

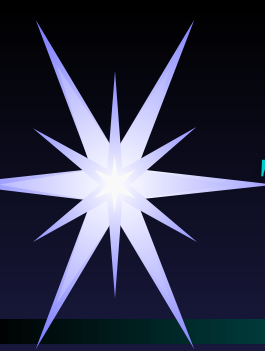


# Market Analysis for Shopping Centers

## The Subject and its Location

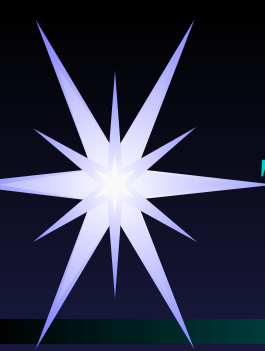
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Wayne Foss, DBA, MAI, CRE, FRICS  
Foss Consulting Group  
Email: [wfoss@fossconsult.com](mailto:wfoss@fossconsult.com)



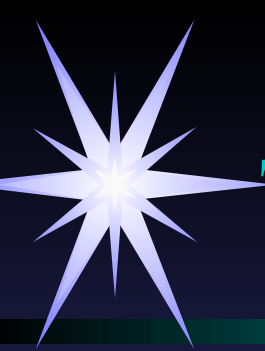
# Terms and Definitions

- Shopping Center -
  - A tract of land, under individual or joint real estate ownership or control, improved with a coordinated group of retail buildings with a variety of stores and free parking.
- Types -
  - Neighborhood, Community, Regional, Specialty or theme center, highway related, strip commercial



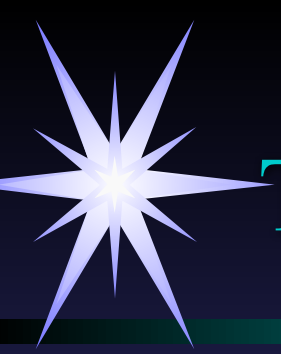
# Terms and Definitions

- Neighborhood
  - Typical tenants - Convenience goods
    - Grocery, Drug, Personal Services
  - Typical Size and Trade Area
    - 30,000 to 100,000 square feet gross leasable area
    - 4 to 10 acres of land
    - 5,000 to 40,000 population, 5 to 6 minute driving time; 1 to 1.5 mile primary trade area



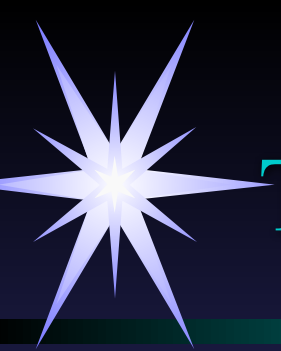
# Terms and Definitions

- Community
  - Typical tenants - Convenience goods
    - Junior department store or discount store, variety store, home improvement center
  - Typical Size and Trade Area
    - 100,000 to 300,000 square feet gross leasable area
    - 10 to 30 acres of land
    - 40,000 to 150,000 population, wide variation in travel time & trade area; 3 to 5 mile primary trade area



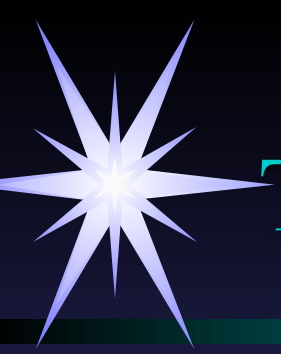
# Terms and Definitions

- Regional
  - Typical tenants - General Merchandise
    - at least one full-line department store
    - shopper goods
  - Typical Size and Trade Area
    - 300,000 to 1,000,000 square feet gross leasable area
    - 30 acres (or more) of land
    - 150,000 to 400,000 population, 15 to 30 minute travel time; 10 to 15 mile primary trade area



# Terms and Definitions

- Specialty or Theme Center
  - Typical tenants -
    - fashion goods, handicrafts, gourmet foods
  - Typical Size and Trade Area
    - same size range as neighborhood or community centers
    - may resemble a regional center - 10-15 mile primary trade area, 15 to 30 minute driving time



# Terms and Definitions

- Highway related
  - primarily serve passing motorists
  - motels, restaurants, truck stops
- Strip Commercial
  - single business along major streets
  - serve the community or neighborhood
  - may include highway-related uses
  - convenience stores, fast-food restaurants

## SHOPPING CENTER CLASSIFICATION MATRIX

Please select the **letter** that corresponds to the type of shopping center and the **number** that corresponds to its specialization.  
Enter your selections on the reverse side in the boxes labeled Center Type and Center Specialization, respectively.

1. CENTER TYPE Using the following descriptions, select the letter (A-F) that best represents the type of basic market served.	[A] Super Regional	[B] Regional	[C] Super Community	[D] Community	[E] Neighborhood	[F] Convenience
Typical GLA (In Square Feet)	500,000 to 1.5 M +	300,000 to 900,000	250,001 +	100,001 to 250,000	30,001 to 100,000	30,000 and under
Typical Anchor Tenant	3 or More Full-Line Department Stores	1 or 2 Full-Line Department Stores	Varies (No Full-Line Department Store)	Discount Department Store/Food Store	Food Store	Convenience Store
Trade Area Population	300,000 +	150,000 +	40,000 to 150,000 +	40,000 to 150,000	3,000 to 40,000	Undefined
Principal Goods	Shopper/Impulse/ Specialty	Shopper/Impulse/ Specialty	Shopper/Impulse/ Convenience/Specialty	Shopper/Impulse/ Convenience/Specialty	Shopper/Convenience	Convenience
2. CENTER SPECIALIZATION Using the specializations in the box directly below the selection you made for Center Type, please select the number that best categorizes the center according to any specialization or emphasis resulting from merchandise mix, design theme, or other distinguishing characteristics.*	[1] General/Not Specialized  [2] Fashion  [3] Part of Mixed-Use Development (MXD)		[1] General/Not Specialized  [2] Fashion  [3] Part of Mixed-Use Development (MXD)  [4] Outlet  [5] Off Price/Power Center  [6] Entertainment		[1] General/Not Specialized  [2] Personal Services  [3] Part of Mixed-Use Development (MXD)  [4] Office Services  [5] Medical/Dental  [6] Restaurant/Carry-Out	

\*We recognize that not all centers fit into the categories listed. If none of the categories listed in question 2 describes the specialization of your center(s), write in the correct category (festival, tourist, resort, airport, business park, industrial park, etc.) instead of the number that corresponds to its specialization.

