

West Houston Association in Partnership with Rice University Consulting
Practicum



RICE UNIVERSITY

School of Social Sciences

West Houston Shopping Mall Renewal & Redevelopment Project

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Executive Summary

Context

Founded in 1979, the West Houston Association aims to create a better living and working environment for the residents of Greater West Houston. The organization accomplishes this through promoting high-quality development, sustainable infrastructure, and long-term planning.

As Houston continues to expand, existing commercial districts are often neglected in favor of new development projects. Consequently, older areas that lack high quality amenities receive fewer improvements and maintenance over time, but these underperforming zones remain potentially valuable locations. Thus, given the status of mall redevelopment and neglect in West Houston, the WHA would like to identify key drivers that contribute to a shopping mall's success. Furthermore, the WHA would like specific recommendations for how they can redevelop existing malls to create value for their local communities and the broader West Houston region.

Approach

To address this problem, we executed a three-pronged approach that consisted of background research on West Houston and its demographic composition, an analysis of the underperforming and successful malls in West Houston, and a synthesis of our findings. When conducting market research, we used a variety of sources including shopping mall websites, Google ratings, Yelp reviews, and news articles. Additionally, we also spoke with experts, including Antoine Bryant, the Director of City Planning in Detroit, to understand how to facilitate a community-oriented redevelopment effort.

Results and Conclusion

Based on our research, we identified the following five factors as the most important contributors to a mall's success: visibility, variety of stores and entertainment, atmosphere, differentiation, and community engagement. Considering these factors, we identified three underperforming mall targets: West Oaks Mall, Northwest Mall, and PlazAmericas. Due to its high visibility score and lower scores for the remaining four categories, our final recommendation is to redevelop West Oaks Mall into an outdoor mall. In doing so, we believe the WHA will realize greater value for the land by attracting more mall patrons, boosting the local economy, and generating a high return on investment. To execute this redevelopment effort, we recommend implementing an educational program that could take the form of a flood-themed museum. Additionally, we advise including a variety of stores and essential services to mitigate economic risks and pursuing an incremental development to ensure the overall success of the mall. Finally, regarding immediate next steps, the WHA should determine the purchase price of West Oaks Mall, survey local stakeholders to garner community buy-in, develop a concept design for the outdoor mall, create a budget proposal, and calculate the return on investment for the redevelopment project.

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Introduction

Background

The West Houston Association (WHA) was founded in 1979 as a nonprofit organization that aims to create a better living and working environment for the 2 million residents of Greater West Houston. The WHA accomplishes this by promoting high-quality development, sustainable infrastructure, and long-term planning, and its service area now includes over 100,000 acres of the fastest growing and most environmentally sensitive part of metropolitan Houston.

As Houston continues to expand, existing commercial districts are often neglected in favor of new development projects. Consequently, older areas that lack high quality amenities receive fewer improvements and maintenance over time and, in some cases, are abandoned. For instance, Westwood Mall, which has faced competition from other shopping districts, is now only around 50% leased. Nonetheless, these underperforming malls remain potentially valuable locations for new development efforts.

Problem Statement

Given the status of mall redevelopment and neglect in West Houston, the WHA would like to identify key drivers that contribute to a shopping mall's success. Furthermore, the WHA would like specific recommendations for how they can redevelop existing malls to create value for their local communities and the broader West Houston region. Through this effort, they hope to increase foot traffic, boost the local economy, and generate a high return on investment.

Project Steps

Phase 1: Background Research

We first sought to understand the socioeconomic and political conditions unique to West Houston. Some factors that we considered include median household income, race, education level, shopping patterns, and political affiliation. After collecting this information, we reviewed the data points to determine commonalities and differences between the communities in West Houston.

Phase 2: Market Analysis

Next, we compiled a list of successful and underperforming malls in West Houston and conducted market research on each. Based on our findings, we identified five factors that contribute to a mall's success or underperformance. We also created two directories and scorecards to organize our analysis (see Appendices A-D).

Phase 3: Synthesis of Recommendations

After reflecting on these scorecards, we determined which malls would be good targets for redevelopment based on the qualities of successful malls in Houston. We then developed our recommendations, risks, and next steps accordingly.

Analysis

Phase 1: Background Research

Historical Perspective: 1960–Present

In the 1960s, the American middle class experienced unparalleled economic prosperity thanks to rapid industrialization, educational advancements, urbanization of infrastructure, and developments in communication technology. As a result, people had more excess income than ever before. This increase in disposable income fueled the popularity of shopping malls, which emerged as the primary retail destinations in the US. Malls provided a one-stop shop for people's interests and needs, and there were no other retail concepts that could accommodate such a broad range of people. Consequently, the shopping mall model became exceedingly popular, with the number of malls in the US rising from 30,000 in 1970 to over 110,000 by 2016. Based on this, we concluded that the success of shopping malls was primarily due to their ability to meet the sudden increase in demand for non-essential goods spurred by the rise of consumerism. However, with the boom of online shopping and the onset of Covid-19, many people have transitioned away from traditional in-store shopping with 48% of Americans finding online alternatives. This has engendered a shift in mall purpose: no longer can malls simply be a place to shop, they must now offer exciting dining experiences, provide some differentiation factor, and cater to their local communities.

Methodology

After understanding the background of the American shopping mall, we wanted to then investigate where West Houston fits into the overall picture. This involved conducting a thorough analysis of each county in West Houston: Harris County, Fort Bend County, and Waller County. With the geographic scope of West Houston defined, we then proceeded to identify key demographic factors, including median household income, race and ethnicity, education level, shopping patterns based on generation, and political orientation. These data points allowed us to gain an understanding of the unique characteristics of West Houston and how they impact the local shopping mall industry.

We first looked at median household income since a mall's success inherently relies on individuals' disposable income. Therefore, by identifying the extent to which West Houston residents are able to spend, we can directly assess the types of products and services that they would be likely to purchase.

We also considered data on race and ethnicity since West Houston is extremely diverse. Moreover, we believed that this information would offer key insights into specific communities' cultures and unique needs.

Next, we looked at the education level in each of the three counties. According to Scott A. Wolla and Jessica Sullivan of the Federal Reserve Bank of St. Louis, education is positively correlated with the wealth of a region. Thus, since wealth represents future value, by understanding the

level of education in a specific region, we can estimate the future level of economic security and how residents may respond to uncertain economic conditions.

Age breakdown was another key consideration, which we complemented with research on generational shopping patterns. Specifically, we reasoned that older audiences would have different needs than Gen Zers and Millennials and therefore would prefer different services and products.

Finally, we collected information on each county's political affiliation. A study conducted by Hitwise (the marketing division of Connexity, one of the largest e-Commerce platforms in the United States) found a significant relationship between the types of shops that individuals frequent and their political ideology. For example, individuals who identify as liberal Democrats tend to prefer stores like Forever 21, Urban Outfitters, and Gap whereas those who identify as conservative Republicans prefer Grainger, Williams-Sonoma, and Pottery Barn. Thus, understanding the political makeup of each region provided additional nuance to our analysis.

