Board of Directors Meeting

November 12, 2026

Houston Downtown Management District
Board of Directors Meeting
November 12, 2026

TABLE OF CONTENTS

PAGE

Minutes of the October 8, 2026 meeting of the board of directors 3

Finance & Administrative Matters
- October Financial Summary 7
- Interim financial statements ending October 31, 2026 14
- Interim Check Registers ending October 31, 2026 19
- Third Quarter Investment Report 24
- Set 2027 Board Meeting Dates 25

Review and Discussion of 2027 budgeting and setting the 2026 assessment rate:
- Draft 2027 budget memo 27
- Draft 2027 budget 35
- Resolution setting the 2026 assessment rate 39

Program Authorizations
- Operations, Safety & Maintenance: Enhance Street Light Expenses 43
- Economic Development: Fresh Start Market Grant 44

Project Spotlight: Holiday Event & Décor Overview 46

Strategic Alignment Updates
- Goal 1: Champion Downtown 48
- Goal 2: Enhance Downtown 49
- Goal 3: Connect Downtown 50
- Goal 4: Thrive Downtown 51
- Goal 5: Stakeholder Engagement 52
- Dashboard: Operations 53
- Dashboard: Engagement 54

MINUTES OF THE REGULAR MEETING
OF THE
HOUSTON DOWNTOWN MANAGEMENT DISTRICT

October 8, 2026

THE STATE OF TEXAS §
§
COUNTY OF HARRIS §

The Board of Directors of the Houston Downtown Management District (the "District") convened in person on October 8, 2026 at 12:00 p.m. for a regular meeting session, open to the public, in the H-Town Conference Room located inside the District's office at 1221 McKinney Street, Suite 4250, Houston, TX 77010, and the roll was called of the duly appointed members of the Board, to-wit:

BOARD MEMBERS

Sean Alley	Antoinette "Toni" Jackson
David Anderson	Robbi Jones
Leslie Ashby	Roland Kennedy
Matt Asvestas	Spencer Lightsy
Kinder Baumgardner	Sean Liu
Genora Boykins	Ben Llana
Clay Crawford	Tiger Lyon
Marcus Davis	Nick Massad
Jacques D'Rovencourt	Kenny Meyer
Kelly Foreman	Anna Mod
Irma Galvan	Frem Reggie
Marian Harper	Joey Sanchez
Stephen Hester	Richard Torres
C.C. Huang	Reggie Wilson
Angus Hughes	

All of the above were present, with the exception of Directors Ashby, Asvestas, Baumgardner, Boykins, Davis, Foreman, Jackson, Massad, and Wilson.

Also present were Kris Larson, President/CEO; Allen Douglas, COO & General Counsel; Jana Gunter, Director of Finance; Kimberley Mickelson, Director of Law; and Marlon Connley, Brett DeBord, Scott Finke, Cassie Hoeprich, Allie Johnson, Amanda Marquez, Alyssa Mason, and Albert Sanchez, all with the District. There were no guests in attendance.

DRAFT

WELCOME & QUORUM

In the absence of Chair Ashby, Vice Chair Jones presided over the meeting and welcomed all directors, staff, and attendees. Marian Harper served as Secretary. Quorum was established and the meeting began at 12:06 PM.

PUBLIC COMMENT

Vice Chair Jones asked if there were any guests in attendance and if any persons wished to make a public comment to the Board. No guests were announced and no members of the public came forward.

PRESENTATION BY COUNCIL MEMBER TWILA CARTER

The office of Council Member Twila Carter cancelled prior to the meeting; accordingly, no presentation was made and no action was taken.

APPROVAL OF MINUTES

The Board considered approval of the September 10, 2026 minutes. Hearing no questions or corrections, Vice Chair Jones called for a motion to approve. The motion was moved by Director Llana, seconded by Director Hughes, and the September 10, 2026 board meeting minutes were approved as presented.

FINANCE AND ADMINISTRATIVE MATTERS

Review and Ratification of Check Registers for the Month Ending September 30, 2026

Director Torres presented the District's check registers for the month ending September 30, 2026, totaling approximately $1.1 million. He noted that the September 2026 interim financial statements were not yet available and will be presented at the November meeting. President Larson explained that this occurs a few times each year when the regular meeting falls early in the month, before staff has been able to close out the prior month. Hearing no questions, Vice Chair Jones called for a motion to ratify. The motion was moved by Director Hughes, seconded by Director Harper, and the expenditures for the month ending September 30, 2026 were ratified as presented.

Authorize Expenditures for Tax Assessor/Collector and Related Assessment Collection Services

Director Torres presented a request to authorize expenditures not to exceed $60,000 for 2026 professional tax assessor/collector and related assessment collection services by Utility Tax Service, LLC, which serves as assessor/collector of the District's annual assessments. Services include preparing and maintaining the base year assessment roll; noticing property owners of public hearings concerning the additional and supplemental assessment rolls; representing the District at those public hearings; preparing and mailing assessment bills; and collecting assessments. In response to a question regarding cost, staff noted that the District is under a continuing contract and the fee, which is based on the number of properties, has not increased.

Vice Chair Jones called for a motion to authorize. The motion was moved by Director Hughes, seconded by Director Reggie, and passed without opposition.

2026 PERCEPTION SURVEY

President Larson presented the results of the 2026 Downtown Houston Perception Survey, the District's first stakeholder survey since 2024. The survey received 1,026 responses, compared to 774 in 2024, exceeding staff's internal goal of 1,000. Respondents included Downtown visitors, workers, residents, small business owners, and property managers, with approximately 60% visiting Downtown daily.

The share of respondents describing Downtown as clean or very clean rose from 41% in 2024 to 57% in 2026, and the share describing Downtown as safe or very safe rose from 43% to 55%. Most respondents felt Downtown had improved over the past year. Homelessness was the leading factor contributing to negative perceptions of both cleanliness and safety, while landscaping and public spaces were the leading positive factors for cleanliness and active storefronts and businesses ranked as the top factor in helping people feel safe. Fewer than half of respondents were aware of any single District program, such as homeless outreach or the public safety guides, indicating an opportunity to raise awareness of District services, including through social media.

Directors Hughes and Llana raised questions regarding the composition and weighting of respondents, the allocation of funding across public safety programs, and the number of off-duty HPD officers working in Downtown. President Larson noted that program-level budget detail will be presented in November. No action was required.

2027 BUDGET WORK SESSION

President Larson outlined the District's three-step budget process: the October work session to gather Board priorities; presentation of a draft 2027 budget for Board feedback in November; and consideration of the final budget in December. Directors then participated in a live interactive poll covering cleanliness, public safety, homelessness, economic development, marketing, events, and capital improvements, with results compared to the stakeholder survey findings.

Board responses were generally more favorable than those of stakeholders, with no directors rating Downtown as less clean or unsafe. Directors identified homelessness as the top factor affecting both the physical appearance and the perceived safety of Downtown, followed by landscaping and sidewalk improvements. Increased vibrancy and active storefronts, public safety guides, and homeless outreach were viewed as the most effective approaches to improving safety. Retail and storefront improvements ranked as the top economic development priority; social media and direct communications as the most effective marketing channels; and trees, sidewalks, and parks as capital improvement priorities.

DRAFT

Director Anderson spoke to the impact of vacant storefronts and encampments on Downtown businesses. Discussion also included the visibility and effectiveness of SEAL Security patrols, with staff noting that SEAL responds to approximately 500 calls per month and is required to conduct walking beats, particularly along the Main Street Promenade. Directors also encouraged greater street-level retail activation and improved connectivity within Downtown and to surrounding neighborhoods. Staff will incorporate the Board's input into the draft 2027 budget to be presented in November.

President Larson also announced that the District was awarded a $1 million grant from the U.S. Economic Development Administration for study and design work to advance stormwater management infrastructure in the Warehouse District, an effort led by Alyssa Mason. Completion of the planning phase will qualify the District to pursue a subsequent capital-phase grant. He further noted that a new economic development staff member focused on retail recruitment will begin in two weeks. No action was required.

STRATEGIC ALIGNMENT UPDATES

President Larson did not review the Strategic Alignment Plan updates and dashboards with the Board; the materials were provided in the Board packet. No action was required.

OTHER BUSINESS & ADJOURNMENT

Vice Chair Jones reminded directors that Chair Ashby had distributed the annual President/CEO performance review survey by email on behalf of the Personnel Committee, which consists of the chair and vice chair of each of the three member organizations, and encouraged all directors to respond by Friday, October 30, 2026 at 6:00 PM. She also announced that the State of Downtown Annual Meeting will be held on Thursday, October 29, 2026 at 12:00 PM at 713 Music Hall.

Hearing no further business, Vice Chair Jones announced that the next Board Meeting is scheduled for Thursday, November 12, 2026 at 12:00 PM at the District's office. The meeting was adjourned at 1:29 PM.