Please return this form to: Urban Land Institute  
1025 Thomas Jefferson Street, N.W.  
Suite 500 West  
Washington, D.C. 20007-5201



Oso Parkway

SEE PROPOSED LOT 3  
PARKING PLAN BELOW

Antonio Parkway

ADJACENT LOT

EXISTING HOME FINDING CENTER

A  
EXISTING GAS STATION

Bldg. D

EXISTING CARWASH

SANTA MARCANTA WATER DISTRICT

INDICATES EXISTING  
CONSTRUCTION  
NEW LOTS IN  
FIELD MADE TO  
CORRESPOND

SITE PLAN

1-28-87 08



DIXON  
SCHOENBAU

SUMMARY

ALL WORK TO BE ACCORDING TO THE LATEST EDITIONS OF THE STANDARD SPECIFICATIONS FOR CONSTRUCTION OF HIGHWAYS, BRIDGES AND STRUCTURES, AND THE STANDARD SPECIFICATIONS FOR HIGHWAY MATERIALS, BOTH PUBLISHED BY THE MICHIGAN DEPARTMENT OF TRANSPORTATION.

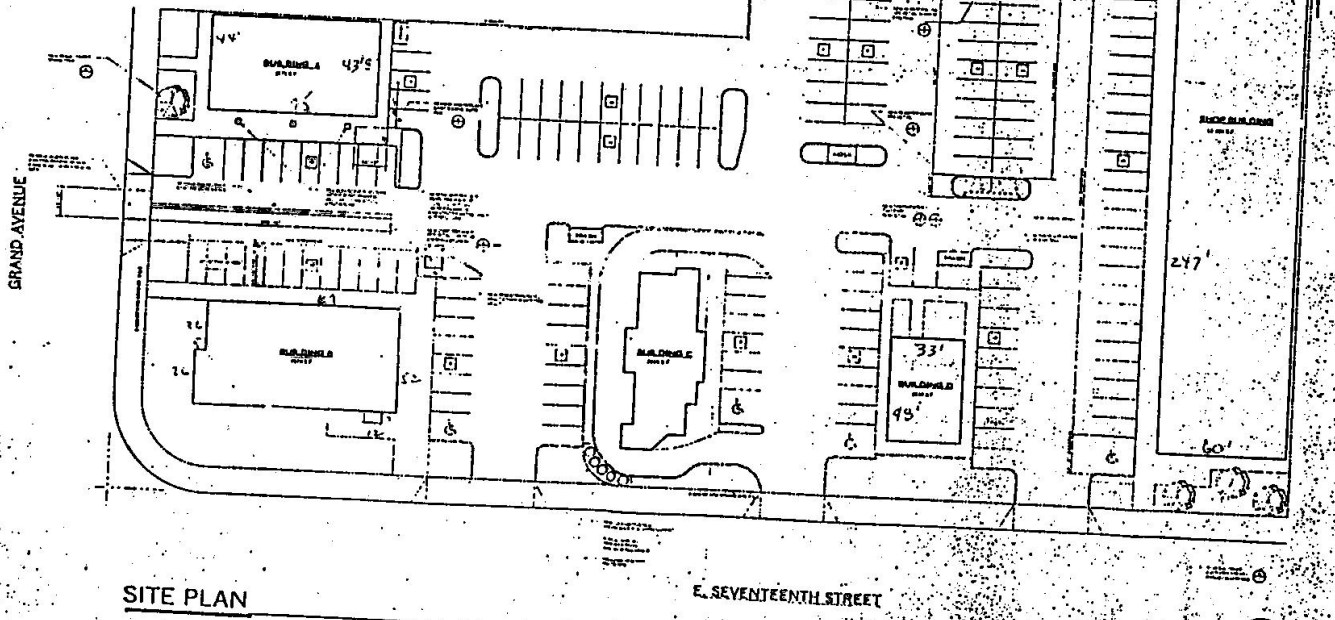
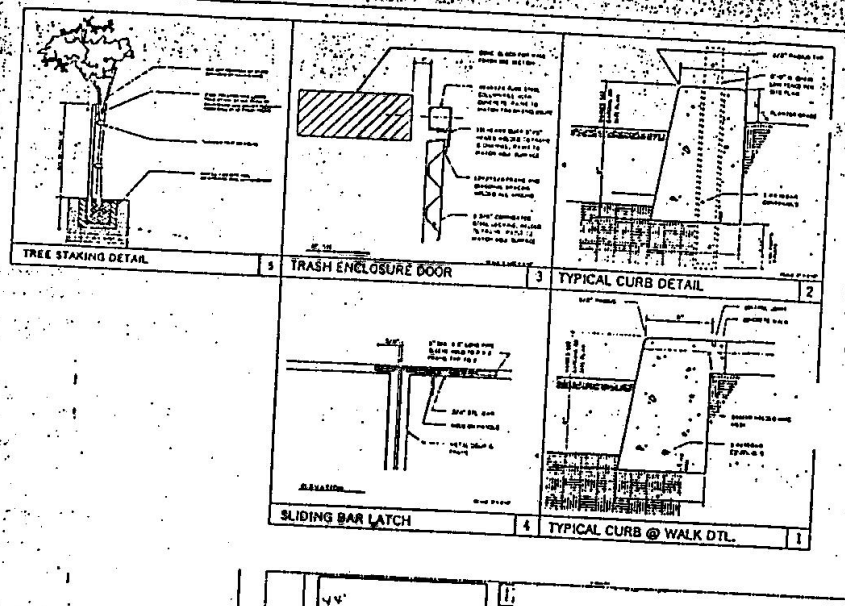
NOTES

1. SEE SHEET A-1 FOR GENERAL NOTES AND SPECIFICATIONS.

17TH STREET  
GRAND

SHEET NO. 1 OF 2  
 DATE: 10/15/11

SITE PLAN, SITI  
SCHEDULE &  
DETAILS



SITE PLAN

E. SEVENTEENTH STREET

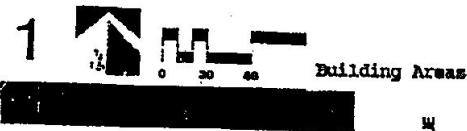


23-220285

RIVERSIDE DRIVE

See Page 2

EXHIBIT B



ARCHIBALD RANCH  
TOWN CENTER CO.

A PROJECT BY

C K PROPERTIES / JOVAL DEVELOPMENT  
 1000 OLIVIA ST. #180 302 W. 5th STREET, #302  
 NEWPORT BEACH, CA SAN PEDRO, CA  
 92650 90371  
 (714) 833-1216 (213) 547-8086

A COMMERCIAL PROJECT AT

SEC OF ARCHIBALD AVE. & RIVERSIDE DR

ONTARIO, CA.