Main Takeaways

Based on our research, we uncovered the following insights (see Appendices E-G for further information):

West Houston (overall):

- There are 1.9 million residents who constitute 663,000 households
 - These figures are expected to grow to 3.29 million residents and 1.2 million households by 2060
- 70% of households have income greater than \$50,000 (US median ~\$31,000)
- Demographic breakdown:
 - 32% White, 35% Latino, 16.7% Black, 13.8% Asian
- Education level:
 - 47.5% of the population have a college degree
- Age distribution:
 - 58.1% of the population are working age adults (21-64 years old)
 - Younger people (18-34 years old) are more likely to shop online than older people (35 years and older)
- Political orientation:
 - 41.11% Republican, 56.89% Democrat

Harris County:

- There are 4,728,030 residents who constitute 1,658,503 households
- Median household income:
 - \$65,788
- Demographic breakdown:
 - 69% White, 44.4% Latino, 20.3% Black, 7.4% Asian
- Education level:
 - 32.5% of the population have a college degree
- Age distribution:

- 67.4% of the population are working age adults (21-64 years old)
- Political orientation:
 - 42.7% Republican, 55.96% Democrat

Fort Bend County:

- There are 858,527 residents who constitute 294,867 households
- Median household income:
 - \$102,590
- Demographic breakdown:
 - 53.4% White, 25.5% Latino, 21.9% Black, 21.6% Asian
- Education level:
 - 48.1% of the population have a college degree
- Age distribution:
 - 67% of the population are working age adults (21-64 years old)
- Political orientation:
 - 44.01% Republican, 54.57% Democrat

Waller County:

- There are 59,781 residents who constitute 17,286 households
- Median household income:
 - \$65,379
- Demographic breakdown:
 - 71.4% White, 32.4% Latino, 23.3% Black, 1.9% Asian
- Education level:
 - 25.2% of the population have a college degree
- Age distribution:
 - 60.1% of the population are working age adults (21-64 years old)
- Political orientation:
 - 62.73% Republican, 36.03% Democrat

Based on this data, we determined that West Houston is an extremely diversified region that has a slight liberal leaning. Therefore, in order to cater towards local needs, malls should incorporate a vast mix of offerings including local boutiques, popular chains, trendy restaurants, and essential services. Furthermore, the relatively high median household income and education level in West Houston suggests that residents have more disposable income, allowing for higher-end retail concepts to thrive.

Phase 2: Mall Analysis

Methodology

After understanding the demographic composition of West Houston, we set out to examine the malls themselves and determine which factors contributed to their success or underperformance. To accomplish this, we first co-developed a list of successful and underperforming malls with

our client to ensure that the malls under consideration were relevant to the scope of the project (see Appendix H). To evaluate the performance of each mall, we then employed a two-pronged approach. We first conducted a *surface analysis*, which involved taking the perspective of a mall patron and asking the question, "What would we see if we were the customer?" This initial review focused on the following information sources:

- Google search
 - News articles or blogs written about each mall
 - Google images and maps to assess the general atmosphere of each mall
- Mall websites
 - Store mix (price, service type, essential v. non-essential, etc.)
 - Number of unique attractions (amusement parks, ice skating rinks, etc.)
 - Frequency of community events (concerts, drive-in movies, weekend yoga, etc.)
- Online reviews
 - Google, Yelp, Tripadvisor
 - Star ratings (out of 5)

Following this, we proceeded with an *in-depth analysis* to investigate specific background elements of each mall and created two mall directories (see Appendices A and C). Some of the information that we collected included:

- Historical context
 - Demographics of surrounding area
 - Intention of original building
 - Changes in mall perception over time
- Geographic positioning
 - Ease of access
 - View corridors (visibility)
 - Proximity to major infrastructure and tourist destinations
- Cultural analysis
 - Changes to local culture over time

Successful Mall Factors

We then analyzed our observations from each mall to identify key commonalities. Through this process, we identified the following five attributes that consistently impacted why a certain mall was successful or underperforming.

1. Visibility
 - a. How accessible is the mall?
 - b. How visible is the mall?
2. Differentiation of experiences
 - a. Are there activities beyond traditional retail?
 - b. Are the activities unique compared to other nearby malls?
3. Variety of stores
 - a. What kinds of stores are present?

- b. Do the stores satisfy a variety of different needs?
 - c. How many anchor stores are there?
4. Atmosphere
 - a. Is this an outdoor or indoor mall?
 - b. What is the surrounding landscaping like?
 - c. Are there any interesting design elements within the mall?
5. Community Events
 - a. Are there events that engage the local community?
 - b. How often are these events held?

Specific examples of these factors at play are shown below:

Characteristics of successful malls:

- High visibility: highway intersections, busy streets, tourist destinations, near regularly frequented establishments like churches, outdoor retail, convenient location
- Large variety of stores and entertainment: differentiated experience compared to competitors or online shopping (entertainment, restaurants, essential services, large discounts or outlets)
- Attractive atmosphere: modern design, clean and well-maintained facilities, updated website, trendy photo opportunities, convenient parking lot/Curbcierge, effective management
- Customized community events: yoga, live music, night life, local markets, art exhibits

Characteristics of underperforming malls:

- Low visibility: inconvenient location, limited foot traffic, inaccurate assessment of demand when building
- Limited variety of stores and entertainment: poor mix of stores (low demand, homogeneous, out of date), few food/leisure spots, vacancies from anchor stores
- Unappealing atmosphere: few to no amenities, outdated design, safety concerns
- Failure to attract target audience: not catering to the needs of key demographics (limited community engagement/events, incompatible culture/mood of surrounding environment)
- Failure to differentiate: no specialization, lack of destination appeal (e.g. murals, unique entertainment offering, green space, etc.)
- Threat of new developments: mall cannibalization, declining foot traffic and sales, loss of tenants and anchor stores

Scorecard Analysis

We also created two mall scorecards by evaluating each mall on these five factors (see Appendices B and D). Specifically, we assigned each factor a score from 1 to 5, with 1 representing a poor rating and 5 representing an excellent rating. Within the underperforming and successful mall scorecards, we then calculated the average score for each factor as well as an overall score average (see Figure 1).

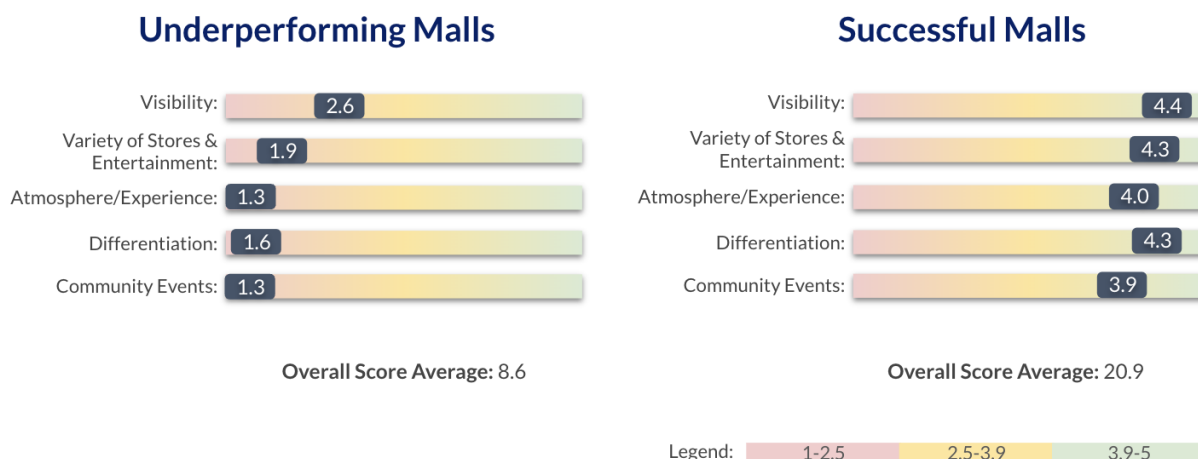


Figure 1. Heat Map of Underperforming and Successful Mall Scorecards

From this, we can see that underperforming malls scored consistently lower in all five areas compared to successful malls, with atmosphere/experience and community events being the worst performers. One notable outlier within the underperforming malls, however, was visibility: four of the five factors above score below 2 whereas visibility scored 2.6 on average. We believe that this is because visibility is not solely related to the mall itself but also to its geographic positioning.

Conclusion

Recommendation

Final Recommendation

Our final recommendation is to redevelop West Oaks Mall into an outdoor mall (see Figure 2).