_____

Marian Harper, Secretary
Houston Downtown Management District

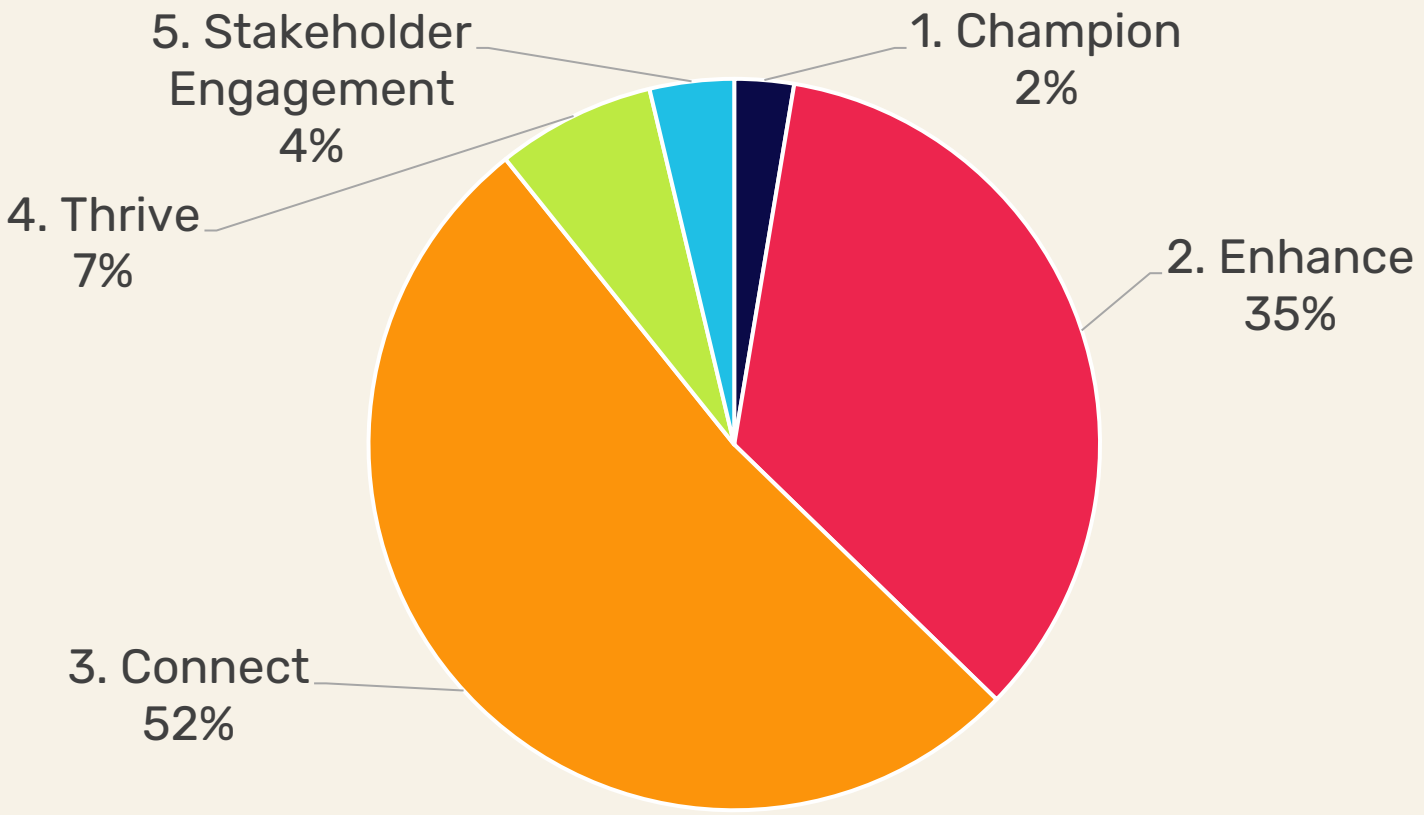
DRAFT

HDMD FINANCIAL SUMMARY OCTOBER 2026

NOVEMBER 12, 2026

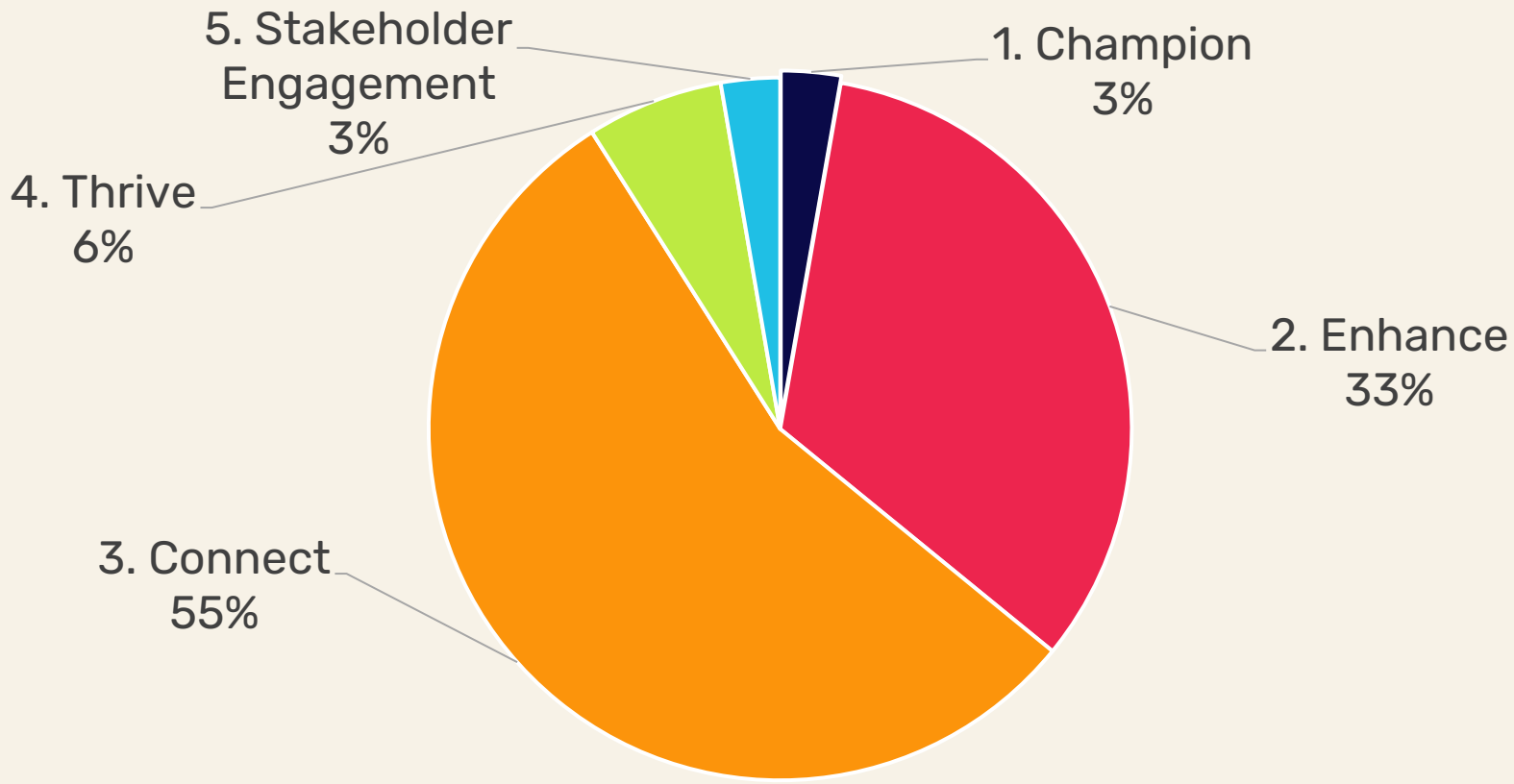
DOWNTOWN HOUSTON+

2026 ANNUAL BUDGET



Total $43,082,580

OCTOBER 2026 OPERATING EXPENSES



Total $32,866,551

Budget Expended 76% at October 31, 2026

YTD BALANCE SHEET

October 2026

- Assets
  - Cash and Investments $2.0M
  - 2025 Assessments Receivable $296K
    - 99.6% collected
  - Accounts Receivable $6.5M
    - $5.7M FTA/TxDOT Receivable
    - $791K in accrued receivables for reimbursement for services and City of Houston for DLI
- Liabilities
  - Accounts Payable and Accrued Expenses $586K
  - Reserves for Property Value Protests are $834K
- Fund Balance
  - Unrestricted Operating Fund Balance is $5.1M
  - Capital Restricted Fund Balance is $3.1M

OCTOBER 2026 REVENUE AND EXPENSES

- Revenue totaled $18.01 million, $3.54 million below budget, primarily due to lower capital project grant reimbursements ($2.47 million), an anticipated DRA funding for contracted safety personnel that is not eligible for reimbursement ($666,000), and lower interest income ($237,000). Operations revenue was $33,000 above budget.
- Expenses totaled $32.9 million, $5.25 million below budget. The largest variances were in Goal 3 ($3.81 million), primarily capital projects and event programming timing, and Goal 2 ($1.12 million), including public realm maintenance, landscaping, homelessness services, and public safety.
- Overall, the reported deficit was $15.01 million compared with a budgeted deficit of $16.72 million, a favorable variance of $1.71 million. Lower expenditures more than offset the revenue shortfall. 2026 assessment revenue will be invoiced in November, and much of the favorable expense variance reflects timing.

CHECK REGISTER

October 2026

- Total checks issued were $3.6 million

  - Block by Block - $693K – contract services
  - Block by Block - $628K - contract services
  - CPI/MARQ Catalyst Owner, LP – $474K - 2025 DLI rebate
  - Camden Property Trust – $352K - 2025 DLI rebate
  - Central Houston, Inc. - $301K – admin contractor
  - Marlow VP, LP - $255K – 2024/2025 DLI rebate
  - Seal Security Solutions, LLC - $116K – contract services

DOWNTOWN HOUSTON+

NCTP CPAs
OPERATIONAL & FINANCIAL CONSULTING

To Management
Houston Downtown Management District

Management is responsible for the accompanying financial statements of the Houston Downtown Management District (the District), which comprise the governmental fund balance sheets and statements of net position as of October 30, 2026 and 2025, and the related statements of activities for the months then ended, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all the disclosures required by accounting principles generally accepted in the United States of America and the required supplementary information that the Government Accounting Standards Board (GASB) requires to be presented to supplement the basic financial statements. If the omitted disclosures, and GASB required supplementary information were included in the financial statements, they might influence the user's conclusions about the District's financial position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

The Variance Analysis on page 4 is presented to supplement the basic financial statements. Such information is presented for purposes of additional analysis and, although not a required part of the basic financial statements. The Variance Analysis is the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the financial statements. The supplementary information was subject to our compilation engagement. We have not audited or reviewed the supplementary information and do not express an opinion, a conclusion, nor provide any assurance on such information.