04/14/88TDC  
 AJS/88 02  
 03/28/88TDC  
 02/24/88TDC  
 84-267

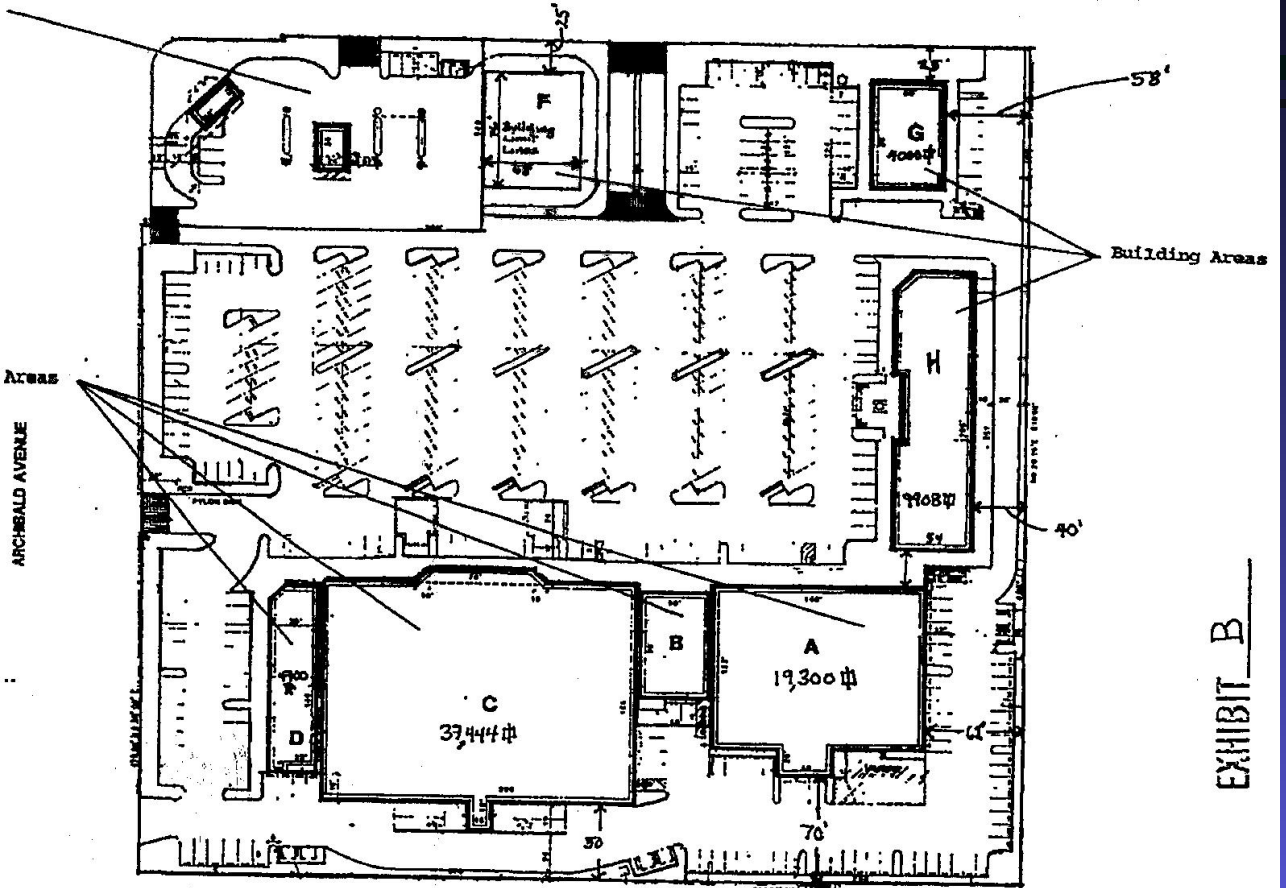
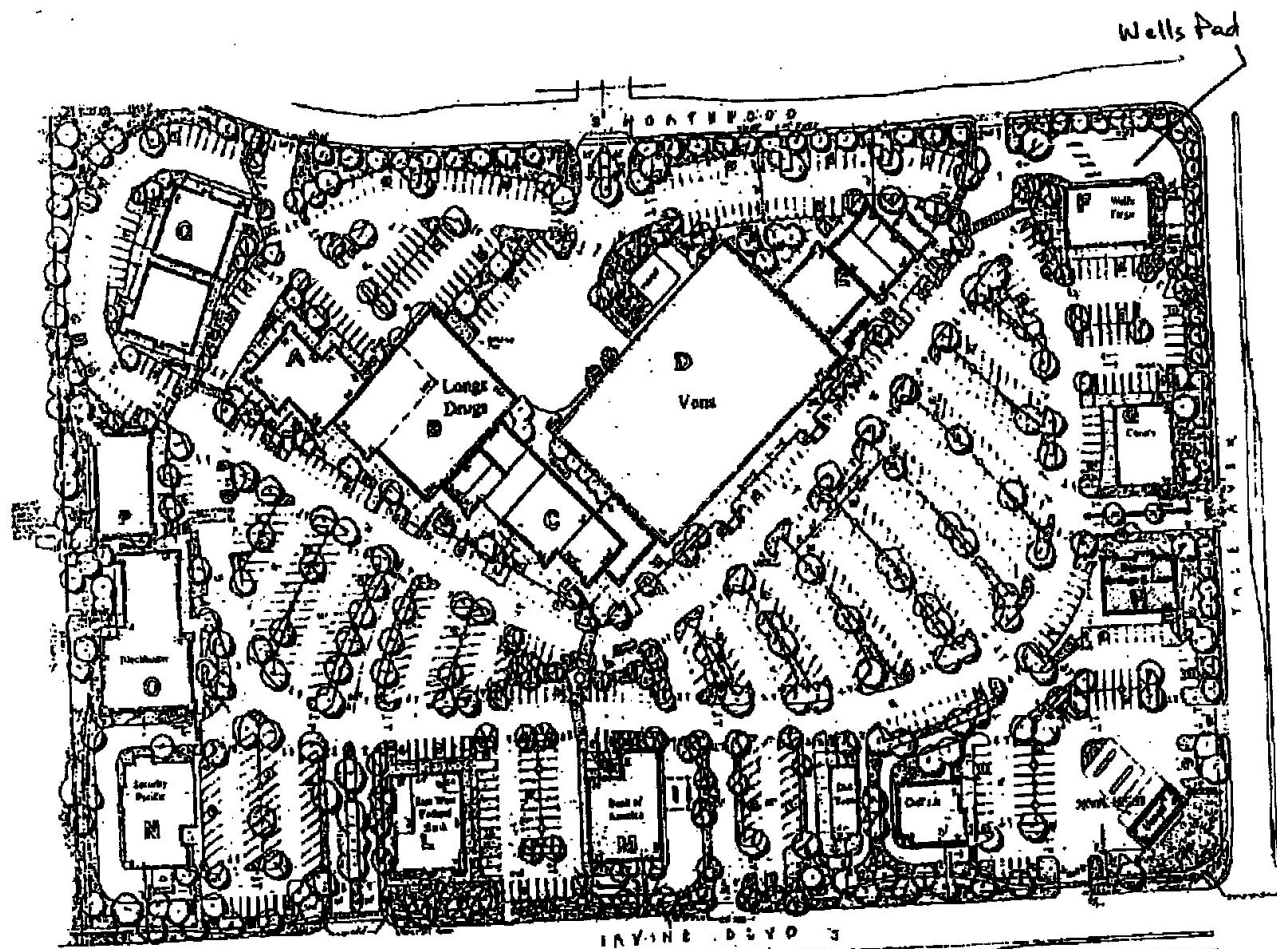


