Interior design schemes are based on the use of a variety of individual design element, many of which have already been discussed. However, in order for all of these design elements to work together to create distinctive character and identity, an overall interior design style must be applied. This overall design style is often called interior architectural styling. There are a number of established interior architectural styles for regional malls which are designed to attract different demographic groups. For instance, malls located in an area with a younger age demographic often employ the use of contemporary or minimalist styles, which feature modern and trendy design principles, while Mediterranean or Spanish interior architectural styles often used to attract an older, more mature age demographic. These styles often utilize the use of earth colors and other traditional architectural styles. The following provides examples of these interior architectural styles:

Minimalist Style

Minimalist interior design style is highly influenced by Japanese traditional design, employing design simplicity, elegant lighting, modest or dull color schemes with clean and fine finishes. This style is often considered the most modern form of interior design, and features the use of straight components (walls or stairs), and large windows and glass.

Figure 3.1.14**Figure 3.1.15**

Contemporary Style

Much like the minimalist interior design style, the contemporary style employs the use of modern design principles. This interior architecture focuses on creative simplicity, the use of glass and large windowing, clean sophisticated color schemes, reflection lighting, and existing structure elements such as air ducts or exposed roofing all help provide a sense of modernity.

Figure 3.1.16**Figure 3.1.17**

Mediterranean Style:

The Mediterranean design style tends to convey a sense of tradition and culture, often appealing to a much older and ethnically diverse demographic. This style features the use of earth tone colors, elegant lighting, and traditional or culturally sensitive façade designs.

Figure 3.1.17**Figure 3.1.18**

3.1.3 Way-Finding System:

The existing conditions of the Town Center Mall way-finding system demonstrate a lack of general organization, clarity and simplicity. In an enclosed retail setting, way-finding directly effects consumer time efficiency and can determine whether or not a shopping experience is enjoyable. Traversing shopping malls is generally perceived as a tedious, inefficient task and one of the primary causes of commercial stagnation. A lack of sufficient signage often promotes irritation and confusion, two attributes that cause dreadful shopping experiences. Overall organization and clarity of signage and way-finding maps are essential to the complete shopping experience, and must be updated in order for the Town Center Mall to provide a quality shopping experience, heighten its pedestrian traffic, and strengthen its marketability within the community.

The following section summaries a few way-finding techniques, which can potentially be implemented within the Town Center Mall:

Signage & Way-Finding Maps

Signage is perhaps the most important element in mall organization. Clearly displayed way-finding signs and maps describing the location of certain uses help to promote time efficiency and a perception of place. The Town Center Mall needs to update its current signage and employ better organization of such signs. The following recommendations are for the revision of existing signage within the Town Center Mall:

- Interior signage must be placed in areas with high pedestrian traffic. This allows signs to be clearly identifiable and promotes organized pedestrian circulation, helping customers understand the layout of the mall.
- Interior signage must be clearly legible , easy to understand, and must be consistent with general interior design styles.
- Signage must successfully direct the shopper to their intended destination within the mall and should include clear direction arrows and destination explanations.

- Signage must be placed at all exits and entrances of the mall to identify mall anchors and landmarks.
- Interior signage must clearly display all exit and entrance points within the mall, and provide general instruction for emergency situations.
- Way-finding Maps must be placed in high pedestrian traffic locations, and must provide a directory of all current tenants while defining the use type or shopping genre.
- Way-Finding Maps also must identify the location of popular public space and plazas within the mall, restrooms, mall management offices, and exits and entry ways.

Some examples of adequate signage are:



Figure 3.1.19 (Far left) Clearly identifies where certain retail stores are through directional arrow.

Figure 3.1.20 (Right) Identifies a primary attraction within the mall, in this case the food court, and illustrates the types of food being offered.

Figure 3.1.21 (Lower) Identifies location of major anchors, restrooms, and popular attractions (The Bay & Food Court).



Current Way-Finding Proposals:

The mall ownership group, Architectural Ventures, recently released conceptual designs for the update of the Town Center Mall's signage and way-finding maps. These conceptual designs implement a number of the recommendations suggested in this section (See Attachment A-2).

3.2 Tenant Mix

The Santa Maria Town Center has the potential to house over 98 tenants in more than 594,000 square feet of leasable space, allowing the mall to claim the status of being third largest retail facility on the central coast. However, with a vacancy rate at almost 35%, the mall has 204,238 square feet of underutilized space. The 28 empty storefronts dispersed throughout the mall are a visual blight and have also fragmented current mall organization by isolating some tenants. Gottschalks, one of three mall anchors, is currently displaced while construction is underway to build a Regal Theater in its place. The remaining mix of tenants is not sufficient to meet the consumer demands of today, resulting in steadily decreasing foot traffic counts and sales revenues. These factors have prevented the Town Center Mall from remaining a competitive retail force in its trade area.

This section will outline current consumer preferences and identify the new wave of successful mall tenants. Securing these tenants in the mall will help create an appealing shopping environment for the consumers of today. The following objective characterizes the overall goal of the suggested tenant mix:

Objective 1 Attract more consumer foot traffic and thus heighten the exposure of retailers within the Town Center Mall to more customers in the trade area.

3.2.1 Tenant Mix:

Current Consumer Preferences:

Major demographic shifts have re-defined the characteristics of a typical family in the U.S., resulting in behavioral shifts in the shopping preferences of modern consumers. The traditional household composition in which one parent stays at home while the other works is no longer predominant model. Divorce rates are higher than in the past, more women are now entering the workforce, and more children are returning home to live with their parents in what is known as the boomerang effect. The result is that consumers of today have less available time to shop, now favoring convenience and one-stop shopping options. Domestic retailers have attempted to quickly adapt to these changes by creating new retail formats such as supercenters, large mass merchandising facilities which sell a wide variety of products (Carpenter and Moore, 2005). However, Town Center East has the size to assemble a broader selection of retailers under one roof than all other retail formats. Armed with this key advantage, mall management should seek to incorporate the most successful retailers of other formats to remain competitive force in the market. In the past this may have been considered impractical because full-priced stores and value-oriented shopping were traditionally separated. However, today's consumers are becoming more accepting of a variety of shopping types in one location. Valuing convenience, shoppers are prone to visit multiple platforms on the same trip. Therefore it is becoming more common for malls to locate traditional high-end fashion stores next to big-box retailers such as Target or Kohl's with great success (Simon, 2011). As a result, big-box retailers which were once considered competition may now become important assets to Town Center East.