Sincerely,

nctp cpas, pllc

Houston, Texas
November 6, 2026

Houston Downtown Management District
Governmental Fund Balance Sheets and
Statement of Net Position
For the period ended October 2026, and October 2025

	2026			2025		
	Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)	HDMD Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)
Assets						
Cash	1,084,927	939,943	2,024,870	6,240,506	1,908,837	8,149,343
Assessments Due	296,230	-	296,230	-	-	-
Accounts Receivable	791,323	5,705,556	6,496,879	657,385	-	657,385
Prepaid Expense	33,735	292,207	325,942	30,265	144,000	174,265
Property & Equipment, Net	488,242	248,493	736,736	454,158	323,126	777,284
Right of Use Lease Assets, Net	1,862,783	-	1,862,783	2,160,396	-	2,160,396
Intercompany Rec/Pay	4,132,442	(4,132,442)	-	(478,226)	478,226	-
Total Assets	8,689,682	3,053,758	11,743,440	9,064,483	2,854,189	11,918,672
Liabilities						
Accounts Payable & Accrued Expenses	585,317	840	586,157	802,593	-	802,593
Lease Liabilities	2,124,305	-	2,124,305	2,400,917	-	2,400,917
Deferred Revenue	-	-	-	-	-	-
Reserve for Refunds due to Property Protests	834,484	-	834,484	811,684	24,322	836,006
Total Liabilities & Deferred Revenue	3,544,107	840	3,544,946	4,015,195	24,322	4,039,516
Fund Balances						
Unreserved, Undesignated	4,722,132	-	4,722,132	4,625,845	-	4,625,845
Unreserved, Designated for Catastrophy	423,443	-	423,443	423,443	-	423,443
Reserved for Capital Projects	-	3,052,918	3,052,918	-	2,829,867	2,829,867
	5,145,575	3,052,918	8,198,493	5,049,289	2,829,867	7,879,156
Total Liabilities, Deferred Revenue & Fund Balances	8,689,682	3,053,758	11,743,440	9,064,483	2,854,189	11,918,672

Houston Downtown Management District
Statement of Activities
For the period ended October 2026, and October 2025

	Total YTD Actual	2026 Budget	% Budget Received	% Year Elapsed	Notes
Revenue					
Assessment Revenue	-	18,391,688	0%	83%	1
Operations Revenue	1,916,610	2,228,923	86%	83%	
Project Revenue	15,856,964	19,258,750	82%	83%	2
Other Income	3,372	-	N/A	83%	3
Interest Income	234,583	514,429	46%	83%	4
Total Revenues	**$ 18,011,528**	**$ 40,393,790**	45%	83%	
			% Budget Expended		
Expenses					
Goal 1. Champion					
1a. Cultivate Relations Across Sectors to Drive Catalytic Opportunities	-	-	N/A	83%	
1b. Design Parks and Open Spaces Made Possible by NHHIP	158,673	176,715	90%	83%	
1c. Plan Collaboratively for Evolving Edges, Connections & Major Attractions	43,430	35,578	122%	83%	
1d. Excel in Hosting Major Sporting Events	51,660	62,660	82%	83%	
1e. Explore Opportunites to Manage and Mitigate Climate Change	294,970	400,000	74%	83%	
1f. Champion Safe, Connected Transit and Non-Motorized Options	358,342	457,347	78%	83%	
Total Goal 1:	$ 907,075	$ 1,132,300	80%	83%	
Goal 2. Enhance					
2a. Maintain and Enhance Downtown's Cleanliness & Appearance	5,087,908	6,838,392	74%	83%	
2b. Grow and Enhance Downtown's Trees, Planters & Green Spaces	1,033,268	1,452,861	71%	83%	
2c. Enhance Downtown Wayfinding to Connect Visitors to Key Destinations	191,850	328,654	58%	83%	
2d. Deploy Ambassador Teams to Enhance Visitor Experience & Public Safety	2,061,094	2,778,698	74%	83%	
2e. Expand Collaboration & Apply Prove Strategies to Keep Downtown Safe	1,548,163	2,106,911	73%	83%	
2f. Shape Perceptions and Narratives to Strengthen Downtown's Reputation	43,306	54,544	79%	83%	
2g. Address the Needs of People Experiencing Homelessness	859,773	1,285,550	67%	83%	
2h. Prepare and Respond to Emergencies	65,306	79,090	83%	83%	
Total Goal 2:	$ 10,890,669	$ 14,924,700	73%	83%	
Goal 3. Connect					
3a. Plan and Build Public Infrastructure that Promotes Safety and Equity	37,425	38,340	98%	83%	
3b. Collaborate with Partners to Connect People to Downtown Destinations	26,796	36,601	73%	83%	
3c. Work with Property Owners to Beautify Corridors & Improve Connectivity	43,529	60,377	72%	83%	
3d. Facilitate Pop-Ups and Activations to Enliven Public Realm	-	-	N/A	83%	
3e. Focus Public Realm Investments on Key Corridors than Enhance Connectivity	15,542,773	18,032,856	86%	83%	
3f. Use Public Art and Placemaking to Improve Walkability	48,572	100,000	49%	83%	
3g. Prioritize Pedestrian Lighting on Key Corridors	246,735	355,830	69%	83%	
3h. Maintain Sidewalks & Hardscapes to Ensure Downtown Remains Accessible	541,167	798,661	68%	83%	
3i. Implement an Events Strategy that Engages Diverse Audiences	1,620,164	2,950,478	55%	83%	
3j. Leverage Partners to Bring High-Impact Experiences to Downtown	1,271	10,000	13%	83%	
3k. Create Programs and Strategies to Connect Employes & Residents with Parks	4,073	10,000	41%	83%	
Total Goal 3:	$ 18,112,505	$ 22,393,143	81%	83%	
Goal 4. Thrive					
4a. Promote Downtown as the Region's Hub for Business, Entertainment & Culture	43,371	72,738	60%	83%	
4b. Partner with Local Agencies to Elevate Downtown Houston's National Image	3,866	20,000	19%	83%	
4c. Partner to Shape Downtown's Economic Vision & Strategy	7,854	24,000	33%	83%	
4d. Promote Downtown as a Desirable, Livable Neighborhood	64,741	106,023	61%	83%	
4e. Support Retention & Recruitment of Downtown Office Tenants	26,257	100,000	26%	83%	
4f. Foster a Strong Storefront Economy by Targeting Recruitment in Key Areas	-	-	N/A	83%	
4g. Create Targeted Marketing & Incentives to Improve Storefronts & Attract Tenants	1,419,602	1,918,349	74%	83%	
4h. Promote New Attractions that Broaden Downtown's Offerings	289,764	506,706	57%	83%	
4i. Serve as the Leading Source for Downtown Market Intelligence	8,405	11,542	73%	83%	
4j. Expand Data and Reporting to Deliver Deeper Insights to Stakeholder's	200,623	267,936	75%	83%	
Total Goal 4:	$ 2,064,482	$ 3,027,293	68%	83%	
Goal 5. Stakeholder Engagement					
5a. Establish a Stakeholder Engagement Process to Guide Downtown's Future	578,615	1,148,758	41%	83%	
5b. Create and Engagement Structure that Allows Stakeholders to Inform & Advise	8,400	21,750	39%	83%	
5c. Advance Branding & Marketing Campaigns to Elevate Downtown's Profile	30,796	40,000	77%	83%	
5d. Offer User-Friendly Digital Platforms the Promote Downtown	12,664	31,000	41%	83%	
5e. Enhance Communications to Boost Awareness of HDMD & Downtown Events	86,277	115,135	75%	83%	
5f. Develop Materials & Programs to Welcome New Companies, Employees & Residents	44,201	76,539	58%	83%	
5g. Create Tools to Welcome & Orient New Companies, Employees & Residents	6,320	18,000	35%	83%	
5h. Highlight the People, Businesses & Initiatives in Downtown	42,839	53,564	80%	83%	
5i. Engage Residents to Strengthen the Downtown Community	81,709	100,401	81%	83%	
Total Goal 5:	$ 891,820	$ 1,605,146	56%	83%	
Total Expenses	$ 32,866,551	$ 43,082,582	76%	83%	
Depreciation Expense	150,291				
Fund Balance Allocation		2,688,792			
Excess of Revenue over a GAAP basis	$ (15,005,314)	-			

Houston Downtown Management District
Statement of Activities
For the period ended October 2026, and October 2025