EXHIBIT B



Wells Pad

NORTHWOOD

Longs Drugs

Vans

Security Office

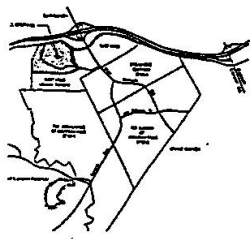
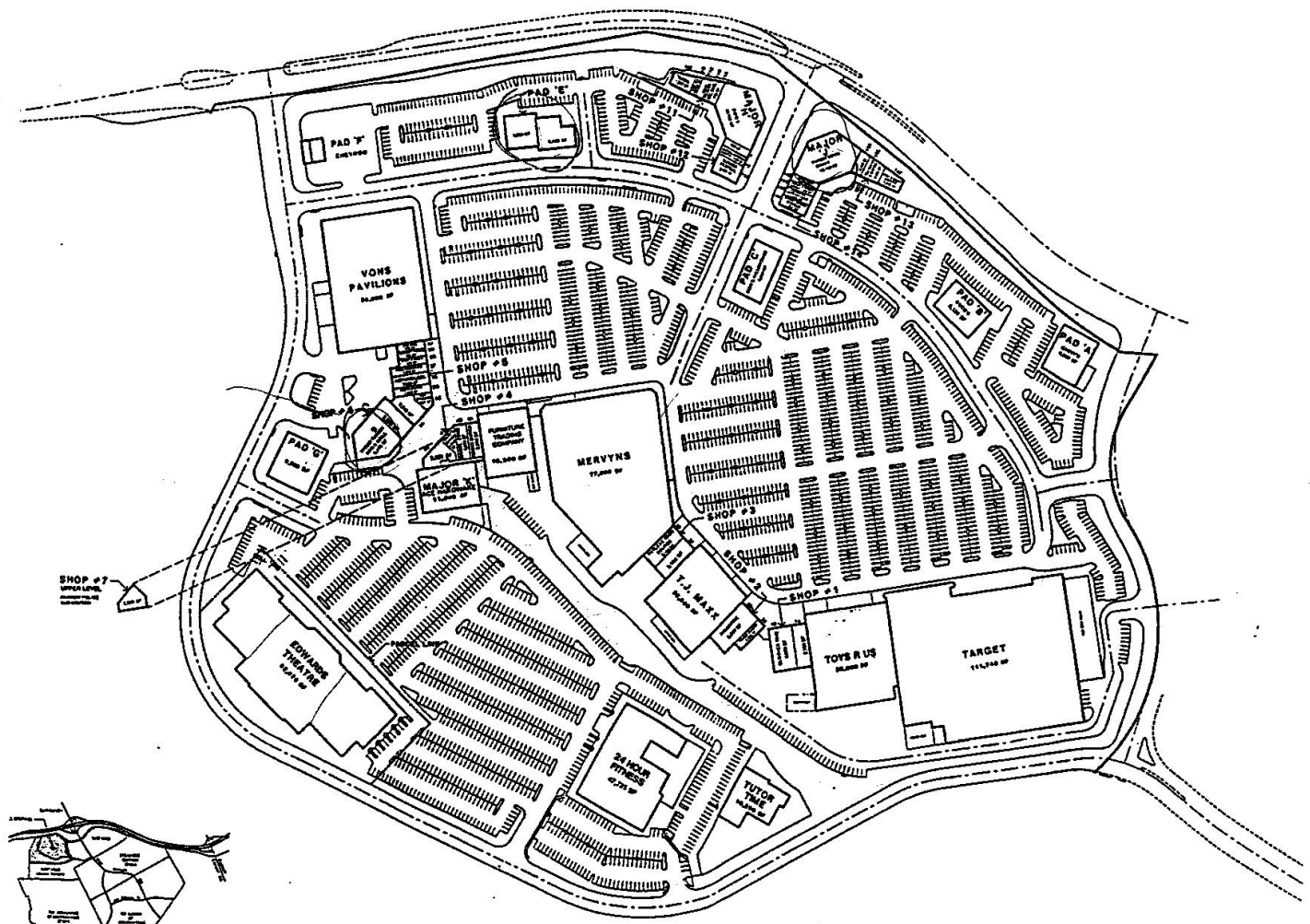
Office

Garage

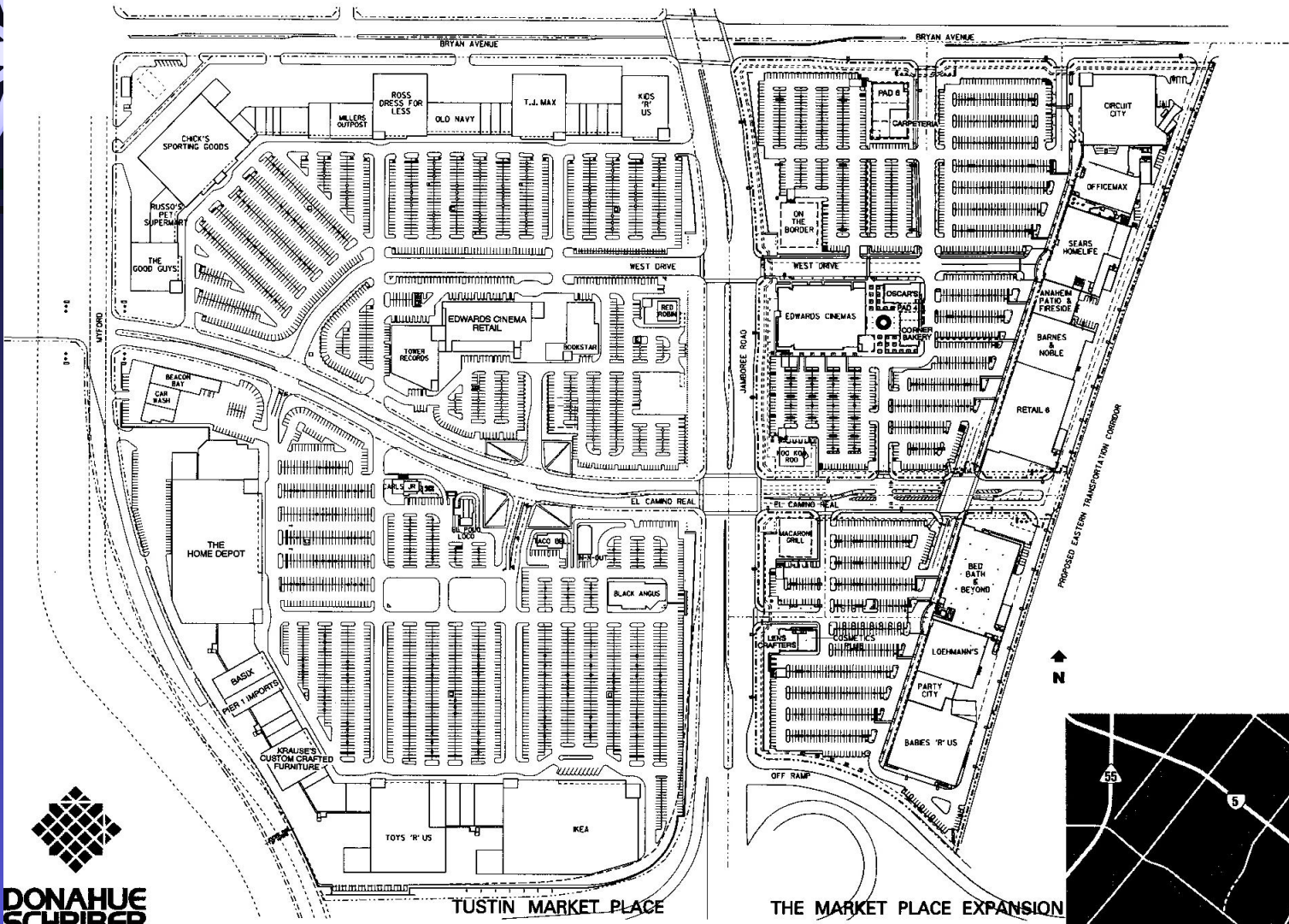
E. OAK ST. N.W.