New Role of the Regional Mall:

In the past, most regional malls were built homogeneously in respect to architectural styles, organization, tenant mix, and environment. This created a standardized shopping experience from mall to mall. Modern consumers want a more unique and interactive shopping experience which creates a deeper connection with the community, current culture, and their daily lives. The mall is now expected to be more than just a commercial outlet, but a destination for people to bring their families and friends to socialize, relax, and enjoy shopping in a comfortable and pleasant environment. To accommodate these needs, malls

Relevant Market Forces:

Mall anchors have historically consisted of large department stores which were expected to bring in high foot traffic counts. The original concept of the mall was that department stores would draw large numbers of people who would then walk past smaller retailers. However, department stores have been losing market share for years, dropping from 7% in 1990 to 2.5% in 2010. Malls have suffered from the bankruptcies of in-line department stores such as Mervyn's, Robinson's May, and Gottschalks (Misonzhnik, 2011, Forces of Nature). These closures have contributed to all-time high vacancy rates at regional malls, which peaked at 9.1% in 2011. On the other side of the market, retailers which have traditionally operated in other retail formats such as lifestyle centers and power centers have started to come to the end of their lease agreements signed in the mid and late 1990's. Many of these retailers are relocating to vacancies left by department stores while many others, which seek to shrink their square footage to drive productivity, are finding their places in the remaining smaller mall vacancies (Misonzhnik, 2011, New Partnerships).

Malls keen to fill vacant spaces have introduced a variety of recreational, entertainment, and family uses to their existing mix of tenants, a tendency which has actually been well received by shoppers who are beginning to appreciate a more interactive shopping experience. In addition to movie theaters and arcades, malls have fruitfully established fitness centers, groceries, community centers, indoor skate parks, and batting cages.

These new trends will benefit the Town Center East Mall by allowing management sign new leases with previously unreachable tenants.

Modern Mall Tenants:

One major strength of the regional mall is its ability to evolve its current mix of tenants to match the changing preferences of the consumer. A combination of new consumer preferences and market forces gives mall management the opportunity to bring in stores normally associated with other retail formats as well as stores formerly deemed unconventional in malls. Mall management should consider introducing the following retailers to Town Center East:

Bed, Bath, and Beyond:

Bed, Bath, and Beyond has recently opened two stores in regional malls, straying away from more traditional free-standing locations. The company has over a thousand existing stores which make an average of \$264 in net sales per square foot. The retailer opens stores with lease terms that start at 10 years. Stores range between 20,000 and 50,000 square feet, an appropriate range to locate the store where Gottschalks once stood, in the largest vacant space in the mall. Bed, Bath, and Beyond would be an ideal replacement to the ousted anchor because the stores reputation would have a similar if not better draw on potential shoppers (Misonzhnik, 2011, New Partnerships). In addition, the closest Bed, Bath, and Beyond is located more than 30 miles away in San Luis Obispo.



Forever 21:

Forever 21 has been a popular mall tenant since the 1980's, and in 2008 the company initially tried to purchase all 150 Mervyn's leasholds but was only able to secure 15. The fashion retailer has over 480 stores world-wide and generates an average of \$475 in sales per square foot (Misonzhnik, 2011 Forever Expanding). Forever 21 would also be a good replacement for Gottschalk's as it is a recognizable, signature brand and a strong crowd-puller. Community input has confirmed that there is an existing desire for a Forever 21 within the mall, while the city characteristics of Santa Maria indicates that the age and gender group this retailer targets (teenagers and young women) is one of the largest demographics in the city. The closest Forever 21 is located in San Luis Obispo.



Dick's Sporting Goods:

Dicks Sporting Goods has already opened many locations in enclosed regional malls across the country. The company planned to open 34 stores last year and intends to open 15 to 20 stores annually. The company already has 151 stores which make an average of \$194 in sales per square foot, making it the second leading franchise in the sporting goods market. In addition, since the company has recently begun to downsize the square footage of its stores, it should be easy to find a suitable space within Town Center East Mall.



Recreational Uses:

Recreational uses such as community centers and fitness clubs have begun to find their place in regional malls around the U.S. Fitness clubs naturally synergize with mall structure because they have large parking requirements and benefit well from exposure within the mall. These use types make excellent tenants because they are flexible in space requirements and bring in regular visitors. Fitness chains are currently expanding heavily, exemplified by Anytime Fitness which plans to open 900 clubs in the next two years (Misonzhnik, 2011, Getting in Shape). Community centers would also bring in additional foot traffic while promoting a comfortable social environment.



Entertainment Uses:

Entertainment uses well-matched with the mall include bowling alleys, batting cages, indoor skate parks, arcades, theaters, and martial arts studios. These family-oriented uses are able to improve social



liveliness and reinforce the Town Center Mall as an exciting entertainment destination. The North County Fair, a mall in northern San Diego, opened the North County Tavern + Bowl in 2010. The 15,000 square foot restaurant, bar and eight-lane bowling alley replaced four vacant spaces in the mall with an attractive family-oriented establishment (See Appendix A).

Value-oriented Uses:

Value-oriented stores include stores such as Kohl's, Ross, Marshall's, T.J. Max, fashion retailer H&M, and target. Value-oriented chains have made a comeback in the market over the past few years, thriving even in today's tough retail market (Misonzhnik, 2011, Forces of Nature). These types of stores should work well in Town Center East as the median household income in the City of Santa Maria is just slightly above average.



Fine Dining Options:

The Town Center Mall should offer a greater variety of sit-down restaurants to broaden the malls' appeal beyond the typical demographic while contributing to a more personalized experience. In addition, data from the ICSC states shoppers who visit a mall for less than 30 minutes spent an average of \$54.20, or 44 percent less than the overall average mall spend of \$98.40. Shoppers whose mall visits lasted 180 minutes or longer spent \$205.20 per visit or 52 percent more than the average (Janssen, 2010, *Getting Intimate*). To save money, mall management should try to bring in local restaurants that still have a strong name within the area such as Yanagi Sushi and Grill or Splash Café. The history these restaurants share with the community will promote a sense of place for the mall.



3.2.2 Retailer Promotions:

The Town Center Mall and its tenants lack publicity within the Santa Maria community. The current featured events and sales found on the mall website are extremely limited and outdated. Promotional campaigns help tenants engage with their customers and grow their business while marketing their products to the community. The mall can increase tenant exposure to the public by encouraging retailers to implement new and exciting consumer marketing programs. These strategies will utilize technological advances in mobile phones and social media to reach new demographics.

Retail Promotions:

This section will focus on consumer marketing strategies for planned or existing entertainment retailers within the mall. The implementation of these promotions will increase overall foot traffic by reaching out to new demographics in and around the City of Santa Maria.

Regal Cinemas:

Town Center Mall Management should require Regal Cinemas to offer discounted ticket prices for students and seniors from Monday to Wednesday. The discount should be large enough to entice these consumer groups to visit the theaters even during these off-peak days. Over 43% of the population in Santa Maria is under the age of 24, making this market segment a rewarding group to draw from. In addition, 21,000 students are enrolled at Hancock College which is located 3 blocks away. Regal should also run non-film programming such as world cup matches or live broadcasts of concerts. This would enable the cinemas to bring more crowds during off-peak hours and reach a wider consumer demographic.