Figure 2. West Oaks Mall's Current and Future States

We determined that malls with a high visibility score and a low score for the other four categories make the best targets for redevelopment. In particular, we concluded that visibility is the most important attribute since a mall's geographic location and associated view corridors cannot be easily changed. In contrast, we reasoned that other factors, such as the variety of stores, atmosphere/experience, differentiation, and community events, were more malleable. Consequently, when assessing the underperforming malls as potential targets, having a high score for these factors was not important. Indeed, lower scores in these categories would actually allow for a cheaper purchase price while maintaining the necessary location attractiveness.

Using this rationale, we examined the scorecard detailed in Appendix D to arrive at three targets for redevelopment. Specifically, we chose PlazAmericas, West Oaks Mall, and Northwest Mall as all three malls have a score of 3 for visibility (the highest among underperforming malls) and lower scores for the remaining categories. From these options, we arrived at our final recommendation of redeveloping West Oaks Mall into an outdoor mall.

Rationale

West Oaks Mall is a regional shopping mall that began operation in 1984 and is located near the intersection of the Westpark Tollway and Highway 6 as well as the intersection of I-10 and Highway 6. Its proximity to two major intersections as well as to George Bush Park, a major attraction and natural reserve, earned West Oaks Mall a high score for visibility. For the remaining four categories, we gave the mall a score of 1 since it is almost entirely vacant.

In the past, West Oaks Mall has suffered from an overreliance on anchor stores that led to a significant reduction in business. Specifically, the vacancies left by Sears and JCPenney created a ripple effect onto other stores in the mall, eventually leading to its current near-vacant state. West Oaks Mall has also struggled during economic downturns, including the Great Recession, which led to a decline in consumer spending. Additionally, West Oaks Mall's owners failed to invest in significant upgrades to maintain the mall's competitive edge, making it less appealing as other malls in West Houston were more recently updated.

Because of these shortcomings, we believe that West Oaks Mall is the best option for redevelopment as it is already well positioned geographically and offers the most growth and return on investment (ROI) potential. It also has fewer operating stores than the other targets, so friction with store owners would be minimized. Additionally, West Oaks Mall is located in an up-and-coming area with suburban development underway and is close to other attractive venues, such as the Royal Oaks Country Club.

Although we considered PlazAmericas, its previous renovation efforts made it a less attractive target. Since recent improvements have increased the value of the mall, we believe that the mall's potential ROI is lower. In addition, the existence of more stores in PlazAmericas could lead to greater friction with current store owners if the mall were to be redeveloped. Also, the mall's close proximity to neighboring malls and less attractive location overall make it an inferior choice to West Oaks Mall.

We also considered Northwest Mall, which had the same scores as West Oaks; however, it lacks an important characteristic: an up-and-coming surrounding neighborhood. A key driver of Northwest Mall's underperformance was the declining property value of the surrounding area, which decreased interest in developing the region. Therefore, we believe Northwest Mall is a less attractive target than West Oaks Mall.

We recommend transforming West Oaks Mall into an outdoor mall because this would improve each factor that we considered essential to a mall's success. First, the redevelopment would allow for greater accessibility to the mall's view corridors, improving overall visibility. This in turn would increase business and attract a diversity of new, more modern store vendors. Regarding atmosphere and experience, we also concluded from our analysis of successful malls that incorporating an outdoor environment improves the user experience of a mall. Finally, a green space and welcoming environment would provide a space and pleasant atmosphere for local residents to engage in community events.

Implementation

To ensure the success of the West Oaks Mall outdoor mall redevelopment, we propose three primary initiatives: diversification of stores and entertainment offerings, an educational program to honor the surrounding area's history, and incremental development.

First, in accordance with our market research, diversifying offerings within the mall is crucial to attract customers and to weather the effects of economic downturns. Incorporating a variety of stores and entertainment options would also create destination appeal to attract visitors from

other cities. For example, the mall could include a mix of popular chains and local boutiques that offer women's, men's and children's apparel; sit-down restaurants with outdoor seating, bakeries, and cafes; essential services such as a post office, clinics, and financial services; health and beauty services like a spa, a salon, and gym; and family-friendly entertainment options like a movie theater or arcade.

Second, to acknowledge the history of the region in which West Oaks Mall is situated, we propose the creation of an educational program within the mall. Specifically, we recommend building a flood-themed museum due to the mall's proximity to Barker Reservoir. Along with Addicks Reservoir, Barker Reservoir was originally created to hold water during large rainfall events, reducing the flow of water into Buffalo Bayou and preventing flooding along the bayou. During Hurricane Harvey, the water levels inside of these reservoirs rose significantly, so to minimize upstream flooding and overflowing, water was released at a controlled rate from these reservoirs which caused flooding in downstream neighborhoods. We believe highlighting the history of this flood-prone area will not only engage the local community, but also create a differentiation factor that attracts visitors from the Houston area and beyond.

Finally, we recommend pursuing this redevelopment project in stages with regular evaluations to ensure the mall's success. Unlike traditional indoor malls, an outdoor mall concept would allow for modular expansion without store vacancies to overwhelm the atmosphere. Thus, we advise beginning small-scale with a limited variety of retail and dining options as well as essential services before adding other luxury goods and specialty stores.

Risks & Mitigation

The primary risks that this redevelopment project faces are mall cannibalization, lack of stakeholder support, rebranding, and volatile economic conditions.

First, West Oaks Mall could be a target for mall cannibalization since it is located between Memorial and Katy. If nearby malls were remodeled or if new malls were established in West Oaks Mall's vicinity, customers may opt for these competing retail centers. However, as West Oaks Mall would be an outdoor concept with curated entertainment and retail offerings, it would provide a unique atmosphere and purpose compared to other traditional malls, which would give it a competitive advantage. Nonetheless, regular investments to update the mall should still be considered. In addition, compared to the other underperforming malls that we considered, West Oaks Mall is located relatively far from competing malls, which would mitigate this risk of mall cannibalization.

Another risk is lack of stakeholder support, chiefly from mall management, developers, current store operators, and the local community. Mall management and developers would be incentivized by future ROI, but it would be important to consider that they would not make a profit during the construction period and thus face the most risk. Current store owners who operate within West Oaks Mall would lose out on sales during the construction period and may also lose their storefront after the redevelopment finishes. However, few stores remain in West Oaks Mall since many prior tenants have either moved away or shut down their storefronts. Local residents represent another large stakeholder, so engaging the surrounding community

would be critical. Nonetheless, ESG concerns must be top of mind for developers, and if done properly community interaction could create a differentiation factor that attracts more customers. Thus, we propose either surveying local residents or conducting a town hall to foster community buy-in and mitigate the risk of public discontent. Furthermore, this would lead to a higher ROI beyond purely financial terms, as this would positively affect the lives of local residents and improve the local economy for years to come.

Third, the rebranding of West Oaks Mall remains a challenge as it has been declining for years. Thus, in order to attract new patrons, public sentiment surrounding the mall must improve; this could be addressed by a name change similar to CityCentre's rebranding from Town & Country Mall. We also propose highlighting the unique characteristics of the mall, specifically that it would be an outdoor mall located right next to George Bush Park and Barker Reservoir. Leveraging this connection to nature, the mall could serve as the center of a thriving ecosystem where visitors can connect with the environment while also enjoying exciting retail and dining experiences.

Finally, the risk of economic volatility always exists, whether in the short- or long-term. To combat this, we advise diversifying the mix of stores and essential businesses since services offered by post offices, doctors' offices, and banks will always be in demand regardless of the current economic state.