Northwood

LANDSCAPE ARCHITECTURE  
AND PLANNING

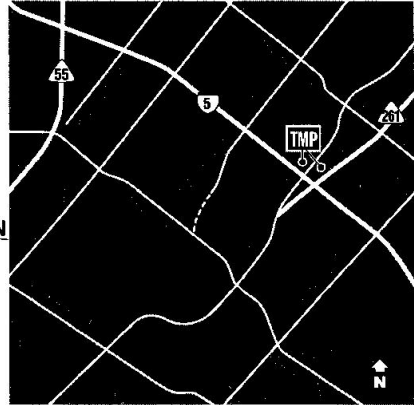


**TUSTIN MARKET PLACE / THE MARKET PLACE**



TUSTIN MARKET PLACE

THE MARKET PLACE EXPANSION

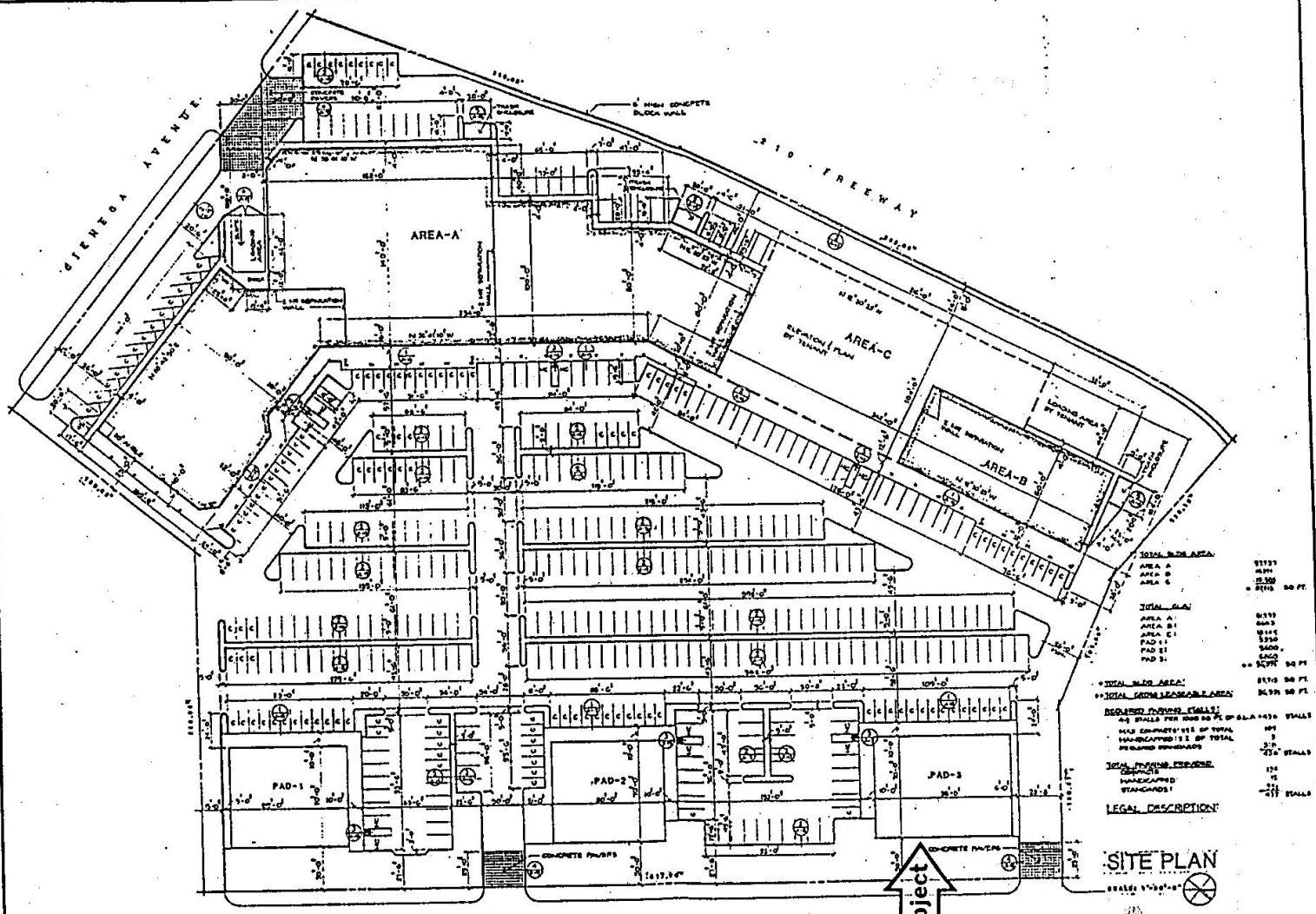


**DONAHUE  
SCHRIBER**

For on-line information - <http://www.donahueschriber.com> or e-mail: [donahueschriber@dsrg.com](mailto:donahueschriber@dsrg.com)

9/98

3501 Jamboree Road, Suite 300, South Tower, Newport Beach, CA 92660 • (949) 854-2100 • Fax: (949) 854-4251

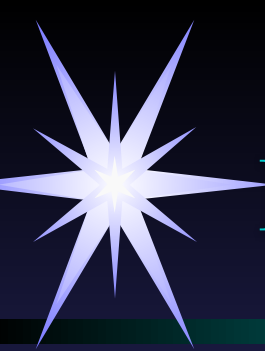


TOTAL PARKING AREA	87733
AREA A	8391
AREA B	25288
AREA C	53524
TOTAL STA.	85119
AREA A	8063
AREA B	18115
AREA C	53560
PAD 1	3400
PAD 2	5400
PAD 3	5500
TOTAL W.P.D. AREA	81718
TOTAL TOTAL PARKING AREA	84538
REQUIRED PARKING SPACES	1076
AS STALLS PER 1000 SQ. FT. OF STA.	1076
MIN. CONCRETE AREA OF TOTAL	3
UNPAVED AREAS	3
TOTAL PARKING STALLS	1076
CONCRETE	1076
UNPAVED	1076
LEGAL DESCRIPTION	1076