Town Center Mall Bowling Alley:

Mall management should assist the bowling alley located within the mall in developing a family-centered marketing strategy. This should consist of discounts for children during peak business hours.

Encouraging family crowds will foster a fun environment for those participating as well as shoppers passing by.

Vandenberg's Happy Hour:

Mall management should encourage the existing Red Robin Gourmet Burgers as well as future sit-down restaurants to provide happy hour deals specific to employees of Vandenberg Air Force Base. The base is eight miles away, but is home to more than 24,000 personnel. A bargain deal specifically tailored for this consumer group will be unique to the mall and attract consumers who previously may not have had a reason to visit the mall.

3.2.3 Social Media:

Social media consists of web-based and mobile based technologies which engage users in an interactive dialogue between individuals, communities, websites, and businesses. The following social media marketing strategies will focus on using mobile phone technology and applications to offer discounts for shoppers while advertising the Town Center Mall and its tenants to a large segment of the local population.

Facebook Check-ins:

Shoppers can use their Facebook account, easily accessed through any of today's smart phones, to obtain discounts or deals with participating businesses. Users simply have to "check-in" to a business and use their phone to show proof of the check-in to the cashier to become eligible to receive deals. When Facebook users check-in to a location or business, a notification indicating where that user is and what deal they used appears on their news feed. This information may be viewed by all of the user's friends and anyone else who can access their Facebook page. Facebook users have an average of 130 friends who may hear about the deal through this unique word of mouth marketing scheme. In addition, there are over 200 million active users who use their phone to access Facebook. These deals appear on mobile phones when people are nearby, automatically generating exposure for the business to new and existing customers.

To set up a deal a business first has to create and maintain a Facebook page, which is free of charge. Owners may then add content including basic business information and photos, and have the ability to post statuses which appear on the news feed of every user who has "liked" the page. Owners may then create a deal to their own specifications from their home page. The typical Facebook user is quite active and visits the site an average of 28 times per month. By utilizing this innovative technology, the Town Center Mall and its tenants can gain significant publicity in a large and dynamic community.

Shopkick:

Shopkick is a location based phone application that is solely retail based, rather than Facebook which is primarily a social application with the option of retail capabilities. Shopkick relays mall owners the actions of users who have installed the application, indicating when a user crosses a threshold or scans a designated barcode within the mall, among other things. Users earn a certain number of points called "kickbucks" for completing tasks determined by mall owners. These points may be redeemed for rewards as offered by mall owners (Misonzhnik, 2011, Social Life). The implementation of this



application will provide shoppers with a highly interactive shopping experience. Creative design of incentivized tasks will create a more memorable shopping experience and increase the likelihood of customers to revisit.

3.2.3 Infill Placement Plan:

The Town Center Mall has a vacancy rate of almost 35%. Although the occupation of any space by any use is desired by mall management, this strategy focuses on creating an ideal path to maximum build-out while achieving a suitable tenant mix. In this way, the high vacancy rate may be seen as an opportunity to develop the mall while including the uses mentioned in Section 3.2.1 (See Attachment A-1). The first level includes a corridor solely dedicated to infill by standard mall retail uses. Shoppers traverse this corridor when entering or exiting Macy's. Fine dining options are reasonably separated while a traditional a "big-box" retailer is proposed to act as a replacement anchor for the departed Gottschalks. Recreational and service uses are clustered on the second level with many similar existing use types.



Chapter IV

Vision for the Future

4.1 Vision Statement

The vision of the Santa Maria Town Center Mall is to demonstrate a sense of economic vitality and pedestrian vibrancy in order to establish the facility as the primary retail, recreational, and entertainment destination on the central coast.

This vision will be supported through infrastructure improvements and innovative consumer marketing strategies. The Town Center Mall will continue to adapt its current mix of tenants to create a shopping experience which meets consumer demands and preferences while keeping the mall competitive with other retail formats. These improvements will help create a pleasant shopping experience and comfortable overall environment.

4.2 Implementation Strategies:

This section will outline the implementation actions recommended for Town Center East Mall management. These actions are drawn from the comprehensive analysis and are meant to fulfill the proposed strategies in a practical and feasible manner.

4.2.1 Infrastructure:

Objective: Improve the overall character and attractiveness of the Town Center Mall in an effort to create a more vibrant and pedestrian friendly shopping experience.

Strategy 1: Mall ownership should improve the facility's overall visual attractiveness through outside façade improvements and architectural renovations.

Practical Implementation Action- A deficiency in general financing sources as a result of unreliable private investments and existing economic conditions have contributed to the lack of exterior façade and architectural renovations for the mall. The following public financing programs and grants are provided as financial incentives to strategic commercial centers located within the downtown area, mall ownership is encouraged to explore the Town Center Mall's eligibility for these financing sources:

Façade Improvement Reimbursement/Loan Program- Provides up to 50% reimbursement of the costs of building façade improvements, the loans cannot be used for the applicant's 50% match on the reimbursement part of the program. Total existing funding in the program is approximately \$50,000 (Santa Maria Downtown Specific Plan, 2008).

Project-specific Infrastructure Assistance- Funding allocations through the City's annual Capital Improvement Plan, which allows financing for certain infrastructure improvements within Santa Maria.



This can include certain circulation and architectural renovations for the exterior of the mall, including sidewalks, streetscapes and landscaping, parking lot asphaltting, and pedestrian bridge renovations (Santa Maria Downtown Specific Plan, 2008).

Strategy 2: *Mall ownership should consider significant interior design renovations, with consistent color schemes, interior facades, and landscaping.*

Practical Implementation Action- In order to properly renovate the interior of the Town Center Mall, mall ownership should explore the eligibility of the interior Town Center Mall structure for public financial assistance. The following grant is offered to structures that demonstrate severe infrastructure deficiency:

Community Development Block Grant (CDBG) funds are another source for money for improvements or to seed Main Street Organization; the city currently allocates approximately 1.1 million dollars in funds, and allows for the redevelopment or revitalization of exterior infrastructure of commercial structures within Santa Maria. The eligibility for receiving this grant is based on Federal guidelines provided in the Housing and Community Development Act (Santa Maria Downtown Specific Plan, 2008).

Strategy 3: *Town Center management is encouraged to implement a comprehensive way-finding system, which gives the mall better organization and improves pedestrian flow.*

Practical Implementation Action- In an effort to improve mall organization and current way-finding systems, mall management should consider funding a one-time way-finding and signage design renovation. The total expenditures for this revitalization endeavor should be no less than 10% of the total annual mall upkeep budget.

Way-Finding Technology Funding should include renovations of existing signage and way-finding maps, including the development of an interactive way-finding application for mobile phones and an electronic interactive way-finding map within the mall.

4.2.2 Tenant Mix:

Objective: Attract more consumer foot traffic, thus heightening retailer's exposure to customers shopping at the Town Center Mall.