Next Steps

We recommend that the WHA take the following next steps:

1. **Determine the purchase price of West Oaks Mall:** In order to assess the feasibility of this project, we would need to determine the purchase price of the mall.
2. **Survey key stakeholders in the local community:** To mitigate the risk of stakeholder conflict, we recommend surveying local residents to determine the optimal way to involve the community in the redevelopment effort.
3. **Develop a concept design for the outdoor mall:** The landscape and appearance of the mall are crucial to attract visitors and create an enjoyable shopping experience, so we recommend working with an architect to design the layout and appearance of the mall while seamlessly integrating the outdoor aspects into the mall design.
4. **Create a budget proposal for the redevelopment project:** Considering the proposed design and purchase price of the mall, a budget proposal should be created to estimate the project costs.
5. **Calculate the return on investment (ROI):** After calculating the approximate costs for the project, research must be conducted to estimate the expected profit once the mall reopens. This should be used to understand the potential ROI and feasibility of the redevelopment, and mall management and developers should use this figure to decide how to best proceed.

Appendix

Appendix A: Successful Mall Directory

Name	Status	Google Rating	Location	Link	Notes	Successful Factors
Uptown Park Shopping Center Houston, Texas	Not Mall	4.5	Houston, Texas	uptownparkhous	Uptown Park is a shopping center nestled in the heart of Houston's most fashionable address. This lush, open-air retail haven near Memorial Park welcomes local urbanites, upward-bound professionals and global tourists alike to mix it up in a newly transformed destination where big-city culture meets southern hospitality., offers yoga on weekends, Rice Village vibes in Montrose	Contains different events every week. These include: Uptown carriage rides, Blackgril Christmas Rides, & Yoga.
Heights M-K-T	Not Mall	4.7	Heights	https://www.goog	5 industrial buildings converted into shopping center, it's along the popular Heights Hike-and-Bike Trail	Variety of retail, food, and leisure offerings, community events, cute photoops, night life, artful architecture, on-site amenities,
Rice Village	Not Mall	4.5	West U/Rice	https://rice-villag	near campus, high end restaurants and shops, located in West U	Location and customer fit, high end stores, variety of food options
POST Houston	Not Mall	4.6	Downtown	https://www.post	In the spirit of redevelopment, POST used to be a large post office in downtown, Houston. The building was redeveloped into a cultural and community staple piece. Similar to a Quincy Market, in Boston, hold concerts and exercise classes in open space on roof, hosts flea markets, art exhibitions, and more - integration with community but activities are geared toward diff groups of people - zumba/yoga classes vs salsa night vs diff concert artists, very active and popular on social media - trendy	Community engagement, diverse food options and events attract diverse population, plays into Houston's famous food scene, trendy and good marketing, eco
Heights 19th St	Not Mall	4.9 (FB)	Heights	https://19thstree	has Historical Significance. The architecture is a reminiscence of the old	Shops allow for along with a lot of specially made taylor shops. Outdoor spaces.
Ion Shopping District	Not Mall	N/A	Midtown		coming to Downtown in 2023-2030	TBD
The Ion	Not Mall	4.6	Midtown	ionhouston.com	Used to be the old Sears building in midtown	The Ion shopping center can be seen as a building that can be successful due to the fact that the Ion building served as the centerpiece. The Ion already has a lot of people who are posh and have the economic viability to visit specialty shops like expensive cafes. These developments allow for shops to invest more into the decor and the overall "feel" of the center complementing the existing factors.
Sugarland Town Center	Not Mall	4.6	Sugarland	https://www.suge	Has a very Quirky and colorful website, Includes unique offerings like car shows & Yoga.	Specialty made programs for kids as well. Movie cartoon at night. The space also contains hotels and living spaces for extended visits.
Old Town Springs	Not Mall	4.7	Spring	https://oldtownspr	collection of shops / small businesses	historic atmosphere, community events, variety of store/food establishments that reinforce "old-timey, neighborhood feel"
Memorial City Mall	Mall	4.5	Memorial, right off I-10	https://www.men	recently renovated, has a Cinemark, food court, carousel, play area, ice skating rink, more affordable stores than Galleria, tore Sears down (original anchor) and plan is to develop Memorial Town Square with walkable shops and green spaces	Location at highway intersection, research type of customer located near here, proximity to City Centre
City Centre	Not Mall	4.6	Memorial, just west of	https://www.goog	used to be Town and Country Mall, renovated to have green space, healthy food options, movie theater, family shopping	Location at highway intersection, research type of customer located near here, proximity to Memorial City Mall and Town and Country Village
The Galleria	Mall	4.5	Right off 610 loop and	https://www.simc	largest mall in TX, 3rd largest according to foot traffic, mix of luxury brands and more affordable for teens, formal event clothing, central ice rink, architecture is also really nice with high windows	Range of stores attracts lot of different types of people, Location at highway intersection and between wealthy neighborhoods

Name	Status	Google Rating	Location	Link	Notes	Successful Factors
River Oaks District	Mall	4.6	River Oaks	https://www.riveroaks.com	<p>somewhat newer development, luxury stores / restaurant</p> <p>Anchor stores such as Macy's, JCPenney, Dick's and Dillard's as well as movie theater. Impacted Sharpstown and Westwood malls negatively as served the same audience. Expanded on 2006 adding external area for retail, other anchors: Barnes and nobles, Apple, and food chains like cheesecake factory.</p>	<p>Large modern designs with specialty shops like Hermes contribute to a very selective community and target market.</p> <p>Big variety of stores, addition of outside area for retail, modernity allowed to takeover mall audience for Sharpstown and Westwood, next to highway allowing for visibility, restaurants creating possibility of continuing to shop for long hours and clients of restaurants to enter the mall.</p>
First Colony Mall	Mall	4.4	Sugar Land, near Fort Worth	https://www.firstcolony.com	<p>ups and downs, not sure how well it's doing financially, but has changed over the last decade</p>	<p>pleasing website, huge variety of shops/food options, modern feel, community events</p>
Willowbrook Mall	Mall	4.3	Willowbrook	https://www.shopwillowbrook.com	<p>(somewhat not a mall, but worth including as a successful shopping strip)</p>	<p>less modern website, typical mall stores, variety of not common ones, outdoor shopping (higher visibility), not a mall</p>
Highland Village	Shopping Center	4.5	Highland Texas	https://houstonhighland.com	<p>Primarily clothing focused mall with over 140 stores. Has some dining options but focuses on premium clothing stores such as burburries and Versace while maintaining constant discounts (not possible through online shopping). Next to highway increasing visibility as well as next to big church.</p>	<p>Offers premium clothing at a discount (cannot be gotten online) (creates extra incentive to go to mall). Is next to giant church creating constant visibility as well as next to highway.</p>
Houston Premium Outlets	Mall	4.5	Cypress, Texas	https://www.gooutlets.com	<p>anecdotal evidence of increased crime in the Katy Mills area, which could be an indicator of potential underperformance, recently renovated and lot of new stores, rebranded - used to be outlet mall, has AMC and food court</p>	<p>Renovation and rebranding from outlet mall, more popular stores, attracting more visitors as primary retail mall in Katy</p>
Katy Mills Mall	Mall	4.4	Right off I-10 and in center of city	https://www.simco.com	<p>offers several community events, Houston lights exhibit in Winter, combination of art + garden exhibits</p>	<p>Restorative Yoga, Wet N Wild, DIY.</p>
Houston Botanic Garden	Not Mall	4.3	Houston	https://hbg.org	<p>Two story building with six anchor stores: Dick's Sporting Goods, Dillard's, Forever 21, JCPenney, Macy's, and Nordstrom. Negatively affected Greenspool mall as served same audience and modernity as well as convenience made Woodlands more popular. Over 200 stores with great variety. Next to highway increasing visibility. Has other activities to draw business.</p>	<p>Great variety of stores, significant demand for a mall in the area at the time of creation, growing area. Visibility, as well as other events and entertainment planned.</p>
The Woodlands Mall	Mall	4.5	Woodlands	https://www.thewoodlands.com	<p>Only mall in northeast Houston with Dick's Sporting Goods, AMC Theatres, JCPenney, Barnes & Noble, Dillard's, Forever 21, and Macy's as anchor stores. About 160 stores with a great variety of goods and services. Next to highway increasing visibility. Great variety of restaurants (serving as reason for customers to come to mall or for customers to stay shopping)</p>	<p>Great variety of stores, very accessible as is next to a highway and has easy parking. Restaurants make it a destination and allow for customers to stay for long times.</p>
Deerbrook Mall	Mall	4.3	northern Houston suburb	https://www.shopdeerbrook.com	<p>Mall close to the NASA space center and Webster. The anchor stores are Star Cinema Grill, Dave & Buster's, Dillard's, JCPenney, H&M, Macy's, and Forever 21. Built to be smaller as to succeed in bluecollar area, has since expanded due to maximum occupancy. Features entertainment and green spaces. Next to highway.</p>	<p>Proximity to tourist destination (NASA) and city. Has been progressively expanded to deal with demand (maintaining mall modern). Variety of stores and entertainment. Proximity to highway</p>
Baybrook Mall	Mall	4.5	near the Clear Lake Center	https://www.goobaybrook.com	<p>formerly San Jacinto Mall (currently under redevelopment)</p>	<p>TBD</p>
San Jacinto Market Place	Not Mall	TBD	Garth Rd, Baytown, TX	https://www.frpl.com		