SITE PLAN	
<b>SAN DIMAS STATION</b>	
822 W. ARROYO HIGHWAY SAN DIMAS CALIFORNIA 91773	
CARY KANTER ASSOCIATES	
CARY KANTER ASSOCIATES 822 W. ARROYO HIGHWAY SAN DIMAS CALIFORNIA 91773 PH: 909-792-1111	
NOV 1982	
A-2	

D.A. ROSS, ARCHITECT, NEW YORK

Subject



# Building Terms

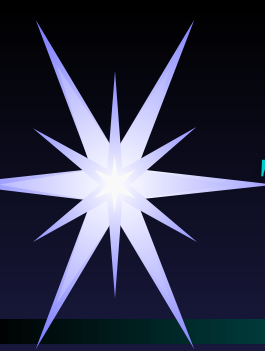
- Gross Leasable Area (GLA)
  - The total floor area rented to tenants. It can include basements and mezzanines. Rent is paid according to the GLA occupied, measured from the outside wall surface to the center of interior partitions.
- Gross Floor Area (GFA)
  - GLA plus all common areas
- Gross Sales Area (GSA)
  - GLA less storage and work areas.





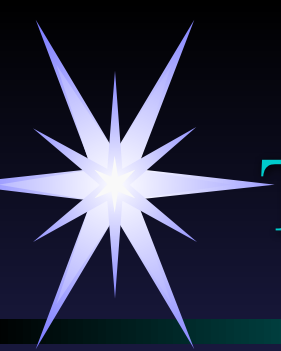
# Building Terms

- Common Areas
  - Mallways, parking, and other areas available to all center customers; not part of GLA
- Parking Area
  - Includes parking surface, aisles, stalls, islands
- Parking Ratio
  - Parking area to GFA or GLA
- Parking Index
  - number of spaces per 1,000 sf of GLA



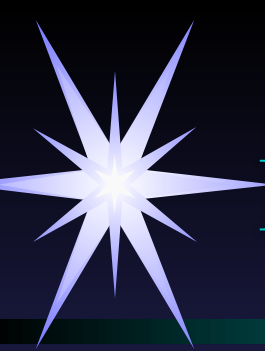
# Types of Goods

- Convenience Goods
  - Groceries, drugs, personal services
- Specialty Goods
  - infrequent purchases, involves some comparison shopping
- Shopping Goods
  - hard goods and fashion goods, involves comparison shopping, usually large-ticket items
- Impulse Goods
  - small-ticket items, apparel



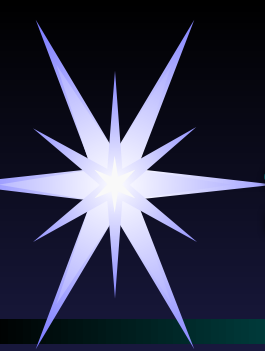
# Trade Area Terms

- The Trade Area -
  - the area from which most people who shop at the center come - is typically divided into three components: the primary trade area, the secondary trade area, and the tertiary area.
    - Capture rate different for each area
    - Differentiation of components made on the basis of:
      - driving time at non-peak hours
      - percentage of total sales and/or customers



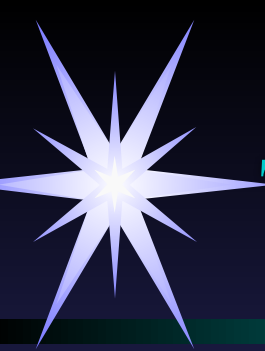
# Primary Trade Area

- Driving time
  - geographic area immediately adjacent to the property and extending out to a driving time of a certain duration.
- Total Sales
  - geographic area extending outward from the property from which the retail establishment obtains 60 percent to 70 percent of its total sales or total customers.



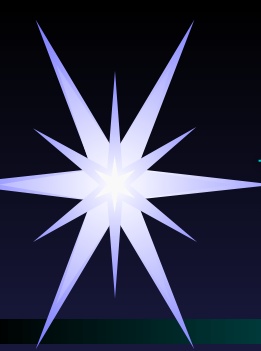
# Secondary Trade Area

- Driving time
  - geographic area immediately adjacent to the primary trade area and extending away from the site for a predetermined driving.
- Total Sales
  - geographic area from which the retail establishment obtains an additional 20 to 30 percent of its total sales or total customers.



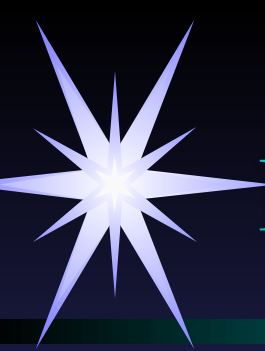
# Tertiary Trade Area

- The primary and secondary trade areas together should account for 90 percent of the retail establishment's total sales.
- The tertiary trade area extends beyond the secondary trade area the distance at which the customer with the longest driving time resides.



# Unique caveats

- A shopping center does not generate new business
- Existing, planned, and potential competition must be considered.
- Market capture of a center is a function of the trade area and major tenants that the trade area supports
- do not lead new development, but follows the direction of community growth.
- Shoppers typically do not drive by a dominate center to get to another retail facility.



# Market Analysis Process

Step 1: Define the Product (property productivity analysis)

Step 2: Define users of the property and trade area (Market delineation)

Step 3: Forecast Demand Factors

Step 4: Inventory and forecast competitive Supply

Step 5: Analyze the interaction of Supply and Demand

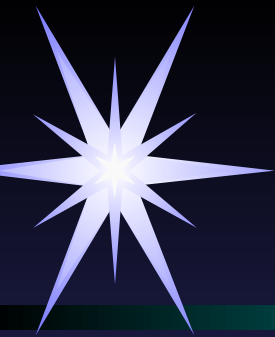
Step 6: Forecast subject capture





# Step 1: Define the Product (Property Productivity Analysis)

- Site and Building Analysis
- Location Analysis
  - land use and linkages
  - subject's position in the urban growth structure
  - preliminary inventory of competitive supply
  - rate subject's competitive position in the trade area



# Retail Property Rating Sheet

- 24 factors graded
- Typical Score (4) equals score of 96
- This property is 13% superior to the average (108/96 = 1.13)

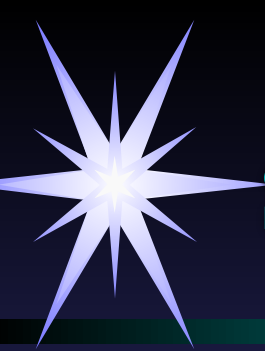
**Note.** The following table is scored to a hypothetical center to show the calculations. See also the explanation on the following page. (The results of this sheet are used in Practice Problem 5.3.)