Strategy 1: *Town Center management should appeal to popular local and national retailers to locate their brand within the mall, in an effort to form a more attractive tenant mix for local consumers.*

Practical Implementation Action: Town Center East Mall management should open communication with the Santa Maria Valley Economic Development Commission. The role of the Economic Development Commission is to assist new and potential businesses by promoting development opportunities, offering site location assistance, leveraging federal, state, and local funding for private investment, marketing Santa Maria to targeted industries, businesses, and commercial retail users, and aiding in the relocation of existing businesses within the City of Santa Maria. This is an invaluable untapped resource for mall management to bring in desired retailers and lease spaces within the mall. Both organizations should work together to achieve the shared vision of creating a strong, dynamic, and attractive mix of commercial retailers in Santa Maria.



Practical Implementation Action: Mall management should lease at least 40 % of available space to entertainment, recreational and/or family-oriented businesses. Introducing more of these types of uses will cultivate the mall as a central social environment for the community. Mall management may provide small incentives such as a reduced rent for a certain period of time in order to lure these specific types of uses.

Strategy 2: *Town Center management should encourage retailers currently located within the mall to implement consumer marketing strategies, which would attract larger demographic groups to the mall.*

Practical Implementation Action- Town Center East Mall Management should promote the use of Facebook check-in deals for several mall tenants. Clothing outlets and boutiques may employ one-time offers such as 15% off a purchase while cafes can award one free small drink. Restaurants may offer a free appetizer to loyal customers on their third check-in. The mall itself can utilize check-ins by giving donations to worthy causes for each check-in during an allotted 24 hour period. Businesses that offer these deals may be partially compensated by mall management to encourage the continued successful use of this social media practice.

Practical Implementation Action- Mall management should enforce a promotional requirement to create an annual mall-wide sale. It will be mandatory for every business within the mall to offer some type of deal or run a promotional activity on the determined day. Mall management will pay for advertisements of the event to contribute to the promotion as a whole.

Strategy 3: *Town Center management should follow an Infill Placement Plan, which designates specific use types to the most ideal vacant space.*

Practical Implementation Action- Mall management should encourage prospective tenants to follow the Infill Placement Plan found in the Attachments.



Appendix

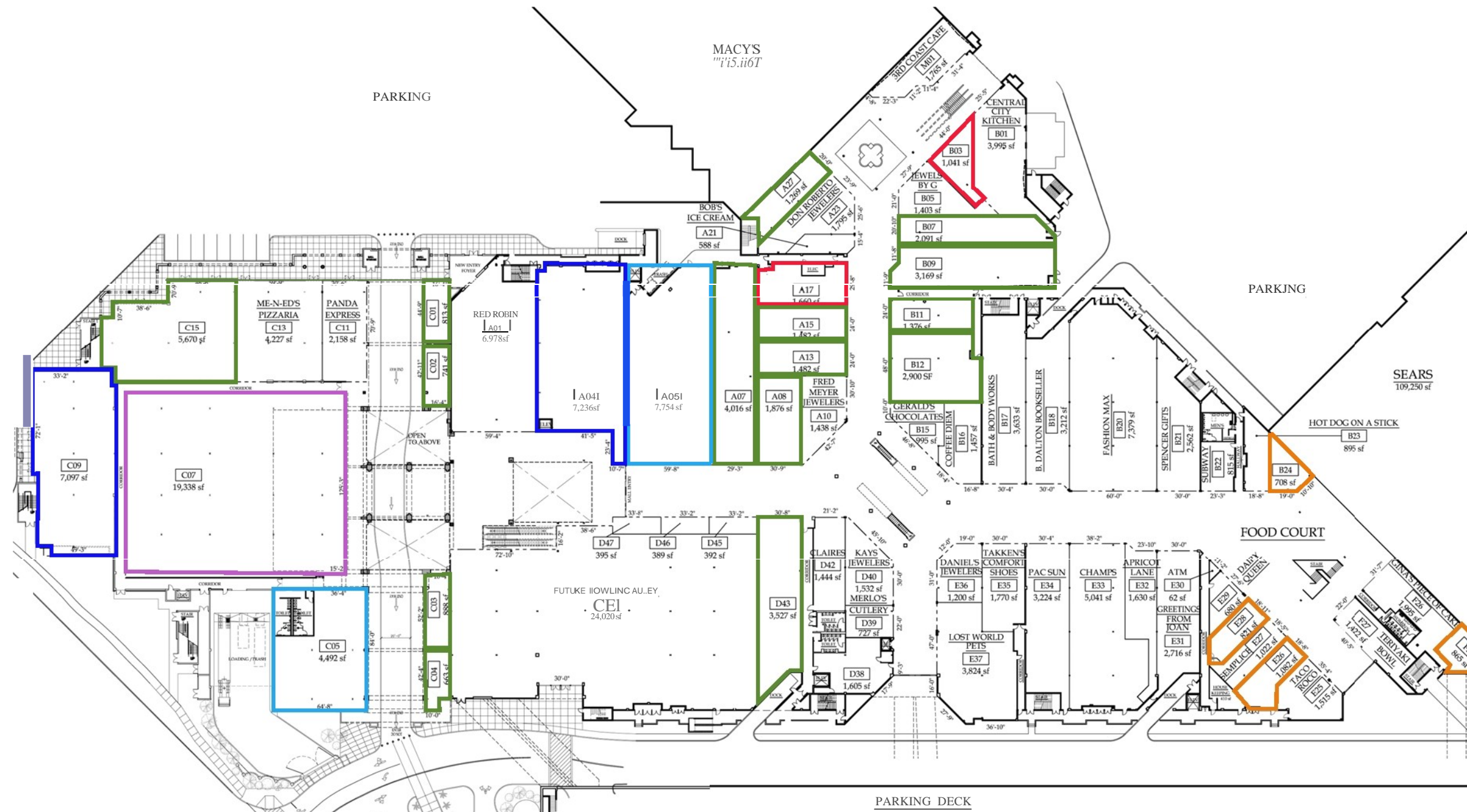
Case Study:

Westfield North County Mall, Escondido California

Westfield North County Mall is located in Northern San Diego, nestled among numerous residential communities. It is a large three-level indoor mall containing 1.2 million square feet of retail floor area. There are 172 retailers in the mall and 5,702 parking spaces on the 75 acre property. The mall was opened in 1986, and from the outside has the look and feel of a typical circa-1980's indoor monolith. The mall has excellent visibility from the principal regional thoroughfare, the I-15, and boasts easy access from the highway. The mall is anchored by JCPenny, Macy's, Norstrom, and Sears, while popular high-profile tenants include Coach, Apple, Banana Republic, Hollister Co., bebe, Coldwater Creek, H&M, and XXI Forever.