Name	Status	Google Rating	Location	Link	Notes	Successful Factors
Brazos Mall	Mall	4.1	Lake Jackson, TX	https://www.shor	The mall is anchored by Dillard's, JCPenney, a combination of TJ Maxx & HomeGoods, and AMC Theatres. It is the only major enclosed shopping mall in Brazoria County, Texas. The mall opened in 1976	Great variety of stores and surrounding businesses, high visibility (from other types of costumers, close to gym, supermarket, church, hospitals, next to a highway), entertainment options as well as restaurants.
Pearland Town Center	Mall	4.4	Pearland, TX	https://www.pear	Pearland Town Center is a lifestyle center concept regional shopping mall located in the rapidly growing city of Pearland, Texas south of Houston. Managed by CBL & Associates, the center was completed in 2008 and includes three anchor stores with room for an additional anchor store.	Is an outdoor space that does well with Houston's weather. Contains the usual "essential Malls stores" along with other related business.
The Shops at LaCenterra at Cinco Ranch	Mall	4.6	Cinco Ranch, right off	https://www.lace	outdoor mall with green spaces, stores for teens and moms, family friendly food options, more of a hang out spot especially for families and high schoolers (walkable from Cinco Ranch High School and very close to other high schools in Katy)	Similar to City Centre vibes - family friendly, matches with Katy population (mostly single family homes, suburbs), Location near high schools
Vintage Park	Mall	4.6	Close to Willowbrook		boutiques, spa, dine in theater, live music and events	outdoor mall near highway and close to Willowbrook Mall, offers lot of unique things like spa, dine in theater, make your own scent candle store, high-end wellness treatments
*Highlight indicates malls considered for scorecard analysis						

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Appendix B: Successful Mall Scorecard and Rationale

Mall	Visibility	Variety of Stores and Entertainment	Atmosphere/Experience	Differentiation	Community Events	Overall Score
San Jacinto Market Place	N/A	N/A	N/A	N/A	N/A	N/A
CITYCENTRE	5	5	5	5	5	25
First Colony Mall	5	5	5	5	5	25
The Woodlands Town Center	5	4	4	5	4	22
The Shops at LaCenterra at Cinco Ranch	5	5	5	3	4	22
Sugar Land Town Square	4	4	5	5	3	21
Katy Mills Mall	5	4	3	5	4	21
Vintage Park	3	5	3	4	5	20
Willowbrook Mall	4	5	3	3	4	19
Pearland Town Center	4	3	4	4	3	18
Memorial City Mall	4	3	3	4	2	16
Average	4.4	4.3	4	4.3	3.9	20.9