	2026 Total YTD Actual	2025 Total YTD Actual	Fav (Unfav) Variance	% Var
Revenue				
Assessment Revenue	-	3,227	(3,227)	-100%
Operations Revenue	1,916,610	1,352,475	564,135	42%
Project Revenue	15,856,964	218,296	15,638,668	7164%
Other Income	3,372	57,732	(54,360)	-94%
Interest Income	234,583	581,286	(346,703)	-60%
Total Revenues	**$ 18,011,528**	**$ 2,213,016**	**$ 15,798,513**	**714%**
Expenses				
Goal 1. Champion				
1a. Cultivate Relations Across Sectors to Drive Catalytic Opportunities	-	64,975	64,975	100%
1b. Design Parks and Open Spaces Made Possible by NHHIP	158,673	141,198	(17,475)	-12%
1c. Plan Collaboratively for Evolving Edges, Connections & Major Attractions	43,430	23,535	(19,895)	-85%
1d. Excel in Hosting Major Sporting Events	51,660	25,577	(26,082)	-102%
1e. Explore Opportunites to Manage and Mitigate Climate Change	294,970	116,078	(178,892)	-154%
1f. Champion Safe, Connected Transit and Non-Motorized Options	358,342	376,068	17,726	5%
Total Goal 1:	$ 907,075	$ 747,431	$ (159,643)	-21%
Goal 2. Enhance				
2a. Maintain and Enhance Downtown's Cleanliness & Appearance	5,087,908	4,236,489	(851,420)	-20%
2b. Grow and Enhance Downtown's Trees, Planters & Green Spaces	1,033,268	1,118,526	85,258	8%
2c. Enhance Downtown Wayfinding to Connect Visitors to Key Destinations	191,850	104,610	(87,240)	-83%
2d. Deploy Ambassador Teams to Enhance Visitor Experience & Public Safety	2,061,094	1,833,638	(227,456)	-12%
2e. Expand Collaboration & Apply Prove Strategies to Keep Downtown Safe	1,548,163	1,560,438	12,276	1%
2f. Shape Perceptions and Narratives to Strengthen Downtown's Reputation	43,306	21,864	(21,443)	-98%
2g. Address the Needs of People Experiencing Homelessness	859,773	896,055	36,282	4%
2h. Prepare and Respond to Emergencies	65,306	84,472	19,165	23%
Total Goal 2:	$ 10,890,669	$ 9,856,091	$ (1,034,578)	-10%
Goal 3. Connect				
3a. Plan and Build Public Infrastructure that Promotes Safety and Equity	37,425	24,231	(13,194)	-54%
3b. Collaborate with Partners to Connect People to Downtown Destinations	26,796	15,869	(10,927)	-69%
3c. Work with Property Owners to Beautify Corridors & Improve Connectivity	43,529	36,647	(6,882)	-19%
3d. Facilitate Pop-Ups and Activations to Enliven Public Realm	-	-	-	N/A
3e. Focus Public Realm Investments on Key Corridors than Enhance Connectivity	15,542,773	2,471,550	(13,071,223)	-529%
3f. Use Public Art and Placemaking to Improve Walkability	48,572	-	(48,572)	N/A
3g. Prioritize Pedestrian Lighting on Key Corridors	246,735	248,101	1,366	1%
3h. Maintain Sidewalks & Hardscapes to Ensure Downtown Remains Accessible	541,167	302,586	(238,581)	-79%
3i. Implement an Events Strategy that Engages Diverse Audiences	1,620,164	937,224	(682,940)	-73%
3j. Leverage Partners to Bring High-Impact Experiences to Downtown	1,271	124	(1,147)	-925%
3k. Create Programs and Strategies to Connect Employes & Residents with Parks	4,073	5,025	952	19%
Total Goal 3:	$ 18,112,505	$ 4,041,358	$ (14,071,147)	-348%
Goal 4. Thrive				
4a. Promote Downtown as the Region's Hub for Business, Entertainment & Culture	43,371	78,530	35,159	45%
4b. Partner with Local Agencies to Elevate Downtown Houston's National Image	3,866	9,391	5,525	59%
4c. Partner to Shape Downtown's Economic Vision & Strategy	7,854	14,351	6,497	45%
4d. Promote Downtown as a Desirable, Livable Neighborhood	64,741	47,915	(16,826)	-35%
4e. Support Retention & Recruitment of Downtown Office Tenants	26,257	-	(26,257)	N/A
4f. Foster a Strong Storefront Economy by Targeting Recruitment in Key Areas	-	-	-	N/A
4g. Create Targeted Marketing & Incentives to Improve Storefronts & Attract Tenants	1,419,602	1,056,605	(362,997)	-34%
4h. Promote New Attractions that Broaden Downtown's Offerings	289,764	350,394	60,631	17%
4i. Serve as the Leading Source for Downtown Market Intelligence	8,405	19,555	11,150	57%
4j. Expand Data and Reporting to Deliver Deeper Insights to Stakeholder's	200,623	132,114	(68,509)	-52%
Total Goal 4:	$ 2,064,482	$ 1,708,854	$ (355,628)	-21%
Goal 5. Stakeholder Engagement				
5a. Establish a Stakeholder Engagement Process to Guide Downtown's Future	578,615	521,527	(57,089)	-11%
5b. Create and Engagement Structure that Allows Stakeholders to Inform & Advise	8,400	19,629	11,229	57%
5c. Advance Branding & Marketing Campaigns to Elevate Downtown's Profile	30,796	24,926	(5,870)	-24%
5d. Offer User-Friendly Digital Platforms the Promote Downtown	12,664	51,571	38,907	75%
5e. Enhance Communications to Boost Awareness of HDMD & Downtown Events	86,277	62,867	(23,410)	-37%
5f. Develop Materials & Programs to Welcome New Companies, Employees & Residents	44,201	21,574	(22,628)	-105%
5g. Create Tools to Welcome & Orient New Companies, Employees & Residents	6,320	13,136	6,816	52%
5h. Highlight the People, Businesses & Initiatives in Downtown	42,839	43,147	308	1%
5i. Engage Residents to Strengthen the Downtown Community	81,709	66,047	(15,661)	-24%
Total Goal 5:	$ 891,820	$ 824,423	$ (67,397)	-8%
Total Expenses	$ 32,866,551	$ 17,178,157	$ (15,688,393)	-91%
Depreciation Expense	150,291			
Fund Balance Allocation				
Excess of Revenue over a GAAP basis	$ (15,005,314)			

Houston Downtown Management District
Budget Notes
For the ten months ended October 31, 2026

Revenue Overview

1) Assessment Revenue

Assessments were invoiced in November 2025 under the District's annual billing cycle. As of October 31, 2026, reported assessment collections were 99.6%.

2) Operations Revenue

Operations revenue is $33K (1.8%) above the year-to-date budget. METRO paver replacement work totaling $394K was invoiced in October against a $400K budget. Unbudgeted Main Street Promenade repair reimbursements of $198K and Cotswold fountain reimbursements $66K above budget offset shortfalls in Discovery Green reimbursements ($133K), trash collection revenue ($53K), and Main Street Square fountain reimbursements ($34K), among other items. Part of these shortfalls reflects invoices issued after the month of service.

3) Project Revenue

Project revenue is $3.34M (17.4%) below the year-to-date budget. Capital project reimbursements for Main Street Promenade and Downtown Overlay are $2.47M below budget, reflecting the reported timing of contractor invoices and FTA/TxDOT reimbursement requests. Budgeted DRA reimbursement of $666K for safe and clean personnel is no longer expected because DRA will reimburse only eligible maintenance costs. Other shortfalls include Allen Parkway reimbursements ($77K), sponsorships ($75K), and Market Square Park rent, utilities, and events ($60K), partly offset by other project revenue. The park revenue shortfall partly reflects Petit Lucie's delayed opening.

4) Interest Income

Interest income totals $235K, which is $237K (50.2%) below the year-to-date budget of $471K. Delayed federal grant reimbursements have reduced cash available to earn interest.

Operating Budget

Expenses

Goal 1 – Champion Major Projects, Initiatives, and Investments that Improve Downtown

Expenses total $907K, which is $69K (7.1%) below the year-to-date budget. The largest favorable variances are storefront and streetscape activation ($38K) and transit initiatives ($39K), partly offset by collaborative planning costs $14K above budget. Initiatives include NHHIP parks and open-space planning, pedestrian connections, Fort Bend Park & Ride support, and METRO platform and bus stop maintenance.

Goal 2 – Enhance and Maintain a Comfortable, Welcoming, and Well-Managed Public Realm

Expenses total $10.89M, which is $1.12M (9.3%) below the year-to-date budget. Favorable variances include cleanliness and appearance ($306K), trees, planters, and green spaces ($265K), homelessness services ($212K), public safety collaboration ($209K), and wayfinding ($98K). The variance primarily reflects the timing of program activities, park capital expenditures, and Block by Block billings.

Goal 3 - Drive Vibrancy Through Improved Street-Level Connectivity, Walkability, and Inclusive Programming

Expenses total $18.11M, which is $3.81M (17.4%) below the year-to-date budget. Main Street Promenade and Downtown Overlay construction are $2.47M below budget, primarily in Downtown Overlay ($2.29M). Event programming is $1.01M below budget, including holiday logistics and installation ($739K) and holiday promotions ($119K). Sidewalk and hardscape work accounts for another $191K, pedestrian lighting $61K, and public art $45K. Much of the variance reflects the timing of construction and programming.

Goal 4 – Foster a Vital and Thriving Economy Through Business Growth and Residential Expansion

Expenses total $2.06M, which is $149K (6.7%) below the year-to-date budget. Favorable variances include marketing for new attractions ($111K), office tenant retention and recruitment ($57K), and other economic development initiatives. Storefront marketing and incentives are $107K over budget overall: DLI grant payments are $385K over budget, partly offset by Thrive awards $185K below budget, Al Fresco grants $39K below budget, and other costs. Grant payment timing therefore has offsetting effects within this goal.

Goal 5 – Develop a Hivemind of Intelligence and Goodwill Through Stakeholder Engagement

insurance costs are $11K below budget, partly offset by general administrative expenses $79K above budget. Other favorable variances include welcome materials and program staffing ($20K), digital platforms ($16K), Field Guides ($12K), and stakeholder communications ($11K).

Houston Downtown Management District

October 2026 Check register

Date	Vendor	Check No.	Amount
10/1/2026	VEN-01054--Anaafi Brown Sakyi-Addo Jr		300.00
10/1/2026	VEN-00404--AT&T		3,193.80
10/1/2026	VEN-00016--Bartlett Tree Experts		2,781.00
10/1/2026	VEN-01119--Bianca Smith		200.00
10/1/2026	VEN-00321--Block by Block		628,391.34
10/1/2026	VEN-01111--Branden Fowler		200.00
10/1/2026	VEN-00525--Brandon Kpotie		1,040.00
10/1/2026	VEN-00410--CASSANDRA HOEPRICH		807.20
10/1/2026	VEN-00503--Challenge Entertainment		225.00
10/1/2026	VEN-00526--Charles Franklin		1,040.00
10/1/2026	VEN-00519--David Russell		520.00
10/1/2026	VEN-00606--ECO-COUNTER CORP		4,750.00
10/1/2026	VEN-00446--GB Tech		851.00
10/1/2026	VEN-01069--Greenberg Trauring, LLP*		2,997.50
10/1/2026	VEN-00082--Hardy & Hardy		4,950.00
10/1/2026	VEN-00083--Harris County Treasurer		11,283.00
10/1/2026	VEN-00090--Houston Civic Events, Inc. Freedom Over Texas		15,000.00
10/1/2026	VEN-00532--Ivan Sosa-Castillo		520.00
10/1/2026	VEN-00527--Jacob Pena		520.00
10/1/2026	VEN-00109--Jacque Gonzalez-Garcia		808.06
10/1/2026	VEN-00520--Jennifer Kennedy		726.00
10/1/2026	VEN-01116--Jesse Ramos		260.00
10/1/2026	VEN-00595--Joe O'Neal		780.00
10/1/2026	VEN-00119--Johnson Controls Security Solutions		730.87
10/1/2026	VEN-00447--Jordan Dunn-Ridgill		3,643.00
10/1/2026	VEN-00523--Marcus Labbe		260.00
10/1/2026	VEN-01060--Miguel Angel Veloz - Aruba		600.00
10/1/2026	VEN-00529--Moises Alfaro		1,300.00
10/1/2026	VEN-00604--Nancy Jones		780.00
10/1/2026	VEN-00179--Orkin		222.82
10/1/2026	VEN-00185--Pfeiffer & Son, LTD.		16,010.72
10/1/2026	VEN-00200--Raffle Parking Company		900.00
10/1/2026	VEN-00831--Republic EV		533.93
10/1/2026	VEN-00831--Republic EV		770.97
10/1/2026	VEN-00220--SEARCH Homeless Services		22,455.46
10/1/2026	VEN-01050--Skyler Scholtes		400.00
10/1/2026	VEN-00244--SWA Group*		6,932.68
10/1/2026	VEN-00563--TEXAS PRIDE DISPOSAL		2,529.85
10/1/2026	VEN-00283--Universal Plumbing Supply		95.92
10/1/2026	VEN-00963--Yellowstone Landscape		6,610.20
10/6/2026	VEN-01123--Aldo Gonzalez		552.50