Score number	Inferior			Typical	Superior			
	1	2	3	4	5	6	7	
Factor	High	Mod.	Slight		Slight	Mod.	High	
Site								
Size				X				
Land-to-building ratio				X				
Parking								
Number			X					
Location				X				
Convenience				X				
Buffers				X				
Interior circulation				X				
Topography								
Circulation impact				X				
Drainage				X				
Exterior access (curb cuts, etc.)				X				
Landscaping				X				
Building improvements								
Exterior appearance					X			
Construction quality				X				
Signage appearance					X			
Design flexibility				X				
Street visibility		X						
Tenant mix and marketing features								
Anchors								
Size							X	
Drawing power							X	
Tenant compatibility mix						X		
Image of center						X		
Shopper access								
Shops to shops					X			
Cars to shops				X				
Amenity features						X		
Legal				X				
Subject number of items	0	1	1	14	3	3	2	
Times category score	1	2	3	4	5	6	7	
Score	0	2	3	56	15	18	14	
Total subject score								108



## Step 2: Define users of the Property and Trade Area (Market Delineation)

- Trade Area Circles
  - Identify subject center type
- Gravitational Models
  - Reilly's Law of Retail Gravitation
    - attractiveness or ability of a center to attract customers is proportional to how big it is and how far it is from its competition. Distance has a greater impact than size.
- Customer Spotting



## Step 3: Forecast Demand Factors

- A) Forecast number of *households* in the primary trade area.
- B) Estimate *average* and *median household income* and total income in the primary trade area.
- C) Estimate the *percentage of income spent on retail purchases* in the primary trade area.
- D) Estimate the *percentage of retail purchases typically bought at a subject-type center* in the primary trade area.



## Step 3: Forecast Demand Factors, con't

- E) Estimate the potential *percentage of retention of sales* in a subject-type center in the primary trade area.
- F) Estimate sales required per square foot of supportable retail space in the primary trade area.
- G) Repeat Steps 3-a to 3-f for the secondary and tertiary trade areas.
- H) Determine total supportable square feet of retail space for the primary, secondary and tertiary trade areas.



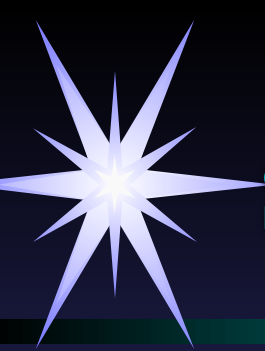
## Step 4: Inventory and Forecast Competitive Supply

- A) Estimate existing competitive supply.
- B) Analyze existing comparable, competitive rental space
- C) Forecast new competitive space
  - New and Developing inventory
  - Proposed inventory



## Step 5: Analyze the Interaction of Supply and Demand

- Residual demand analysis
  - Key factor
    - Excess demand -
      - room for additional supply
      - ability to raise rents
    - Excess supply -
      - high vacancies
      - soft rents



## Step 6: Forecast Subject Capture

- Inferred demand data
  - comparable property data
  - secondary data surveys and forecasts
  - subject historical capture
  - local economic analysis
- Fundamental demand methods
  - Share of the Market
  - location and amenity rating
  - Current capture ratio method





# Step 1: Define the Product (Property Productivity Analysis)

- Site
  - Size:
    - Should be large enough to discourage competition, and to accommodate potential expansion
  - Look for:
    - Unity of Space
    - Frontage for visibility
    - Adequate depth to accommodate buildings and parking



# Step 1: Define the Product (Property Productivity Analysis)

- Site, con't:
  - Land-to-Building ratio
    - is the subject typical of the market?
    - Is there
      - Adequate parking
      - Loading docks that don't interfere with shop access
      - Buffers and setbacks from streets and other land uses



# Step 1: Define the Product (Property Productivity Analysis)

- Site, con't:
  - Topography
    - is the site level with the surrounding streets for good visibility
  - Utilities
    - are all typical utilities in place or readily available
  - Zoning
    - Is the site properly zoned for the existing and/or future uses?



# Step 1: Define the Product (Property Productivity Analysis)

- Building Design and Layout
  - Building size, materials and quality
  - Canopies
  - Signage
    - Storefronts and monument sign
  - Truck loading docks and circulation
  - Floor plan design and flexibility
  - Store size, width, depth, ceiling heights



# Step 1: Define the Product (Property Productivity Analysis)

- Tenant Mix and Marketing attributes
  - Anchor tenant(s)
  - complementary secondary (shop) stores
  - Consumer perceptions of the tenant quality
  - Overall shopping center image
- Amenity features
  - theaters, recreational facilities, landscaping and/or waterscape features, food court



# Step 1: Define the Product (Property Productivity Analysis)

- Location Analysis
  - Key considerations
    - shoppers tend to move toward the dominant center
    - shoppers will tend not to go through (past) one center to get to another center offering the same shopping goods and services
    - visibility from the street is important
    - best location provides easiest access from the trade area



# Step 1: Define the Product (Property Productivity Analysis)

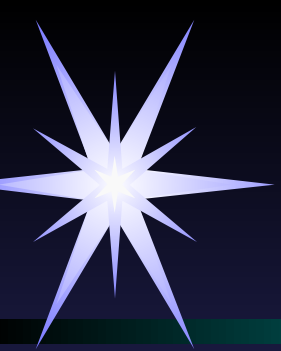
- Land Use and Linkages
  - current land use trends
    - age, condition and conformity in the neighborhood
  - linkages to demand
    - where to customers live and work
    - where to customers go for other purposes
      - i.e.: recreation, entertainment, public transportation
  - site linkages
    - curb cuts, turn lanes, raised street medians, transit stops