Legend: 1-2.5 2.5-3.9 3.9-5

Mall	Link	Notes	Visibility	Variety of Stores and Entertainment	Atmosphere/Experience	Differentiation	Community Events	Target Demographic/Neighborhood	Overall Score
San Jacinto Market Place	https://www.fripld.com/projects/san-jacinto-marketplace	formerly San Jacinto Mall (currently under redevelopment), from pics on website looks like green area with upscale stores surrounded by parking lot and more stores, prev mall faced competition from big box stores south of mall and anchor stores companies either liquidated or left Hou	Baytown along I-10, at end of street with lot of big stores (plan is on website)	1.1 million square feet of retail space, 20 restaurants, 80,000 square feet of office space and an expansive site for festivals and concerts — think two football fields big, Macy's and J.C. Penney will remain the anchor tenants, joined by a brand new Premier Cinemas movie theater.	TBD	first mixed-use dev in the area, goal is to be go-to shopping destination and family friendly center, also attract residents of neighboring communities as well	planning concert/festival space	high income area - 1 mi radius \$91k and 3-5 mi about \$78k, ton of demographic info on website	TBD
CITYCENTRE	CITYCENTRE	renovated with more green space and community vibe, healthy food options, movie theater, family shopping, chic and modern website. Formerly Town & Country Mall	5 - Located at highway intersection between Interstate 10 and Beltway 8, close to community park, near several neighborhoods, schools, and churches, 7min drive from Memorial City Mall, includes Moran Hotel in complex as well as condos	5 - excellent variety, mostly upscale stores (Anthropology, Tempur-Pedic, West Elm), mix of casual and upscale dining (26 dining options)	5 - outdoor mall, nice place to walk around, updated buildings, green space. All in one: eat, shop, play, work (office spaces), live	5 - escape game, nail spa, bowling alley, bank, pottery studio, dentist office	5 - frequent events, live music in the plaza, fitness workouts, running club, gristart STEM, parachute play time (for children), 4th of July fireworks	66% white, median age: 39, white collar workers, educated, affluent (155k median household income) https://www.niche.com/places-to-live/memorial-houston-3x/residents/	25
First Colony Mall	https://www.firstcolony.com	Anchor stores such as Macy's, JCPenney, Dick's and Dillard's as well as movie theater. Impacted Sharpstown and Westwood malls negatively as served the same audience. Expanded on 2006 adding external area for retail, other anchors: Barnes and nobles, Apple, and food chains like cheesecake factory.	5 - Located next to intersection of Southwest freeway and highway 6. Near town center of Sugarland. Next to Edward Mercer stadium, AMC movie theater and Houston Methodist Sugarland hospital	5 - 160+ stores divided into 14 different categories. Great variety in shopping destinations as well as restaurants (giving other motives for people to visit and stay in mall for longer)	5 - Outdoor mall, allows for more visibility to stores as well as an improved shopping experience for customers - variety of restaurants and leisure stores	5 - It is the complete mall experience with more than 100 stores, restaurants and several anchor stores most outside and right next to the town center of Sugarland, really special	5 - Recurring happy hour, "movies on the lawn", events at J.C Penney, concerts and more	39% white, 38% asian, median salary of 124k (age almost evenly distributed, more heavily toward older ages) https://www.niche.com/places-to-live/sugar-land-fort-bend-tx/	25
The Woodlands Town Center	https://www.thewoodlands.com/towncenter/	master planned community, like the downtown of Woodlands - planned residential communities around the town center, includes mall	5 - very close to residential areas which are west of it, next to highway	4 - contains Woodlands Mall, Market Street better for shopping - outdoor market, family friendly casual dining and stores, Woodlands Waterway for ppl to walk around	4 - seems upscale, incorporates shopping and nature - lake, river, landscaping	5 - art museum, unique boutique, a one-of-a-kind mixed-reality entertainment concept (Department of Wonder), theatre, dance studio, pottery studio	4 - The Woodlands Waterway Arts Festival in May, the Red, Hot & Blue Festival in July, the Lighting of the Doves for the holiday season, Tasting the Town in January	Woodlands area, easily accessible	22
Sugar Land Town Square	https://www.sugarlandtownsquare.com	Specialty made programs for kids as well. Movie cartoon at night. The space also contains hotels and living spaces for extended visits. Has a very Quirky and colorful website, includes unique offerings like car shows & Yoga. Has popular department stores and anchors including AMC Theatres, Bass Pro Shops Outdoor World, Books-A-Million, Burlington Coat Factory, H&M, XXI Forever, Marshalls, Off Broadway Shoes, Off Fifth Saks Fifth Avenue, Old Navy, The Chesapeake Factory, Rainforest Cafe, Restoration Hardware Outlet, Ross Dress for Less, Sun and Ski Sports, and Tilt Studio. Looks slightly old. Mixes indoor mall with natural light through ceiling windows	4 - Located at Highway 6 and U.S. 59, near Edward Mercer Stadium and Houston South Methodist Hospital, AMC & Marmot nearby	4 - Mix of baby & maternity, fashion & shoes, financial, health & beauty, and specialty. Local and national businesses. 20+ varieties of cuisine & dessert	5 - outdoor mall, emphasis on arts and fitness, updated website has fun vibe, community oriented, many offerings targeting families and kids	5 - art museum, unique boutique, a one-of-a-kind mixed-reality entertainment concept (Department of Wonder), theatre, dance studio, pottery studio	3 - free fitness in the plaza on Fridays, yoga Mondays, outdoor movie showing, Innovation Spark Fest (new event in April)	white + asian majority, educated, more affluent, families	21
Katy Mills Mall	https://www.katymills.com	Seems like the average successful mall, has 6 anchor stores: Dick's Sporting Goods, Dillard's, J. C. Penney, Macy's, and Nordstrom Rack. The area seems to not be extremely save, but the stores are varied, predominantly upscale	5 - Located next to intersection of Katy highway and Grand Pkwy as well as next to several hotels, restaurants and residential buildings and neighborhoods	4 - 170+ stores with several categories and great variety. Several different restaurants, entertainment, such as a movie theater and clothing stores. Has "dig world" place for people to operate digging machinery (really unique)	3 - Looking inside of the mall seems like some parts look old, with old carpeting and gives the vibe of an outlet. The natural light from the ceiling windows makes it better. On the other side the experience with constant e-events and the great variety of entertainment stores make it unique.	5 - Has a great variety of stores but maintains a great variety of entertainment options (dig world). In some ways it seems like an average mall, but makes efforts to differentiate themselves (ceiling windows)	4 - Constant community events, again J.C Penney events, but so much more, as well as "family fun in the disney junior play zone", animal adoption day and constant "event shops" such as AMC theater and dig world	53% white, median household income of 115k, most residents believe there is a good sense of community https://www.niche.com/places-to-live/katy-harris-tx/residents/	21
Willowbrook Mall	https://www.willowbrook.com	Seems like the average successful mall, has 6 anchor stores: Dick's Sporting Goods, Dillard's, J. C. Penney, Macy's, and Nordstrom Rack. The area seems to not be extremely save, but the stores are varied, predominantly upscale	4 - Located next to Tomball Pkwy as well as to Houston Methodist Willowbrook hospital, several restaurants and a couple hotels	5 - Over 160 stores divided into 14 different categories. Great variety in shopping destinations as well as different areas such as "relax station" and children's play area	3 - Seems relatively new, but aside from that seems like an average mall, doesn't have recurring or specific events	4 - seems to be the only mixed-use dev in the area, other outdoor malls are like more trad (no outdoor seating, types of stores where you just go in to buy stuff)	4 - Constant events, such as earth day celebration and pet adoption as well as J.C Penney events (does not seem to have any recurring events)	56% african american, median household income of 45k (higher crime rate than national average, predominantly theft and robbery) https://www.niche.com/places-to-live/willowbrook-houston-tx/	19
Pearland Town Center	https://www.pearlandtowncenter.com/	Houses a mixture of different services. Not only specialty malls but also features, restaurants, a cinema, and grocery stores. A highlight of this location lies in its prevalence of a Trader Joe's, considered a specialty shop. Furthermore, it also includes many service shops (Consulting, law, etc.). Also, this space features a well-lit, clean outdoor shopping center.	4 - next to highway, 20 min from downtown, next to high school and very close to some neighborhoods	3- central event pavilion with stores extending in 3 directions, anchor stores, shopping for teens, outdoor dining	4 - doesn't look super new or modern but community seems to enjoy it	3- seem to have a large variety of shops that allow for high levels of traffic. These can include the Trader Joe's, Theatre, and service shops (Consulting, Law)	3- monthly car show, concerts, festivals, art day, etc.	Pearland boasts a median household income of \$105,806 and a median age of 34.7. Pearland is the third fastest growing economy in the United States	17
The Shops at LaCenterra at Cinco Ranch	https://www.lacenterra.com	Houses a combination of these four main types of shops: Service, Shopping, Food, & Activities. These seem to be the most common types of shops that are housed.	5 - Right next to a large highway situated in the middle of 3 high schools, to the left of a large park, and north of a shopping area (Target, Homegoods)	5 - Outdoor seating is available, with an open courtyard area surrounded by many shops. These can include typical stores like Claire's to grocery stores like Trader Joe's and Movie Theatres.	5 - Seems super new. Really clean outdoor area with plenty of space to walk and well-trimmed shrubbery all around. The vibe combines San Antoniano (Warm Clay Colors) with a sleek modern feel. There is a lot of shading around to keep cool.	4 - There isn't much that this shop is doing to differentiate itself from the others. The one highlight can be in their large number of events that they host.	4 - Farmer's Market, International Women's Day Market, Fit Friday, Car shows, Outdoor Movies.	The average household income in the Cinco Ranch was 152,000. This can be seen as catered for the upper middle class https://www.texas-demographics.com/cinco-ranch-demographics/	22
Vintage Park	https://www.vintageparkhouston.com	Houses a combination of these four main types of shops: Service, Shopping, Food, & Activities. These seem to be the most common types of shops that are housed.	3 - Situated in between multiple different housing units. These can include Apartments, Hotels, etc. Also right next to a highway.	5 - Huge variety of shops and service centers. Contains a large amount of outdoor seating and wide bricked paths. There are also niche specialty shops that keep the space interesting	3 - Seems rather large for the area that it is situated in. The overall atmosphere is nice and clear; however, there aren't a lot of parking available which signals that it can be quite quiet sometimes.	5 - Always hosting music artists to perform at least once a week.	Seems to be easily accessible. There isn't a lot of stuff around the area. Seems to be a destination.	20	
Memorial City Mall	https://www.memorialcitymall.com	fairly traditional mall with some unusual offerings, recently renovated, has a Cinemark, food court, carousel, play area, more affordable stores than Galleria, tons Sears down (original anchor) and plan is to develop Memorial Town Square with walkable shops and green spaces	4 - Located at highway intersection between Interstate 10 and Beltway 8, next to hotel ZaZa and Westin and a catholic school, 7min drive from CITYCENTRE	3 - typical mall stores (Dillard's, Sephora, JCPenney, Journeys), casual dining options	3 - typical mall with a few unique differentiators	4 - ice skating rink, used to have American girl mall, Cinemark theater, target, near indoor skydiving (7min drive)	2 - some events 1 mile away near Hotel ZaZa (Live music on the lawn, blood drive)	66% white, median age: 39, white collar workers, educated, affluent (155k median household income) https://www.niche.com/places-to-live/memorial-houston-3x/residents/	16

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Appendix C: Underperforming Mall Directory