Houston Downtown Management District

October 2026 Check register

Date	Vendor	Check No.	Amount
10/6/2026	VEN-01124--Andrea Dorantes		552.50
10/6/2026	VEN-00530--Antoine Holmes		780.00
10/6/2026	VEN-00324--Associated Landscape Services LLC		10,226.57
10/6/2026	VEN-00354--BERNARD SIMIEN		912.50
10/6/2026	VEN-01111--Branden Fowler		200.00
10/6/2026	VEN-00525--Brandon Kpotie		780.00
10/6/2026	VEN-00503--Challenge Entertainment		250.00
10/6/2026	VEN-00526--Charles Franklin		780.00
10/6/2026	VEN-00569--Christina LaFour		260.00
10/6/2026	VEN-00322--Color Specialist Landscaping, Inc		24,526.95
10/6/2026	VEN-00519--David Russell		260.00
10/6/2026	VEN-00327--DirecTV		119.98
10/6/2026	VEN-00974--Eric Davis		552.50
10/6/2026	VEN-00323--Gulf Coast Pavers, Inc		14,466.50
10/6/2026	VEN-00081--Hamilton Plumbing Services		195.00
10/6/2026	VEN-00094--Houston Police Foundation		5,000.00
10/6/2026	VEN-01072--ITP Consulting		8,402.54
10/6/2026	VEN-00532--Ivan Sosa-Castillo		520.00
10/6/2026	VEN-00527--Jacob Pena		260.00
10/6/2026	VEN-00520--Jennifer Kennedy		724.00
10/6/2026	VEN-01116--Jesse Ramos		520.00
10/6/2026	VEN-01027--Joshua Garcia Esparza		780.00
10/6/2026	VEN-01125--Joshua Sheen		552.50
10/6/2026	VEN-00146--Lincoln Colwell		1,840.00
10/6/2026	VEN-01068--Marcus Anderson*		552.50
10/6/2026	VEN-00523--Marcus Labbe		260.00
10/6/2026	VEN-00529--Moises Alfaro		1,560.00
10/6/2026	VEN-00170--Moonstar Cinema Services		735.30
10/6/2026	VEN-00174--Neon Electric Corporation		59,605.00
10/6/2026	VEN-01055--Ricardo Rodriguez-Arroyo		300.00
10/6/2026	VEN-01078--Roxanne Garza		552.50
10/6/2026	VEN-00217--Sabrina Naulings		552.50
10/6/2026	VEN-00245--Swank Motion Pictures		785.00
10/6/2026	VEN-01126--Terracon Consultants, Inc.		2,160.00
10/6/2026	VEN-00418--TEXAS SALSA CONGRESS		5,900.00
10/6/2026	VEN-00260--The Harris Center For Mental Health and IDD		22,541.67
10/6/2026	VEN-00504--Today's Landscape		25,347.65
10/6/2026	VEN-00271--Touch Agree Property		2,598.40
10/6/2026	VEN-01051--Trevion Jenkins		171.65
10/6/2026	VEN-00279--TXU Energy		532.21
10/6/2026	VEN-00290--Verizon Wireless		705.59

Houston Downtown Management District

October 2026 Check register

Date	Vendor	Check No.	Amount
10/6/2026	VEN-00754--Viking Fence Co.		391.13
10/6/2026	VEN-00754--Viking Fence Co.		391.13
10/6/2026	VEN-01087--Zachary Hernandez		200.00
10/8/2026	VEN-01134--Alma Adkins	36303	480.18
10/8/2026	VEN-01129--Flying Saucer Draught Emporium	36301	12,107.02
10/8/2026	VEN-01129--Flying Saucer Draught Emporium	36300	10,000.00
10/8/2026	VEN-01130--La Calle Tacos & Cantina	36302	50,000.00
10/8/2026	VEN-00495--Linebarger Goggan Blair & Sampson, LLP	36304	1,226.72
10/8/2026	VEN-00548--STAR OWNER LLC	36305	11,499.46
10/8/2026	VEN-00289--UTS, LLC	36306	4,065.88
10/9/2026	VEN-01135--Meanwhile Developments LTD		44,906.75
10/12/2026	VEN-00626--Camden Property Trust	36308	351,666.00
10/12/2026	VEN-00032--Central Houston, Inc	36307	300,622.44
10/12/2026	VEN-00617--CPI/MARQ Catalyst Owner, LP	36309	473,875.00
10/13/2026	VEN-00530--Antoine Holmes		780.00
10/13/2026	VEN-00016--Bartlett Tree Experts		9,358.00
10/13/2026	VEN-00354--BERNARD SIMIEN		260.00
10/13/2026	VEN-00525--Brandon Kpotie		1,560.00
10/13/2026	VEN-00526--Charles Franklin		1,560.00
10/13/2026	VEN-00569--Christina LaFour		260.00
10/13/2026	VEN-00322--Color Specialist Landscaping, Inc		11,925.35
10/13/2026	VEN-00374--CoStar Realty Information, Inc.		3,539.86
10/13/2026	VEN-00044--Crest Printing		84.00
10/13/2026	VEN-00519--David Russell		520.00
10/13/2026	VEN-01132--Economic Leadership		13,286.34
10/13/2026	VEN-00082--Hardy & Hardy		8,500.00
10/13/2026	VEN-00102--Incontrol Construction LLC		19,399.98
10/13/2026	VEN-00532--Ivan Sosa-Castillo		1,040.00
10/13/2026	VEN-00527--Jacob Pena		780.00
10/13/2026	VEN-00520--Jennifer Kennedy		1,396.00
10/13/2026	VEN-01116--Jesse Ramos		780.00
10/13/2026	VEN-00595--Joe O'Neal		1,820.00
10/13/2026	VEN-01027--Joshua Garcia Esparza		520.00
10/13/2026	VEN-00133--Kingwood Alarm LLC		420.00
10/13/2026	VEN-00438--LeAnderay Collins		260.00
10/13/2026	VEN-00147--Lone Star Flags		466.59
10/13/2026	VEN-00523--Marcus Labbe		520.00
10/13/2026	VEN-00529--Moises Alfaro		2,340.00
10/13/2026	VEN-00604--Nancy Jones		260.00
10/13/2026	VEN-00174--Neon Electric Corporation		30,845.00
10/13/2026	VEN-00185--Pfeiffer & Son, LTD.		8,733.57

Houston Downtown Management District

October 2026 Check register

Date	Vendor	Check No.	Amount
10/13/2026	VEN-00192--Power Pest Corp dba Texas Bird Services		8,470.00
10/13/2026	VEN-01055--Ricardo Rodriguez-Arroyo		200.00
10/13/2026	VEN-00219--Seal Security Solutions, LLC		115,892.00
10/13/2026	VEN-00318--STERLING EXPRESS SERVICES		38.25
10/13/2026	VEN-00251--Texas Outhouse		614.41
10/13/2026	VEN-00279--TXU Energy		13,692.92
10/15/2026	VEN-00032--Central Houston, Inc	36310	15,000.00
10/19/2026	VEN-00439--1st Response Medic Services		500.00
10/19/2026	VEN-01054--Anaafi Brown Sakyi-Addo Jr		500.00
10/19/2026	VEN-01058--Anthony Moore - Tony Strings		200.00
10/19/2026	VEN-00404--AT&T		175.27
10/19/2026	VEN-00016--Bartlett Tree Experts		2,800.00
10/19/2026	VEN-01119--Bianca Smith		400.00
10/19/2026	VEN-00497--BIII GStreet LLC		22,067.62
10/19/2026	VEN-01111--Branden Fowler		700.00
10/19/2026	VEN-00425--Centra 417 San Jacinto LLC		3,125.00
10/19/2026	VEN-00331--City Of Houston - HPARD		1,169.54
10/19/2026	VEN-00037--City of Houston-Dept of Public Works		2,702.88
10/19/2026	VEN-00372--Coopwoods Air Conditioning Inc.		1,146.00
10/19/2026	VEN-00784--DOGGETT WAREHOUSE SOLUTION		682.50
10/19/2026	VEN-00081--Hamilton Plumbing Services		315.00
10/19/2026	VEN-00083--Harris County Treasurer		11,283.00
10/19/2026	VEN-00126--Keith Gould		79.06
10/19/2026	VEN-00786--MARLOW VP, LP	36312	200,225.00
10/19/2026	VEN-00786--MARLOW VP, LP	36311	54,465.00
10/19/2026	VEN-01060--Miguel Angel Veloz - Aruba		600.00
10/19/2026	VEN-00604--Nancy Jones		260.00
10/19/2026	VEN-00179--Orkin		222.82
10/19/2026	VEN-00185--Pfeiffer & Son, LTD.		7,829.90
10/19/2026	VEN-01050--Skyler Scholtes		600.00
10/19/2026	VEN-00235--Staples Business Advantage		251.97
10/19/2026	VEN-00245--Swank Motion Pictures		785.00
10/19/2026	VEN-00271--Touch Agree Property		2,598.40
10/19/2026	VEN-00534--Vestis Group, Inc		252.22
10/19/2026	VEN-00299--We 68 LLC		5,414.65
10/21/2026	VEN-01150--Sweetwater Sound, LLC		11,900.00
10/22/2026	VEN-01148--Say Less Entertainment Group LLC	36313	9,966.80
10/23/2026	VEN-00235--Staples Business Advantage		257.36
10/23/2026	VEN-00269--TML Intergovernmental Risk Pool		1,813.00
10/27/2026	VEN-00934--712 Jones Realty LLC		2,668.89
10/27/2026	VEN-00934--712 Jones Realty LLC		889.63