The primary trade area encompasses 904,171 residents earning an average household income of \$102,329. This mall is known to attract families, teens, and other typical middle-class suburban shoppers in the area. According to the management group's website, the mall receives approximately 6.5 million customer visits a year. Despite the high number of visitors, the mall is not immune to rising vacancy rates which plague regional malls across the nation, and in 2005 closed a 300,000 sq. foot Robinsons-May. Mall management is planning to replace this vacancy with a supermarket, quite the nontraditional business to be found in a shopping mall. However, this is not the first time that management has sought out unconventional uses to replace vacant spaces as seen by the opening of North County Tavern + Bowl in 2010. The 15,000 square foot restaurant, bar and eight-lane bowling alley replaced four vacant spaces in the mall with an attractive family-oriented establishment. Mall management has stated that these types of uses will continue to populate the mall as the company has adjusted its model for a more family-oriented environment.





0 Standard Retail

Includes fashion and clothing, shoes, novelty and souvenir, electronics, music, and video, jewelry and specialty stores

O Restaurants and Fine Dining

Includes cafes, bistros, buffets, sports bars
and any other sit down restaurants

O Entertainment

Includes play centers, indoor skate parks, batting cages, and parents lounges

0 "Big-box" Retail

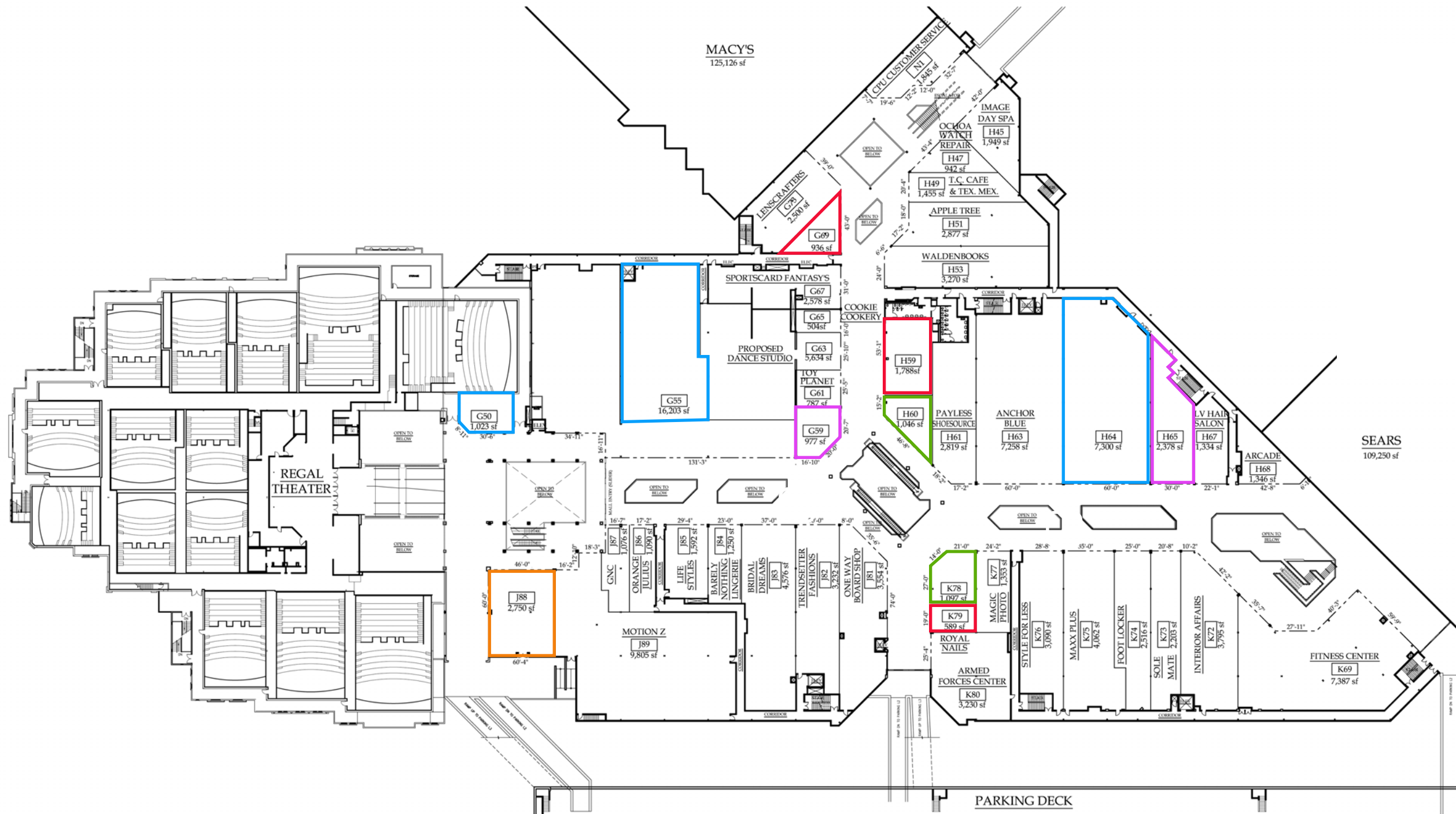
Exmaples include Dick's Sporting Goods, Bed Bath and Beyond, Best Buy, Crate and Barrel, and Gap

O FoodCourt

Includes typical mall fast food restaurants

0 Service

Includes banks, dry cleaners, post offices, opticians, pharmacies, travel agencies, and foreign exchange stores



Recreation

Includes fitness centers, dance studios, and other community recreation centers

Entertainment

Includes play centers, indoor skate parks, batting cages, and parents lounges

Health and Beauty

Includes beauty salons, spas, vitamin and supplement stores, and hairdressers

Service

Includes banks, dry cleaners, post offices, opticians, pharmacies, travel agencies, and foreign exchange stores

Standard Retail

Includes fashion and clothing, shoes, novelty and souvenir, electronics, music, and video, jewelry and specialty stores

SANTA MARIA

TOWN CENTER

IDENTITY & WAYFINDING PROGRAM

100% DESIGNS DEVELOPMENT PRESENTATION: NOVEMBER 6th, 2009

PREPARED FOR:

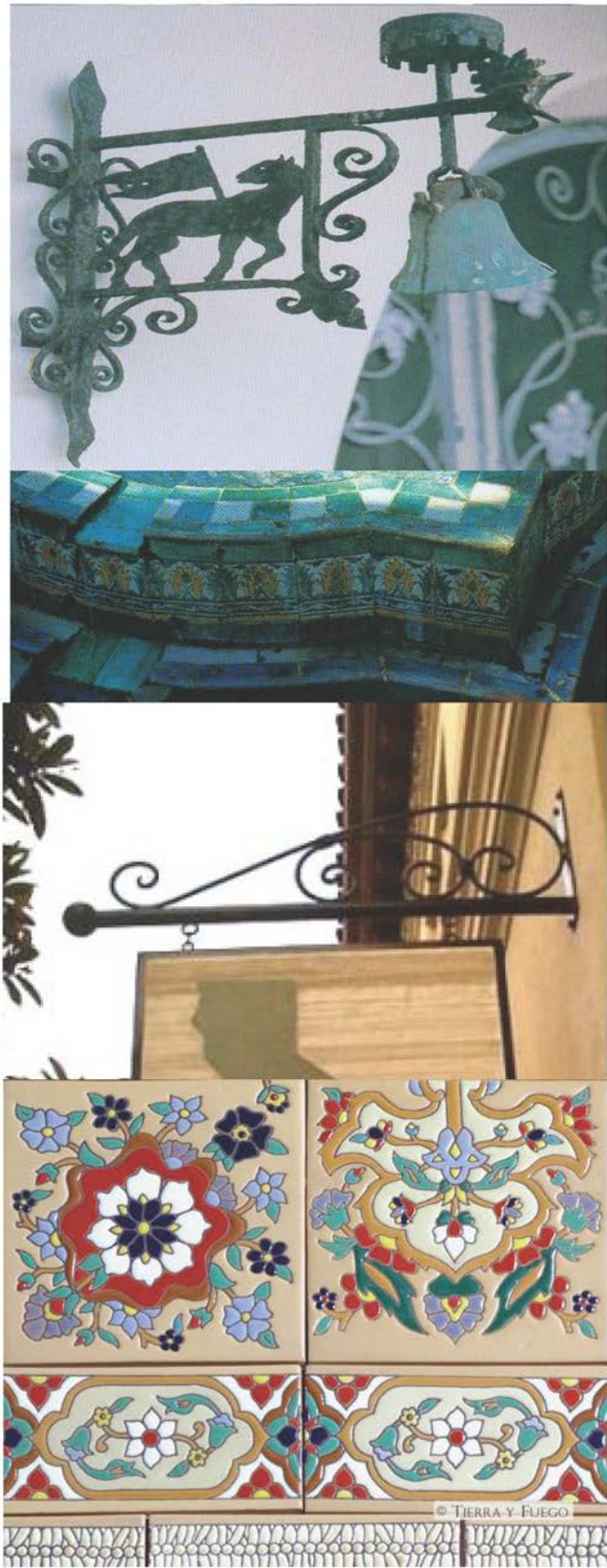


ARCHITECTURAL VENTURES
Real Estate Development Company

PREPARED BY:



3325 Pico Blvd., Santa Monica, California 90405
Telephone (310) 315 3577 Facsimile (310) 315 3579
ROMERO THORSEN DESIGN



NOTICE:

CLIENT:

PROJECT:



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Architectural Ventures

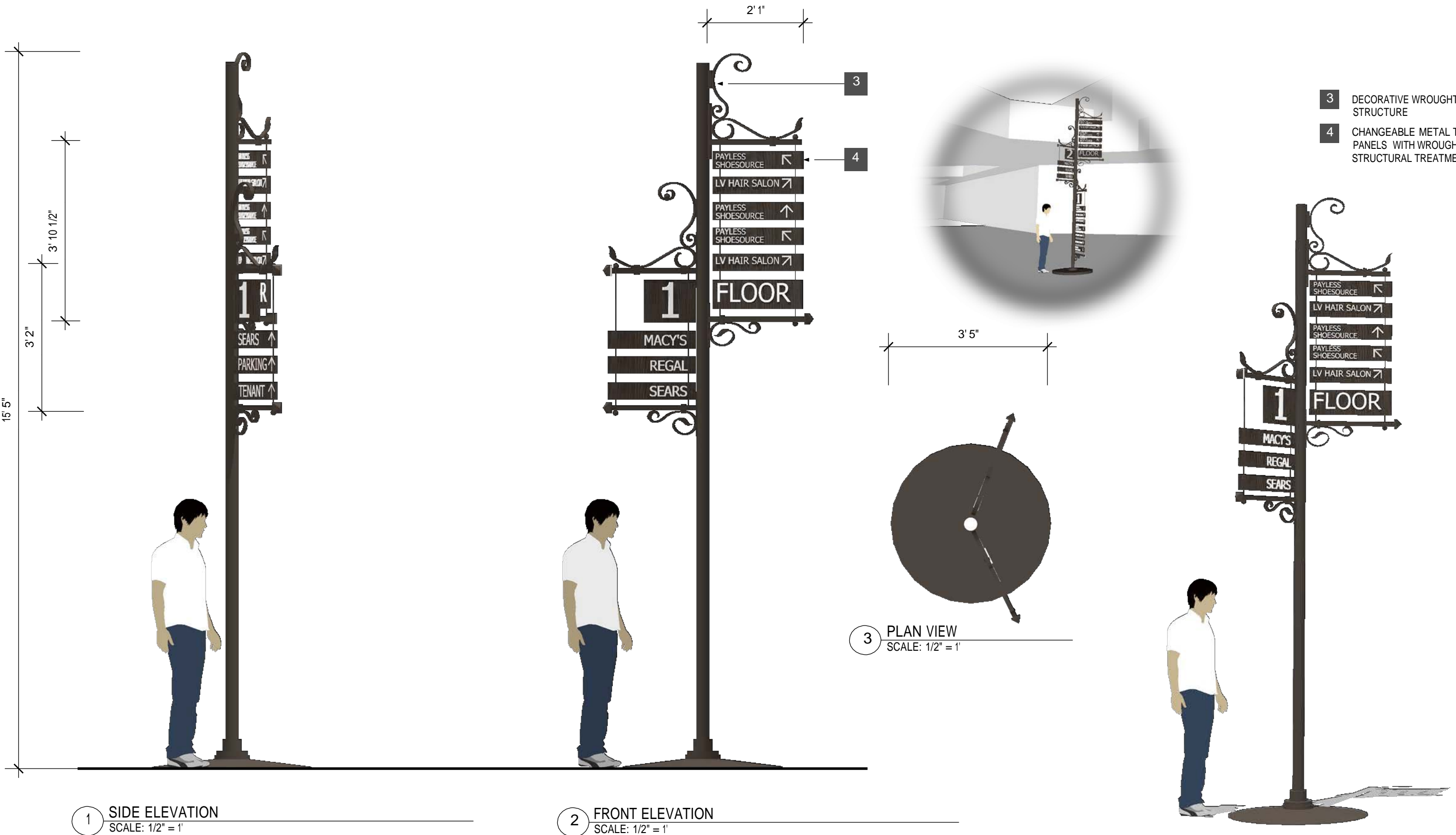
Santa Maria, Town Center

DRAWN BY: CS

Sheet Number:

C

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Architectural Ventures

PROJECT:

Santa Maria, Town Center

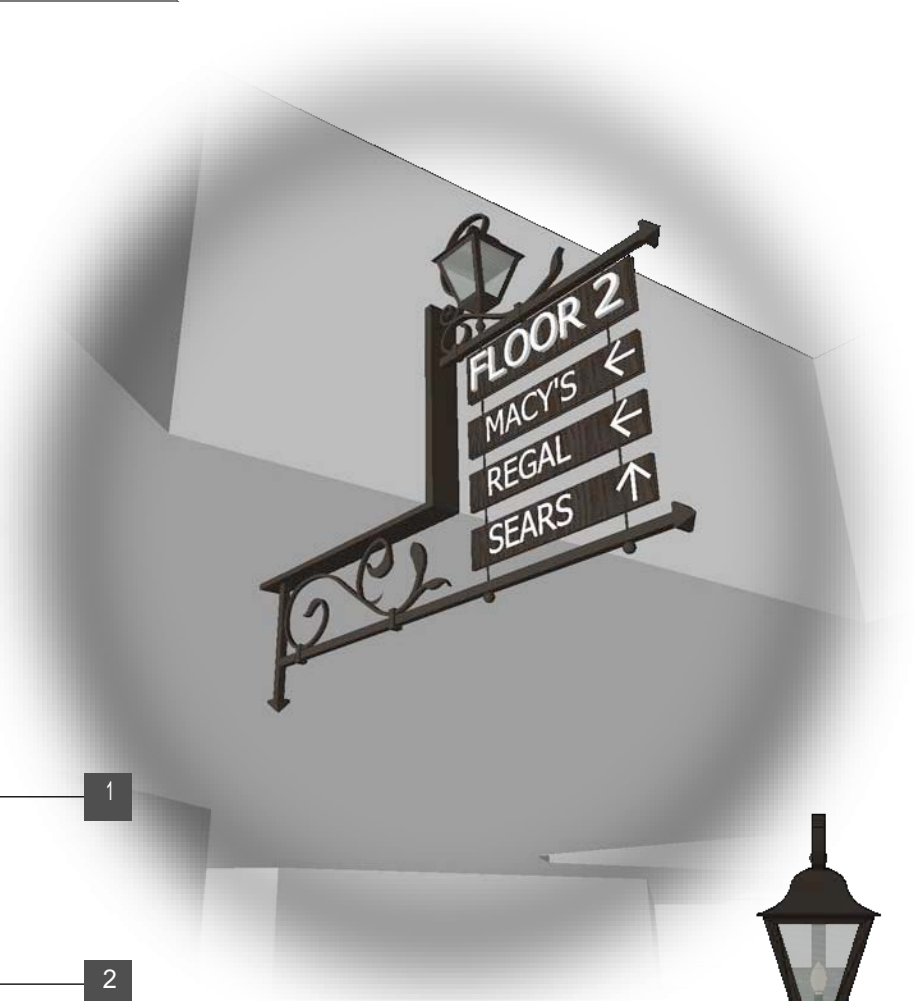
DRAWN BY: CS
DATE: 110609
SCALE: AS NOTED
REVISION:

Sign Type:
Sheet Number:

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8

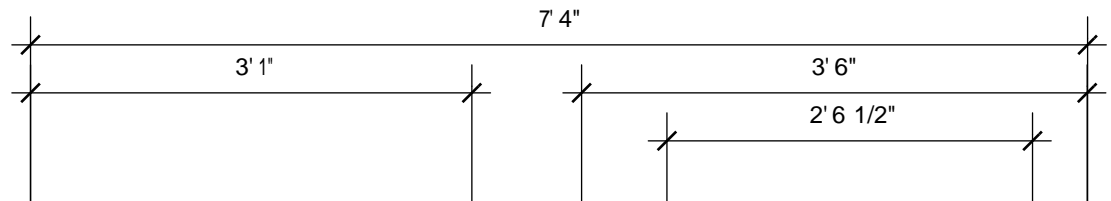
- 1 EXISTING INTERIOR WALL
- 2 WROUGHT IRON LAMP TO BE SPECIFIED
- 3 DECORATIVE WROUGHT IRON STRUCTURE
- 4 CHANGEABLE METAL TENANT PANELS WITH WROUGHT IRON STRUCTURAL TREATMENT



2 SIDE ELEVATION
SCALE: 3/4" = 1'



3 PLAN VIEW
SCALE: 3/4" = 1'



1 FRONT ELEVATION
SCALE: 3/4" = 1'



North West Birds eye view

Linane/ Drews
Architects

3500 West Burbank Blvd
Burbank, California 91505
818.972.5080

File Name: PLENAMF

Santa Maria Town Center Mall Expansion

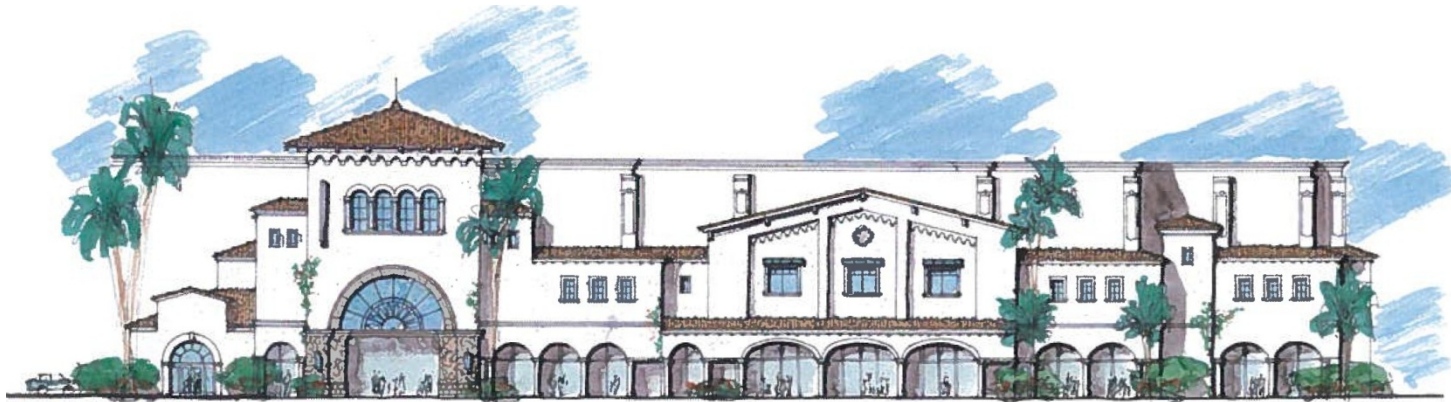
142 Town Center East -Santa Maria - California



ARCHITECTURAL VENTURES

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O.L.:n.n.-

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310.277.41 121One
S102n-4M11D



North Elevation (Broadway)



West Elevation (Broadway and Cook)