Name	Status	Google Rating	Notes	Unsuccessful Factors	Links
Northwest Mall	Vacant	N/A	originally planned as Almeda's sister mall, lost tenants bc of expansion of Houston and value of area decreased as it became more urban, also freeway construction made it hard to reach so JCP and Macy's eventually left. now vacant mall, were going to do some remodeling in 2017 but has been abandoned	Value of the area decreased, freeway construction made it hard to reach -> less foot traffic -> JCP and Macy's moved out. since it was a local mall (not destination mall), couldn't sustain itself	https://www.deadmalls.com/malls/northwest_mall.html https://houstonsretail.com/malls/northwest-mall/
Westwood Mall	now a business	N/A	From the beginning had difficulty competing with Sharpstown Mall but survived due to anchor stores, increasing value and interest on surrounding buildings and was the closest mall to growing Fort Bend County	Rise in crime, recession, loss of customer base to more successful malls (First Colony redevelopment). Eventually anchor stores left. Depended on local business and once there was more competition declined in success.	https://en.everybodywiki.com/Westwood_Mall_(Houston)
Sharpstown Mall	now PlazaAmeric	4.1	real estate developer just bought and want to revamp, but all the parts of the malls have diff owners, El Mercado to bring in small indep retailers, families visit on weekends for diverse food options, live music, entertainment	- Declining neighborhood: The surrounding neighborhood underwent significant changes over time, with a shift in demographics and a rise in crime rates. This led to a decrease in the mall's customer base and overall appeal. - Competition from other malls: As other malls opened in the Houston area, Sharpstown Mall faced increased competition for shoppers and struggled to keep up. - Anchor store closures: The mall lost several key anchor stores over time, including Foley's and Montgomery Ward, which had a significant impact on foot traffic and sales. - Lack of renovation and upgrades: The mall's owners failed to invest in upgrades and modernization over time, which led to a decline in the quality of the mall experience and made it less appealing to shoppers. - Negative perceptions: The mall developed a negative reputation over time due to safety concerns and declining conditions, which further deterred shoppers.	https://www.deadmalls.com/malls/sharpstown_mall.html https://bakerkatz.com/news/houston-real-estate-developers-acquire-former-sharpstown-mall/
Town and County Mall	now City Centre	N/A	take out	Poor location, lack of attractive stores, Poor management, Economic downturn, rise of Online shopping	https://www.deadmalls.com/malls/town_and_county_mall_tx.html
West Oaks Mall	dying mall?	3.5		Competition from other malls and retail formats: West Oaks Mall faced competition from other malls and retail destinations in the Houston area. According to a report by the Houston Chronicle, newer shopping centers with more upscale stores, such as CityCentre and the Galleria, drew shoppers away from West Oaks Mall. Changing consumer behavior: As consumer behavior shifted towards online shopping, foot traffic at West Oaks Mall declined. According to a report by The Atlantic, malls across the United States have seen a decline in foot traffic due to the rise of online shopping. Anchor store closures: West Oaks Mall lost several key anchor stores over time, including Sears and JCPenney, which had a significant impact on the mall's traffic and overall sales. According to a report by the Houston Chronicle, the closure of anchor stores can have a ripple effect on other stores in the mall. Economic downturns: The mall struggled during economic downturns, including the Great Recession of 2008-2009, which led to a decline in consumer spending. According to a report by Forbes, malls across the United States were hit hard by the Great Recession. Lack of investment: The mall's owners did not invest in significant upgrades or renovations to keep the mall modern and competitive. This made the mall less appealing to shoppers, who had other options available. According to a report by the Houston Chronicle, West Oaks Mall was in need of significant upgrades and renovations in order to stay competitive. Sources: "West Oaks Mall, which struggled as retail changed, to close after 35 years." Houston Chronicle, January 6, 2020. "The Great Retail Apocalypse of 2017." The Atlantic, April 10, 2017. "Sears and J.C. Penney Are DYING. Why Aren't We Talking About Macy's?" Houston Chronicle, March 7, 2019. "The Death Of Retail Real Estate: What Happens When The Mall Bubble Bursts?" Forbes, June 30, 2017. "West Oaks Mall Needs A Makeover, And Its Owners Know It." Houston Chronicle, July 28, 2016.	https://houstonsretail.com/malls/west-oaks-mall/
Almeda Mall	still in operation	4.0	originally planned as Northwest's sister mall, just had a pop up market, carnival, seems like doing things to get community engagement, and they post consistently on FB, but reviews say theres nothing there and stores open late and close early	Extremely dated features who, Other then a few good sneaker stores, and a couple standard department stores, there isn't much to shop for., constantly going through huge sales to survive, "very distinct feeling of despair from the look of the horrible brown tile, the plain and dirty walls, and the overall plain atmosphere given by most of the stores." - Yelp reviewer	https://houstonsretail.com/malls/almeda-mall/
Harwin Outlet Mall	still in operation	4.0	sells discount goods, lot of cheap jewelry and clothing stores, I think it used to be flea market vibe, not sure abt now. fyi Harwin Dr is known for counterfeit goods	cheap stores, lackluster atmosphere, many stores closed during COVID	
Greenspoint Mall	still in operation	3.2	lots of vacancies, Stores such as Foot Locker, Journeys and GNC continue to operate inside the mall, however Premiere Theaters, the movie theater inside Greenspoint, remain closed.	shooting in 90s --> bad press	https://www.deadmalls.com/malls/greenspoint_mall.html https://www.click2houston.com/features/2020/08/20/feeling-nostalgic-this-is-what-was-never-
*Highlight indicates malls considered for scorecard analysis					

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Appendix D: Underperforming Mall Scorecard and Rationale

Mall	Visibility	Variety of Stores and Entertainment	Atmosphere/Experience	Differentiation	Community Events	Overall Score
PlazAmericas	3	2	1	3	3	12
Westwood Mall	3	3	3	1	1	11
Almeda Mall	3	3	1	2	1	10
Greenspoint Mall	2	2	1	2	1	8
West Oaks Mall	3	1	1	1	1	7
Northwest Mall	3	1	1	1	1	7
Harwin Outlet Mall	1	1	1	1	1	5
Average	2.57	1.86	1.29	1.57	1.29	8.57