Houston Downtown Management District

October 2026 Check register

Date	Vendor	Check No.	Amount
10/27/2026	VEN-01138--Aaron Day		1,300.00
10/27/2026	VEN-00380--ABC Home & Commercial services		154.42
10/27/2026	VEN-01139--Alan Revilla		780.00
10/27/2026	VEN-01146--Alejandro Cespedes		500.00
10/27/2026	VEN-00530--Antoine Holmes		1,040.00
10/27/2026	VEN-00404--AT&T		2,182.58
10/27/2026	VEN-00615--Big Ass Fans		10,045.80
10/27/2026	VEN-00321--Block by Block		693,119.02
10/27/2026	VEN-00525--Brandon Kpotie		1,300.00
10/27/2026	VEN-00526--Charles Franklin		1,560.00
10/27/2026	VEN-00569--Christina LaFour		520.00
10/27/2026	VEN-00322--Color Specialist Landscaping, Inc		41,127.25
10/27/2026	VEN-00519--David Russell		552.50
10/27/2026	VEN-01140--Eric Gonzales		260.00
10/27/2026	VEN-00446--GB Tech		1,110.00
10/27/2026	VEN-01151--Goodies Soul Kitchen LLC	36314	4,633.00
10/27/2026	VEN-00082--Hardy & Hardy		5,500.00
10/27/2026	VEN-00102--Incontrol Construction LLC		6,867.56
10/27/2026	VEN-00532--Ivan Sosa-Castillo		1,040.00
10/27/2026	VEN-00527--Jacob Pena		520.00
10/27/2026	VEN-00520--Jennifer Kennedy		1,789.25
10/27/2026	VEN-01116--Jesse Ramos		780.00
10/27/2026	VEN-00595--Joe O'Neal		1,300.00
10/27/2026	VEN-01027--Joshua Garcia Esparza		1,300.00
10/27/2026	VEN-01141--Kenneth L Bigger		1,300.00
10/27/2026	VEN-00147--Lone Star Flags		680.00
10/27/2026	VEN-00523--Marcus Labbe		520.00
10/27/2026	VEN-00721--Mario Maldonado		260.00
10/27/2026	VEN-00166--Miner, LTD		4,239.84
10/27/2026	VEN-00529--Moises Alfaro		2,340.00
10/27/2026	VEN-00604--Nancy Jones		260.00
10/27/2026	VEN-00200--Raffle Parking Company		900.00
10/27/2026	VEN-00220--SEARCH Homeless Services		9,272.00
10/27/2026	VEN-00563--TEXAS PRIDE DISPOSAL		2,682.74
10/27/2026	VEN-01051--Trevion Jenkins		150.00
10/27/2026	VEN-00276--Trik Motorsports		5,850.00
10/27/2026	VEN-00281--Uline		265.31
			3,639,196.09

HOUSTON DOWNTOWN MANAGEMENT DISTRICT
INVESTMENT REPORT, AUTHORIZATION AND REVIEW
FOR THE PERIOD JULY 1, 2026 THROUGH SEPTEMBER 30, 2026

FUND	BEGINNING BAL. BOOK VALUE	BEGINNING BAL. MARKET VALUE	GAIN (LOSS) TO MARKET FILE	INTEREST EARNED / ACCRUED THIS PERIOD	NET DEPOSITS OR (WITHDRAWALS)	ENDING BALANCE BOOK VALUE	ENDING BALANCE MARKET VALUE	ENDING BALANCE % OF PORTFOLIO	AVG DAILY YIELD	AVG WAM
HDMD										
OPERATING ACCOUNTS JP MORGAN CHASE										
OPERATING	240,689.65	240,689.65	0.00	12,261.60	453,427.20	706,378.45	706,378.45	38.91%	3.19%	1.00
CAPITAL	856,530.94	856,530.94	0.00	0.00	(750,000.00)	106,530.94	106,530.94	5.87%	N/A	1.00
TOTAL	1,097,220.59	1,097,220.59	0.00	12,261.60	(296,572.80)	812,909.39	812,909.39	44.78%		1.00
POOLED FUNDS - TEXPOOL										
OPERATING	4,455,475.44	4,455,475.44	0.00	16,494.97	(4,300,000.00)	171,970.41	171,970.41	9.47%	4.01%	46.00
CAPITAL	75,461.80	75,461.80	0.00	5,109.48	750,000.00	830,571.28	830,571.28	45.75%	4.01%	46.00
TOTAL	4,530,937.24	4,530,937.24	0.00	21,604.45	(3,550,000.00)	1,002,541.69	1,002,541.69	55.22%		
TOTAL HDMD	5,628,157.83	5,628,157.83	0.00	33,866.05	(3,846,572.80)	1,815,451.08	1,815,451.08	100.00%		

COMPLIANCE STATEMENT

****** THE INVESTMENTS (REPORTED ON ABOVE) FOR THE PERIOD ARE, TO THE BEST OF OUR KNOWLEDGE, IN COMPLIANCE WITH THE INVESTMENT STRATEGY EXPRESSED IN THE DISTRICT'S INVESTMENT POLICY AND THE PUBLIC FUNDS INVESTMENT ACT.**

REVIEW

****** THIS REPORT AND THE DISTRICT'S INVESTMENT POLICY ARE SUBMITTED TO THE BOARD FOR ITS REVIEW AND TO MAKE ANY CHANGES THERETO AS DETERMINED BY THE BOARD TO BE NECESSARY AND PRUDENT FOR THE MANAGEMENT OF THE DISTRICT FUNDS.**

SIGNATURE

RICHARD TORRES	ROBBIE JONES	LESLIE ASHBY	KRIS LARSON
TREASURER	VICE CHAIR	CHAIRMAN	PRESIDENT - CEO

AGENDA ITEM Set 2027 District Board Meeting Dates

REQUEST Review and approve the District's proposed 2027 Board meeting dates.

DESCRIPTION Each Fall, the District Board is presented with a set of proposed meeting dates for the upcoming year for review and consideration. This provides opportunity for Directors' scheduling, as well as assists with complying with Section 3E of the District's Governance Section, as outlined in the Administrative Policies & Procedures Manual.

District Board meetings are typically held on the second Thursday of each month, with the proposed exceptions in 2027 for the months of:

- January *(cancelling to accommodate annual staff retreat)*
- March *(moved to third Thursday to accommodate spring break schedules)*
- April *(moved to third Thursday to keep 4 week cadence in between meetings)*
- July *(designated as a non-meeting month)*

The proposed 2027 Board meeting dates are as follows:

January *(no meeting)*	July *(no meeting)*
February 11	August 12
March 18	September 9
April 15	October 14
May 13	November 11
June 10	December 9

All meetings are scheduled to be held from 12:00 - 1:30 p.m. at the District's offices located at 1221 McKinney Street, Suite 4250, Houston, Texas 77010; inside the H-Town Conference Room, unless otherwise stated.

ACTION ITEM Call for a motion to accept and approve the District's proposed 2027 Board meeting dates.

CONTACTS Kris Larson – President/CEO
Allen Douglas – COO
Jamie Perkins - Assistant Secretary & Records Management Officer

Staff Acknowledgements

MEMORANDUM
November 12, 2026

To: Board of Directors
Houston Downtown Management District

From: Kristopher Larson, AICP, LPM

Re: 2027 Budget Assumptions

Revenue

The District held a public hearing on September 30, 2025, to receive testimony on the details and benefits of the 2026–2035 Service and Improvement Plan. The Board of Directors adopted the Plan on November 13, 2025. The Plan projects total spending of $201 million over ten years without escalation, or $253 million with a maximum annual escalation of 5%. The District also revised its assessment methodology to measure property values annually, using 2024 HCAD certified values as the base year.

In subsequent years, assessments will be calculated using increases in the certified HCAD values of land and improvements. The value used to calculate an assessment will not fall below the base year value unless HCAD's assessed valuation falls below that amount. The Board of Directors will set the annual assessment rate, subject to the established maximum rate cap.

Process

The 2027 budget follows the five goals of the 2026–2035 Service and Improvement Plan and remains similar in scope to the 2026 adopted budget. The draft maintains the assessment rate of 16.95 cents per $100 of assessed value. No additional funding is needed to cover potential valuation adjustments resulting from property protests and litigation. Based on these assumptions, assessment revenue for 2027 is projected at $19.6 million.

The $3.5 million reserve established in 2025 has reduced the financial impact of properties in litigation. For tax year 2026, approximately $11.358 billion in property value settled at approximately $9.340 billion, reflecting a 17.8% loss in value. Another $363 million in property value remains unresolved.

The current reserve of $834,000 is available to cover additional valuation losses, projected at $64 million, or $109,000 in lost revenue. The assessment methodology adopted under the 2026–2035 Plan will continue to reduce annual volatility and improve predictability related to property value protests.

In addition to assessment revenue, the District anticipates approximately $3.977 million in partner funding and reimbursements. This includes $230,600 from the trash subscription program, $332,000 from METRO for bus shelter cleaning, and $300,000 from METRO for rail platform cleaning.

Fountain maintenance reimbursements include $70,000 for Main Street and $150,000 from Houston First for the Cotswold Fountains. The District also expects $101,000 in rent and utility reimbursements from Tout Suite at Trebly Park and $98,000 from Petite Lucie at Market Square Park. Discovery Green will reimburse $447,000 for S.E.A.L. Security services and $115,000 for safety guides. Additional reimbursements include $21,000 for utilities at 1313 Main and $13,000 from Buffalo Bayou Park for irrigation.