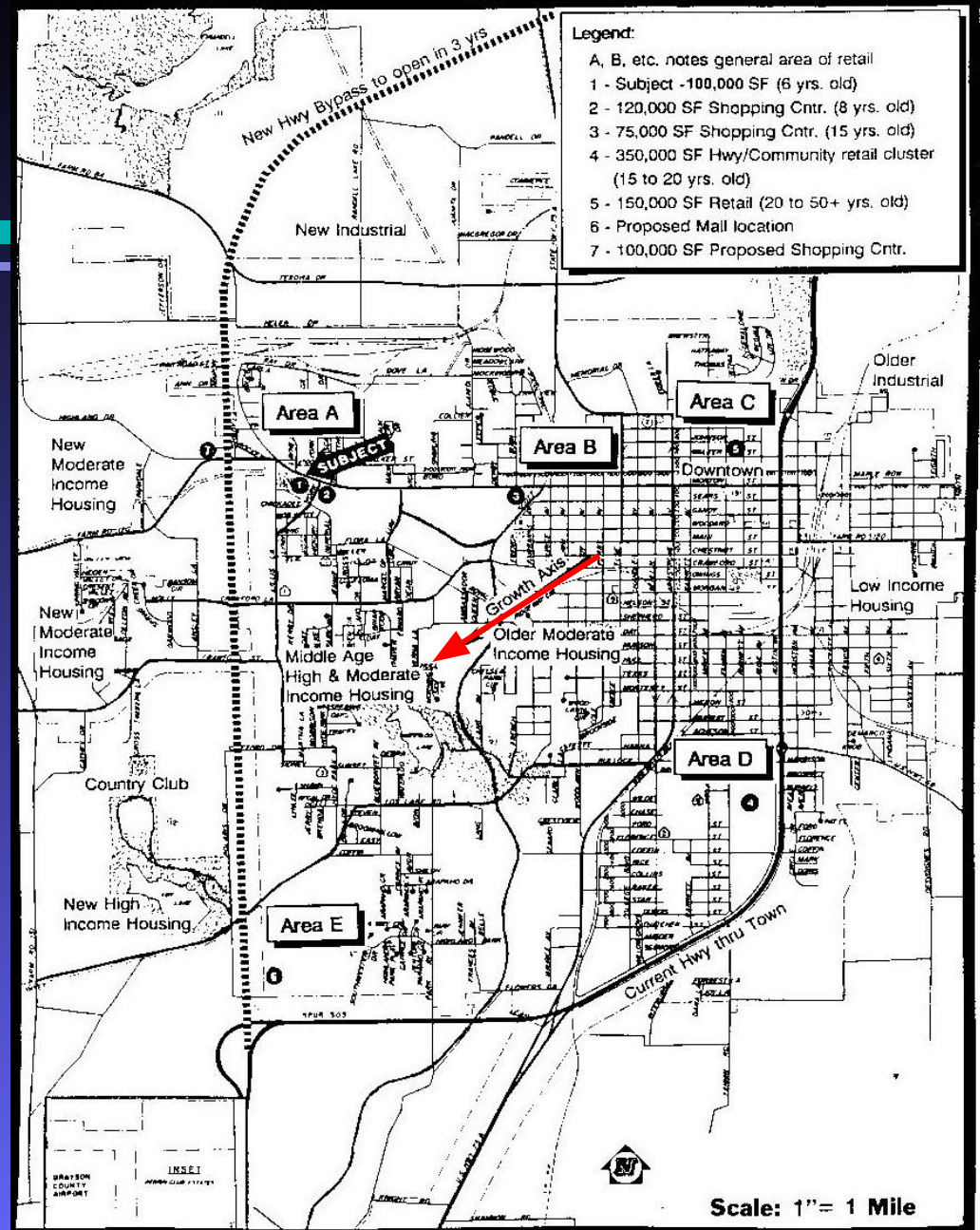
# Step 1: Define the Product (Property Productivity Analysis)

- City/Area Growth Patterns
  - direction of urban growth
  - rate of urban growth
    - use map to plot ages of neighborhoods to analyze growth trends
- Factors that influence the direction of growth
  - man-made: major limited access highway
  - natural: rivers, mountains
  - political: municipal (district) boundaries





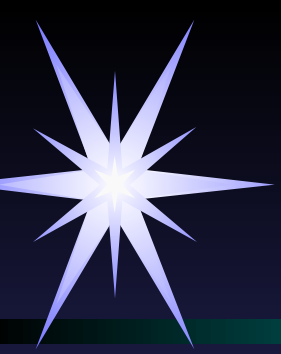
# Map of Urban Growth Axis





# Step 1: Define the Product (Property Productivity Analysis)

- Competitive Location Rating
  - What is the center's current ability to attract customers?
  - What is the center's ability to maintain its market share over time?
- Use a rating matrix to help quantify the above questions



**Table 4.4.**  
**Final Competitive Location Analysis Chart**

Rating Criteria	Area A	Area B	Area C	Area D	Area E
Housing units (area draw)	1	1	1	1	2
Regional (4-mile radius)					
Community (2-mile radius)					
Neighborhood (0.5-mile or less radius)					
Proximity to new retail development (existing or approved)	2	1	1	1	3
Proximity to path of growth (planned activity, actual growth)	3	2	1	1	3
Major roads—Access/visibility (existing or committed)	2	1	1	1	3
Traffic counts—Volume by site	3	2	1	2	4
Proximity to market (best interceptor sites)	2	2	1	1	3
Size and drawing appeal of anchors	3	2	3	2	4
Diversity of tenant mix, compatibility rating, and cumulative attraction	2	1	1	2	3
Effective age of centers	3	2	1	2	3
Special amenity features	0	0	0	0	1
Totals	21	14	11	13	29
Percent of total scores and possible capture indication	24%	16%	12%	15%	33%

**Note.** The results of this analysis are used in Practice Problem 5.3.



## Step 2: Define users of the Property and Trade Area (Market Delineation)

- Trade Area Circles
  - Identify the center type
    - regional, community, neighborhood
  - Identify neighborhood travel routes
  - Identify the location of the competition
- Define the trade area in terms of
  - transportation systems
  - direction of community growth



## Step 2: Define users of the Property and Trade Area (Market Delineation)

- Define the trade area in terms of
  - Land Use and demographic factors
    - transportation systems
    - direction of community growth
  - Existing and projected patterns of residential development
  - Household purchasing power



## Step 2: Define users of the Property and Trade Area (Market Delineation)

- Gravitational models
  - Reilly's law states that the attractiveness or ability of a center to attract customers is proportional to how big it is and how far it is from its competition. Distance has a greater impact than size.



## Step 2: Define users of the Property and Trade Area (Market Delineation)

- Gravitational models

- The formula

- $TAB = T / (1 + \sqrt{S_a / S_b})$

- Where:

- $TAB$  = trade area boundary from  $S_b$

- $T$  = Travel time between store A and Store B (could use distance instead)

- $S_a$  = Size of Store A (or retail cluster)

- $S_b$  = Size of Store B (or retail cluster)



## Step 2: Define users of the Property and Trade Area (Market Delineation)

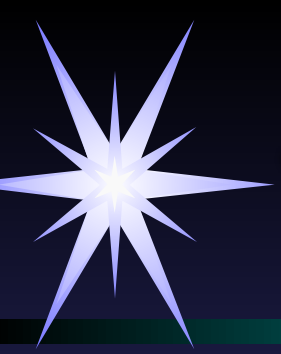
- Customer Spotting
  - Obtained from survey data
    - Obtain customers home addresses
    - Spot on a map
    - Calculate Primary, Secondary, and Tertiary areas
    - Compare number of customers from each area
      - generally 65%, 25%, 10%





## Step 2: Define users of the Property and Trade Area (Market Delineation)

- Recap
  - A property can have more than one trade area
  - A trade area is defined for a specific land use at a specific location
  - Emphasis is on defining linkages
    - time - distances relationships
  - Trade areas are formed by urban growth patterns
  - Trade area analysis considers competition



*So That's*

# Market Analysis for Shopping Centers



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