Legend: 1-2.5 2.5-3.9 3.9-5

Mall	Link	Notes	Visibility	Variety of Stores and Entertainment	Atmosphere/Experience	Differentiation	Community Events	Target Demographic/Neighborhood	Overall Score
PlazAmericas	Bianca	Google ratings arent bad but Yelp ratings are, still has crime issues but reviews seem to like it	3 - right next to highway 69, near chinatown and surrounding neighborhoods are the target pop	2 - over 150 stores and El Mercado with shops and small businesses, has movie theater that shows movies in Spanish and English, low-budget clothing stores, fewer chains	1 - people in reviews compare it to flea market, people seem to go to buy clothes, get haircut, lashes, etc. and food court/shows are good for kids, generally safer than before but still has some crime issues	3 - very focused on targeting specific pop as seen in the name, shops, interaction with community, seems to emphasize community which could make it a good target for making it a "lifestyle mall"	3 - El Mercado has shops, restaurants, and small businesses, community space - open area multi-purpose room on the second floor, has events like once a month	mall rep said it caters to Hispanic pop, which now constituted 52% of the population of the mall's three-mile trade area	12
Westwood Mall		Originally began as a mall that had a lot of potentials. It starred in a movie, was next to a country club, and had overall been part of a quickly growing community. However, after governmental regulations regarding single-family housing units- it is surrounding quickly became spots for lower income families living. This in conjunction with time and the fall of anchor stores, it lost a lot of its allure beginning the 2000's	3 - is situated right next to Highway 69. There should be prime traffic	3 - Relied heavily on Anchor stores to attract.	3 - Actually had a modern interior. There were large amounts of glass roofing coupled with indoor trees and shrubbery all around the interior. Made for a pretty high-end shop	1	1	Was once a upper middle class area; however, has now been transiotioned into a lower income area. 1 Since closed.	11
Almeda Mall	Almeda Mall	The website makes it seem as Almeda is successful. There was a 1 million dollar renovation effort for the mall but it still has experienced a lack of success from competing malls	3 - Next to Interstate 45 Iwy HOV but asside from that not much more to make it highly visible	3 - less than 60 stores open, most of them really niche and not specifically many anchors (aside from Macys) (many not very known brands)	1 - Looks kind of dated, relatively small, not many anchor stores or things to do	2 - is differentiated in the sense that has several stores that are not big names asside from that not muvh	1 - none	94% Hispanics, predominatly young, median household income of 83k https://www.niche.com/places-to-live/niche-brook-area-houston-tx/	10
Greenspoint Mall	Greenspoint Mall	poor Yelp and Google ratings, "Gunspoint", lots of vacancies, Stores such as Foot Locker, Journeys and GNC continue to operate inside the mall, however Premiere Theaters, the movie theater inside Greenspoint, remain closed.	2 - located at corner of Interstate 45 and Beltway 8, 1h drive from Houston, near Hilton and Hyatt	2 - only remaining anchor is Fitness Connection, which occupies half of the former Lord & Taylor store on the west side of the mall, lower end stores, many vacancies	1 - High crime, "gunspoint", website extremely outdated, many vacancies, reviews complain about cleanliness, looks closed from the outside, "old, creepy, disgusting"	2 - CDM boxing, army recruiting station (not what would attract mall shoppers	1 - none	Hispanic 81%, lower income (\$34k median household income), younger age range https://www.niche.com/places-to-live/n/greater-greenspoint-houston-tx/residents/	8
West Oaks Mall		cool links for repurposing dead malls: https://www.surfacemag.com/articles/dead-malls-repurposed/ https://www.businesinsider.com/what-will-happen-to-closed-malls-2017-5	3 - on Highway 6 between Katy and Memorial but George Bush Park is right behind it so not much traffic coming from that direction, near golf course	1 - like 2 stores open	1 - ghost mall	1 - very little to offer	1 - none	targeted people in Memorial area, mainly for suburban middle class which was growing but competition from Katy Mills and Memorial City Mall, CityCentre and LaCenterra	7
Northwest Mall	https://houstonhistoricalretail.com/malls/northwest-mall/	Was first established in 1968 and was your run-of-the-mill old-style mall. It became notorious for high vacancy rates until in 2017 it was closed down and abandoned.	3 - Really close to Highway 610.	1 - There wasn't a high variety of stores, especially after 2008. A large number of stores began to close and was known for high vacancy rates.	1 - The place was outdated. Was seen as a stereotypical old style mall that has opened for too long.	1 - Didn't have too much going for. Followed the standard equation until the end.	1 - They didn't have any.	Lazybrook has an average household income of 89,000 thus we can see that this is mainly targete towards the low middle class.	7
Harwin Outlet Mall	N/A	Looks like a flea market, the area is not really commercial or retail oriented, seems old and unorganized	1 - Relatively close to Westpark Tollway but not enough to be visible, area not that commercial	1 - Stores seem really unorganized, no big names, looks like a flea market	1 - Looks dirty, dated and unorganized, is an experience but not one we want to replicate	1 - Differentiated in the sense that it has specific non big stores, but asside from that just looks like an old building that hosts a market	1 - No real community events asside from the market itself. Comments say it is kind of an immigrant market	Same as Sharpstown (relatively close) Seems to cater hispanic population and other immigrants	5

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Appendix E: Harris County Demographics

Population	4,728,030
Political Affiliation	42.70% Republican, 55.96% Democrat
Work Force Percentage	67.4%
Percent of Housing Occupied	54.9%
Median Value of Occupied Housing	\$201,200
Households	1,658,503
Persons Per Household	2.81
Percent of People with Bachelors Degree or Higher	32.5%
Total Retail Sales	\$70,018,544,000
Median Household Income	\$65,788
Total Retail Sales Per Capita	\$15,039
Poverty Percent	16.4%

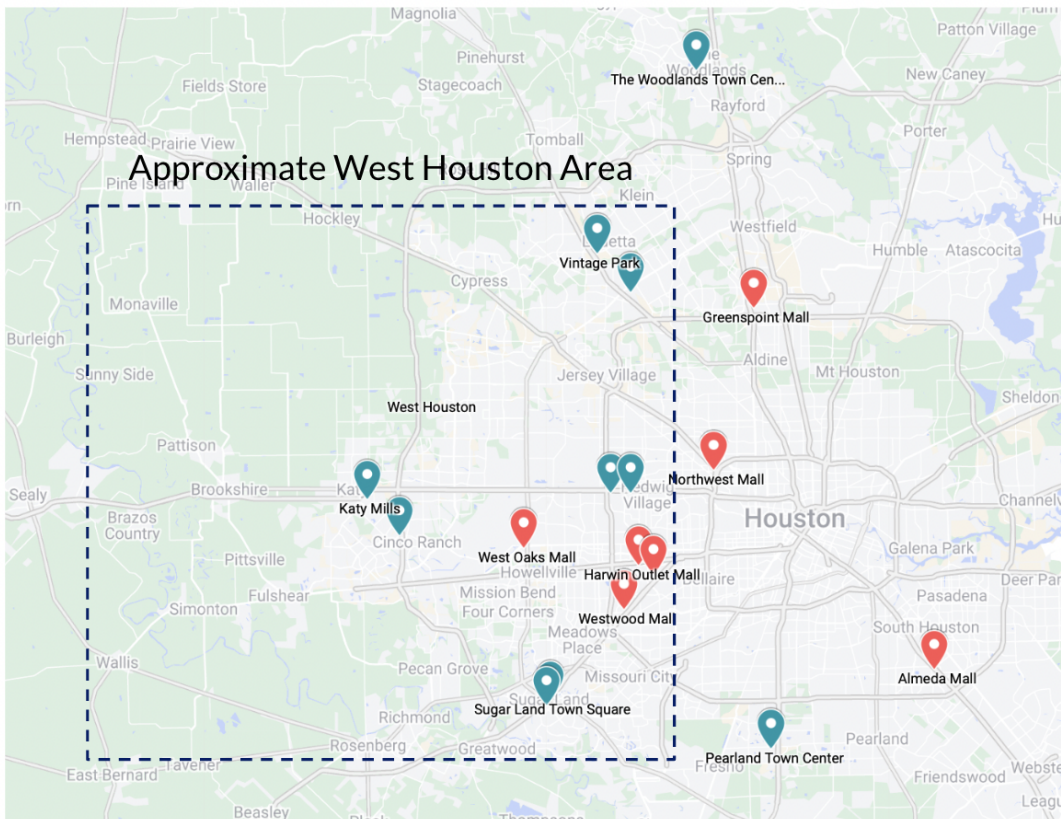
Appendix F: Fort Bend County Demographics



Population	858,527
Political Affiliation	44.01% Republican, 54.57% Democrat
Work Force Percentage	67%
Percent of Housing Occupied	77.6%
Median Value of Occupied Housing	\$287,500
Households	256,106
Persons Per Household	3.09
Percent of People with Bachelors Degree or Higher	48.1%
Total Retail Sales	\$9,259,683,000
Median Household Income	\$102,590
Total Retail Sales Per Capita	\$12,053
Poverty Percent	7.2%

Appendix G: Waller County Demographics

Population	59,781
Political Affiliation	62.73% Republican, 36.03% Democrat
Work Force Percentage	60.1%
Percent of Housing Occupied	71.7%
Median Value of Occupied Housing	\$241,700
Households	17,286
Persons Per Household	2.86
Percent of People with Bachelors Degree or Higher	25.2%
Total Retail Sales	\$532,934,000
Median Household Income	\$65,379
Total Retail Sales Per Capita	\$10,301
Poverty Percent	13.6%

Appendix H: West Houston Mall Map



-  Underperforming Malls
-  Successful Malls

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