EXTERIOR ELEVATIONS

Santa Maria Town Center Mall Expansion

142 Town Center East-Santa Maria- California

LinanefDrews
Architects

1
Blvd

3500 West Burbank

Burbank, California 91505
818.972.5080

File Name: FILENAME

Scale: 1/4" = 1'-0"
Date: 11.11.08

In US: 11/11/08 File: 11/11/08

L01 CA100111
Contact: Rich Kauffert
310m.4Mipt Mt
310mAHU11


ARCHITECTURAL VENTURES

Synoptic Survey of Existing Uses

Attachment A-4

Space Number	Square Footage	Tenant Name	Use Type	Vacancy Status	Floor
A01	6,978	Red Robin	C- Resturant	Occupied	1
A04	7,236	N/A	N/A	Vacant	1
A05	7,754	N/A	N/A	Vacant	1
A07	4,016	N/A	N/A	Vacant	1
A08	1,876	N/A	N/A	Vacant	1
A10	1,438	Fred Meyer Jewelers	C-Retail	Occupied	1
A13	1,482	N/A	N/A	Vacant	1
A15	1,482	N/A	N/A	Vacant	1
A17	1,660	N/A	N/A	Vacant	1
A21	588	Bob's Ice Cream	C-Resturant	Occupied	1
A23	1,795	Don Roberto Jewelers	C-Retail	Occupied	1
A27	1,269	N/A	N/A	Vacant	1
M01	1,765	3rd Coast Café	C-Resturant	Occupied	1
B01	3,995	Central City Kitchen	C-Resturant	Occupied	1
B03	1,041	N/A	N/A	Vacant	1
B05	1,403	Jewels by G	C-Retail	Occupied	1
B07	2,091	N/A	N/A	Vacant	1
B09	3,169	N/A	N/A	Vacant	1
B11	1,376	N/A	N/A	Vacant	1
B12	2,900	N/A	N/A	Vacant	1
B15	995	Gerald's Chocolates	C-Resturant	Occupied	1
B16	1,457	Coffee Diem	C-Resturant	Occupied	1
B17	3,633	Bath & Body Works	C-Retail	Occupied	1
B18	3,212	B. Dalton Bookseller	C-Retail	Occupied	1
B20	7,379	Fashion Maxx	C-Retail	Occupied	1
B21	2,562	Spenser Gifts	C-Retail	Occupied	1
B22	815	Subway Sandwiches	C-Resturant	Occupied	1
B23	895	Hot-Dog-On a Stick	C-Resturant	Occupied	1
B24	708	N/A	N/A	Vacant	1
C01-C15	46,087	N/A	C-Resturant/ Retail	Planned	1
D38	1,605	Architectural Ventures	Management	Occupied	1
D39	727	Cuttery	C-Retail	Occupied	1
D40	1,532	Kays Jewelers	C-Retail	Occupied	1
D42	1,444	Clares	C-Retail	Occupied	1
D43	3,527	N/A	N/A	Vacant	1
D44-D47	25,196	N/A	C-Retail/ Entertainment	Planned	1
E25	1,515	Toco Roco	C-Resturant	Planned	1
E26	1,082	N/A	N/A	Vacant	1
E27	1,022	Semplice	C-Resturant	Occupied	1
E28	821	N/A	N/A	Vacant	1
E29	680	Dairy Queen/ Orange	C-Resturant	Occupied	1
E30	62	ATM/ Phones	N/A	Occupied	1

Space Number	Square Footage	Tenant Name	Use Type	Vacancy Status	Floor
E31	2,716	Greetings from Joann	C-Retail	Occupied	1
E32	1,630	Apricot Lane	C-Retail	Occupied	1
E33	5,041	Champs	C-Retail	Occupied	1
E34	3,224	Pac Sun	C-Retail	Occupied	1
E35	1,770	Takken's Shoes	C-Retail	Occupied	1
E36	1,200	Daniel's Jewelers	C-Retail	Occupied	1
E37	3,824	Lost World Pets	Commercial	Occupied	1
F25	865	N/A	N/A	Vacant	1
F26	1,995	Gina's Piece of Cake	C-Resturant	Occupied	1
F27	1,422	Teriyaki	C-Resturant	Occupied	1
G50	1,023	N/A	N/A	Vacant	2
G55	16,203	N/A	N/A	Vacant	2
G59	977	N/A	N/A	Vacant	2
G61	787	Toy Planet	C-Retail	Occupied	2
G63	5,634	Stappe Dance Studio	C-Recreational	Occupied	2
G65	504	Cookie Cookery	C-Resturant	Occupied	2
G67	2,578	Sportscard Fantasy's	C-Retail	Occupied	2
G69	936	N/A	N/A	Vacant	2
G75	2,500	Lens Crafters	C-Retail	Occupied	2
N01	1,845	CPU Customer Service	C-Service	Occupied	2
H45	1,949	Image Day Spa	C-Service	Occupied	2
H47	942	Ochoa Watch Repair	C-Service	Occupied	2
H49	1,455	T.C Café & Texas Mexican Food	C-Resturant	Occupied	2
H51	2,877	Apple Tree	C-Retail	Occupied	2
H53	3,270	Walden Books	C-Retail	Occupied	2
H59	1,788	N/A	N/A	Vacant	2
H60	1,046	N/A	N/A	Vacant	2
H61	2,819	Payless Shoe Source	C-Retail	Occupied	2
H63	7,258	Anchor Blue	C-Retail	Occupied	2
H64	7,300	N/A	N/A	Vacant	2
H65	2,378	N/A	N/A	Vacant	2
H67	1,334	LV Hair Salon	C-Service	Occupied	2
H68	1,346	Arcade Destination	C-Recreational	Occupied	2
K69	7,387	Fitness Center	C-Recreational	Occupied	2
K72	3,795	Interior Affairs	C-Service	Occupied	2
K73	2,203	Sole Mate	C-Retail	Occupied	2
K74	2,516	Footlocker	C-Retail	Occupied	2
K75	4,062	Maxx Plus	C-Retail	Occupied	2
K76	3,090	Style for Less	C-Retail	Occupied	2
K77	1,353	Magic Photography	C-Service	Occupied	2
K78	1,097	N/A	N/A	Vacant	2
K79	589	Royal Nails	C-Service	Occupied	2

Space Number	Square Footage	Tenant Name	Use Type	Vacancy Status	Floor
K80	3,230	Armed Forces Center	Civic	Occupied	2
J81	3,554	One Way Board Shop	C-Retail	Occupied	2
J82	3,232	Trendsetter Fashions	C-Retail	Occupied	2
J83	4,576	Bridal Dreams	C-Retail	Occupied	2
J84	1,250	Bearly There Lingerie	C-Retail	Occupied	2
J85	1,592	Lifestyles Fashion	C-Retail	Occupied	2
J86	1,090	Orange Julius	C-Resturant	Occupied	2
J87	1,076	GNC Vitamins	C-Retail	Occupied	2
J88	2,750	N/A	N/A	Vacant	2
J89	9,805	MotionZ Laser Tag	C-Recreational	Occupied	2
Anchor 01	109,250	Sears	C-Retail	Occupied	1&2
Anchor 02	125,126	Macy's	C-Retail	Occupied	1&2
Anchor 03	46,087	Regal Cinemas	C-Entertainment	Planned	2

Occupied	594,594 sq. ft.
Vacant	204,238 sq. ft.
Planned	118,885 sq. ft.
Anchor	280,463 sq. ft.

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