The Downtown Redevelopment Authority will reimburse $150,000 for Allen Parkway maintenance, $75,000 for Main Street Promenade, $45,000 for Tranquillity Park, and $29,350 for grant support. The District will also receive $180,000 through its pilot partnership with Midtown to provide Clean Team Ambassadors and Safety Guides.

Other income includes $20,000 from third-party activations and $20,000 in sponsorships. Federal grant reimbursements total $1.5 million, including $1.4 million for the Downtown Overlay Project and $98,000 from the EDA grant for Warehouse District infrastructure improvements. Interest income is projected at $625,000.

The District will use $2.218 million from carryover fund balance to balance the 2027 budget. Total projected revenue and fund balance utilization is $26.4 million, based on a total property valuation of $11.5 billion.

The 2027 budget represents the second year of the Service and Improvement Plan and reflects priorities established through extensive stakeholder engagement. On October 8, 2026, the District held a Board work session to review strategic priorities and gather feedback, which is reflected in the current proposal.

Expenditures

Highlights of the 2027 budget include:

GOAL 1: CHAMPION DOWNTOWN

Planning and Design

Planning and Design will continue working with TxDOT on the NHHIP civic opportunities project, with $50,000 budgeted for 2027. Other priorities include $98,000 for architectural and engineering design addressing flood mitigation in the Warehouse District, and $150,000 for a transportation study. The transportation study will examine downtown's parking supply, cost, utilization, and perceptions to inform tenant retention, retail strategy, and infrastructure decisions.

Operations will continue its partnership with METRO, providing power washing for bus stops and the rail line at a budgeted cost of $282,000. METRO will reimburse the District $632,000 to help offset these costs.

GOAL 2: ENHANCE

Public Safety

Public safety remains a top priority, with $7.4 million budgeted for 2027 to maintain a visible, proactive presence throughout downtown and Discovery Green. The program includes 34 safety guides and supervisory staff to meet deployment needs. The guide program totals $3.1 million, including an additional $112,000 for Tranquillity Park. The service contract was competitively bid in 2025 and awarded to Block by Block.

The District will continue its off-duty Houston Police Department (HPD) program, funding 3.8 full-time equivalent positions to provide 21 staff hours of coverage per day, seven days a week.

The District also contracts with S.E.A.L. Security to supplement HPD coverage, particularly during late-night hours. The contract provides two officers and a patrol car across five rotating shifts, ensuring coverage 24 hours a day, seven days a week. Dedicated walking patrols on Main Street, at Discovery Green, and in the Historic District provide additional visibility and support.

Security services are budgeted at $2.4 million. Discovery Green will reimburse a total of $562,000 for security services and Public Safety Guide coverage.

Homelessness

The District contracts with SEARCH for an Outreach Coordinator, Peer Specialist, and Case Manager dedicated to downtown. Its partnership with the Harris Center provides a Mental Health Case Manager who connects individuals with mental health resources. The Harris Center team works with a Certified Mental Health Law Enforcement Officer to strengthen outreach and response efforts.

The coordinated case management approach between the Harris Center and SEARCH has proven effective. SEARCH also conducts nighttime outreach to engage individuals who are more mobile or difficult to locate during the day.

The combined 2027 cost for SEARCH, the Harris Center, and the accompanying sheriff is $669,118. The District will also continue funding the Quality-of-Life Response Team, which consists of eight Ambassadors, at $550,000.

In 2023, the District established the Downtown Public Safety Office across from the Beacon, which provides daytime services to individuals experiencing homelessness. The office houses staff from the Harris Center, the Sheriff's Office, and the Quality-of-Life Team. It also provides additional oversight and serves as a resource hub, including "hot coffee" for HPD. The surrounding area has experienced measurable safety improvements since the office opened.

Homeless Initiatives are budgeted at $1.3 million for 2027, including $54,500 for rent and utilities at the Downtown Public Safety Office.

Street Team

The Street Team program includes cleaning associates, an operations manager, a full-time maintenance technician, a dispatcher, a training coordinator, a supervisor, and team leaders. Street Teams and equipment, contracted through Block by Block, are budgeted at $3.3 million.

An additional $469,661 is allocated for trash collection personnel who handle encampment cleanups, trash receptacle tipping, and bag disposal. These costs are partially offset by $230,600 in curbside trash program revenue.

Landscaping, Tree Maintenance, and Water

The District maintains approximately 2,000 downtown trees, along with extensive ground cover, shrubbery, and fence lines. Landscaping, tree maintenance, and water are budgeted at $947,924 for 2027, an increase of $93,924 from 2026. Contractor and supply costs total $140,000, up $6,000. Water costs increase by $10,000 to $265,000, and irrigation maintenance and repair increase by $10,000 to $275,000.

Floral displays along Main Street, Dallas Street, Bagby Street, Crawford Island, and in the McKinney/Lamar pots are updated three times a year, with supplemental plantings as needed. Floral maintenance is budgeted at $500,000, a $24,000 decrease from 2026. Plantings at Market Square Park, Main Street Square, and Trebly Park are included in those locations' maintenance budgets.

Operations Center Facility

The District entered into a 15-year lease for the Operations Center at 1313 Main in 2018, expanding its operational space to 12,500 square feet. A nearby warehouse provides additional equipment and material storage. Facility costs for 2027 include $446,000 for rent and utilities and $55,560 for other operating expenses.

Graffiti Removal

The District removes thousands of stickers and graffiti markings each year to reduce visual blight in downtown public spaces. Graffiti removal is budgeted at $50,000 for 2027.

Emergency Planning

The 2026 budget also includes $3,000 for emergency preparedness and stakeholder communications related to hurricane preparedness and other potential emergencies.

Maintenance

Market Square Park

Market Square Park maintenance is budgeted at $353,000 for 2027. This includes park attendants, landscaping and floral care, general maintenance, supplies, and kiosk repairs and utilities. Petite Lucie opened in 2026, and a new play area will soon be installed. Petite Lucie will reimburse the District $98,000 for rent and utilities.

Main Street Square and Promenade

Maintenance for Main Street Square and Main Street Promenade totals $984,000, including park attendants, landscaping, supplies, and general upkeep. Promenade attendant positions are budgeted at $328,000. Reimbursements include $70,000 from surrounding properties for fountain maintenance and $75,000 from the Downtown Redevelopment Authority for Promenade maintenance.

Other Parks and Fountains

Trebly Park maintenance is budgeted at $340,271, partially offset by $101,000 in rent and utility reimbursements from Tout Suite. Cotswold fountains maintenance is budgeted at $162,000 and will be fully reimbursed by Houston First.

Wayfinding System

The District maintains 64 vehicular and 109 pedestrian wayfinding signs under a maintenance agreement. The budget includes $60,000 for general upkeep and $25,000 for vehicular wayfinding light replacement.

Additional Maintenance

Pole and pot maintenance is budgeted at $30,000. Allen Parkway maintenance is budgeted at $150,000 and will be fully reimbursed by the Downtown Redevelopment Authority.

GOAL 3: CONNECT

Infrastructure Projects

The Downtown Overlay Project came in under budget in 2026, leaving $1,442,000 available for additional downtown street repairs in 2027. These costs will be fully reimbursed by TxDOT.

Street Lighting

Lighting enhancements are budgeted at $318,086 for 2027. This includes the annual payment to the City of Houston for upgraded light levels, electrical maintenance, and monthly utility costs for lighting amenities.

Paver Repairs

The budget includes $300,000 to maintain, repair, and replace pavers installed through downtown improvement projects or affected by Public Works utility repairs. The paver repair contract was awarded to Gulf Coast Pavers in 2021. An additional $225,000 is budgeted for sidewalk repairs to reduce slip-and-fall hazards and improve walkability.

Events Strategy

Holiday décor is budgeted at $625,000 for 2027, a $275,000 decrease from 2026. Decorations will include LED trees, twinkling lights, Sweet Spots, pole décor throughout downtown, and installations at Market Square Park, Trebly Park, and Tranquillity Park. Collaborative and holiday programming totals $330,000.

Park programming includes $125,000 each for Main Street Promenade and Market Square Park, $100,000 for Trebly Park, and $20,000 for Tranquillity Park. The budget also includes $95,000 for seasonal banners, $30,000 for event marketing, and $20,000 for event sponsorships

GOAL 4: THRIVE

Economic Development and Marketing is budgeted at $3.3 million for 2027. Key allocations include $24,000 for quarterly Economic Development Reports and ad hoc downtown data, $10,000 for regional collaboration with the Greater Houston Partnership, $50,000 for office tenant retention and recruitment, $115,000 for reference materials and research sources, and $48,920 for residential programming.

Storefront grant programs include $475,000 for Thrive Grants, $5,000 for Vinyl Storefronts, and $100,000 for Al Fresco Grants. The District also forecasts $1.3 million in Downtown Living Initiative grant payments.

The marketing plan focuses on promoting downtown's appeal and attracting diverse audiences from across the region. Budgeted costs include $27,300 for subscriptions and graphic design support, $75,000 for photography and video, $133,242 for media and advertising, and $21,697 for promotional materials. The total marketing budget is $523,920.

GOAL 5: ENGAGE

Marketing and Communications

The District will allocate $217,468 to marketing and communications initiatives that promote downtown. This includes $50,000 for public relations, $62,468 for digital outreach through e-blasts, the web portal, and social media, and $65,000 for an updated Field Guide and CRM and Monday.com consulting support.

District Governance and Administration

District governance and administration includes assessment collection, legal services, accounting and auditing, administrative contractor fees, insurance, the District website, and administrative personnel. New allocations in 2027 support staffing for the District's fund development program and compliance guidance. The total budget is $1,322,884, with staffing costs representing approximately 2.7% of total expenditures.

Total Expenditures and Funding Overview

Total expenditures for 2027 are budgeted at $26.4 million, a decrease of $16.7 million from the 2026 budget. The decrease primarily reflects completion of the Main Street Promenade and Downtown Overlay projects, which accounted for approximately $16 million in costs.

These savings are partially offset by $722,000 in increased staffing costs associated with three new positions: Public Safety Manager, Events Marketing Specialist, and Director of Development.

Net of partner funding, total project-related expenses are $22.4 million. The District will continue seeking federal grants, corporate sponsorships, and partnerships with Discovery Green, METRO, Houston First, and other community stakeholders.

OUTLOOK

The 2027 expenditure budget reflects an ambitious outlook, supported by continued growth in the downtown workforce, business travel, and visits to restaurants, cultural venues, sports, and entertainment facilities. The budget advances the District's strategic objectives while maintaining a strong financial position and flexibility to respond to changing conditions and emerging priorities.

Houston Downtown Management District

DRAFT 2027 Operating Budget Summary

	2026 Budget	2026 Projected	2027 Budget	2027 Budget vs. 2026 Projected	2027 Budget vs. 2026 Budget
Revenues					
Assessment revenue	$18,391,688	$19,598,924	$19,598,924	$0	$1,207,236
Federal grant reimbursements	$18,000,000	$15,966,230	$1,540,257	($14,425,973)	($16,459,743)
Total other revenue	$3,487,673	$2,413,348	$2,436,950	$23,602	($1,050,723)
Interest	$514,429	$240,583	$625,000	$384,417	$110,571
Utilization of Surplus Fund Balance	$2,688,790	$1,617,570	$2,218,314	$600,744	($470,476)
Total Funds Available	**$43,082,580**	**$39,836,655**	**$26,419,444**	($13,417,211)	($16,663,135)
Expenses					
Goal 1. Champion					
1a. Cultivate relations across sectors to drive catalytic opportunities	$0	$0	$0	$0	$0
1b. Design parks and open spaces made possible by NHHIP	$176,714	$176,714	$126,356	($50,358)	($50,358)
1c. Plan collaboratively for evolving edges, connections & major attractions	$35,578	$35,578	$184,502	$148,924	$148,925
1d. Excel in hosting major sporting and championship events	$62,660	$62,660	$52,130	($10,530)	($10,529)
1e. Explore opportunites to manage and mitigate effects of climate change	$400,000	$361,640	$0	($361,640)	($400,000)
1f. Champion safe, connected transit and non-motorized options	$457,347	$448,942	$471,567	$22,625	$14,220
Total Goal 1:	**$1,132,298**	**$1,085,534**	**$834,556**	($250,978)	($297,743)
Goal 2. Enhance					
2a. Maintain and enhance Downtown's cleanliness & appearance	$6,838,392	$6,694,454	$7,373,025	$678,571	$534,632
2b. Grow and enhance Downtown's trees, planters, and green spaces	$1,452,861	$1,410,695	$1,467,820	$57,125	$14,959
2c. Enhance wayfinding to guide visitors and connect them to key destinations	$328,654	$241,584	$123,583	($118,001)	($205,072)
2d. Deploy ambassador teams to enhance visitor experience and public safety	$2,778,698	$2,865,708	$3,113,616	$247,908	$334,917
2e. Expand collaboration and apply proven strategies to keep Downtown safe	$2,106,911	$2,041,767	$2,470,042	$428,275	$363,131
2f. Shape perceptions and narratives to strengthen Downtown's reputation	$54,544	$54,544	$30,753	($23,791)	($23,791)
2g. Address the needs of people experiencing homelessness	$1,285,550	$1,183,809	$1,301,106	$117,297	$15,556
2h. Prepare for and respond to emergencies	$79,090	$78,717	$98,516	$19,799	$19,427
Total Goal 2:	**$14,924,700**	**$14,571,278**	**$15,978,460**	$1,407,182	$1,053,760
Goal 3. Connect					
3a. Plan and build public infrastructure that promotes safety and equity	$38,340	$38,340	$51,427	$13,087	$13,087
3b. Collaborate with partners to connect people to Downtown destinations	$36,601	$36,601	$25,414	($11,187)	($11,188)
3c. Work with property owners to beautify corridors and improve connectivity	$60,377	$60,377	$53,254	($7,123)	($7,123)
3d. Facilitate pop-ups and activations to enliven the public realm	$0		$0	$0	$0
3e. Focus public realm investments on key corridors that enhance connectivity	$18,032,856	$15,999,086	$1,459,562	($14,539,524)	($16,573,294)
3f. Use public art and placemaking to improve walkability in areas lacking storef	$100,000		$0	$0	($100,000)
3g. Prioritize pedestrian lighting on key corridors and near residences	$355,830	$362,298	$318,086	($44,212)	($37,744)
3h. Support Downtown accesssibility by maintaining sidewalks and other hards	$798,661	$763,630	$568,242	($195,388)	($230,419)
3i. Implement an events strategy that engages diverse audiences and activates k	$2,950,478	$2,448,188	$2,041,876	($406,313)	($908,602)
3j. Leverage partners to bring high-impact experiences to Downtown	$10,000	$7,941	$10,000	$2,059	$0
3k. Create programs and strategies to connect employers and residents with Do	$10,000		$0	$0	($10,000)
Total Goal 3:	**$22,393,143**	**$19,716,461**	**$4,527,860**	($15,188,601)	($17,865,282)
Goal 4. Thrive					
4a. Promote Downtown as the region's hub for business, entertainment, and cul	$72,738	$72,738	$105,618	$32,880	$32,880
4b. Partner with local agencies to elevate Downtown Houston's national image a	$20,000	$10,000	$10,000	$0	($10,000)
4c. Partner to shape Downtown's economic vision and strategy	$24,000	$11,854	$24,000	$12,146	$0
4d. Promote Downtown as a desirable, livable neighborhood	$106,023	$86,024	$136,301	$50,277	$30,277
4e. Support retention and recruitment of Downtown office tenants	$100,000	$58,655	$50,000	($8,655)	($50,000)
4f. Foster a strong storefront economy by targeting recruitment for key corridors	$0	$0	$0	$0	$0
4g. Create targeted marketing and incentives to improve storefronts and attract	$1,918,349	$1,937,719	$2,099,533	$161,814	$181,184
4h. Promote new attractions that expand Downtown's offerings	$506,706	$441,006	$523,920	$82,914	$17,214
4i. Serve as the leading source for Downtown market intelligence	$11,542	$11,542	$0	($11,542)	($11,542)
4j. Expand data and reporting to deliver deeper insights to stakeholders and pro	$267,936	$261,209	$311,145	$49,936	$43,210
Total Goal 4:	**$3,027,293**	**$2,890,747**	**$3,260,517**	$369,770	$233,224
Goal 5. Engagement					
5a. Establish a stakeholder engagement process to inform decisions and guide D	$1,148,758	$1,124,757	$1,322,884	$198,127	$174,126
5b. Create an engagement structure that allows stakeholders to inform and advis	$21,750	$31,145	$25,000	($6,145)	$3,250
5c. Advance branding and marketing campaigns to elevate Downtown's profile	$40,000	$39,796	$50,000	$10,204	$10,000
5d. Offer user-friendly digital platforms that promote Downtown	$31,000	$24,324	$62,468	$38,144	$31,468
5e. Enhance communications to boost awareness of HDMD, Downtown's vitality	$115,135	$108,789	$79,504	($29,285)	($35,631)
5f. Develop materials and programs to welcome new companies, employees, an	$76,539	$76,539	$76,791	$252	$252
5g. Create tools to welcome and orient new companies, employees, and resident	$18,000	$13,320	$65,000	$51,680	$47,000
5h. Highlight the people, businesses, and initiatives shaping a vibrant, inclusive	$53,564	$53,564	$20,261	($33,303)	($33,303)
5i. Engage residents to strengthen Downtown community	$100,401	$100,401	$116,145	$15,744	$15,744
Total Goal 5:	**$1,605,146**	**$1,572,635**	**$1,818,052**	$245,417	$212,905
Total Expense	**$43,082,580**	**$39,836,655**	**$26,419,444**	**($13,417,211)**	**($16,663,135)**
Revenue in Excess (Deficit) Expense	**$0**	**$0**	**$0**	$0	$0

Houston Downtown Management District

DRAFT 2027 Operating Budget Summary

Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Revenue: Partner Funding	Net Expense
Goal 1. Champion	**$580,000**	2.2%	**$254,556**	1.0%	**$834,556**	**$759,350**	**$75,206**
1a. Cultivate relationships with leaders across sectors to enable HDMD to drive catalytic oppportunities	0	0.0%	0	0.0%	0		0
Expenses - Service Plan Renewal	0						
1b. Design Parks and Open Spaces made possible by NHHIP	50,000	0.2%	76,356	0.3%	126,356		126,356
Planning Consultants & Expenses NHHIP	50,000						
1c. Plan collaboratively for Downtown's evolving edges, connections and major attractions	98,000	0.4%	86,502	0.3%	184,502	127,350	57,152
Cool + Connected Corridor Place Identity Feasibility Study	0						
Architectural and Engineering Design - Warehouse District	98,000					127,350	
1d. Excel in hosting major sporting and championship events	0	0.0%	52,130	0.2%	52,130		52,130
Collaborate in hosting major national & international events	0						
1e. Explore opportunities to manage and mitigates of climate change	0	0.0%	0	0.0%	0	0	0
Planning Consultants & Expenses - Cooling Structures and Landscaping Implementation Study	0						
1f. Champion safe, connected transit and non-motorized options	432,000	1.6%	39,567	0.1%	471,567	632,000	(160,433)
METRO Pressure Washing	282,000					632,000	
Planning Consultants & Expenses - Transportation	150,000						
Goal 2. Enhance	**$14,536,611**	55.0%	**$1,441,849**	5.5%	**$15,978,460**	**$1,695,600**	**$14,282,860**
2a. Maintain and enhance Downtown's cleanliness & appearance	6,612,593	25.0%	760,432	2.9%	7,373,025	1,120,600	6,252,425
Capital Replacement	250,000						
Port O Can Cleaning	15,000						
Sidewalks & Bus Stops - Street Teams	2,690,000					180,000	
Pressure Washing	124,751						
Equipment -Street Teams	360,000						
Bird Abatement	72,000						
Trash collection bags	48,000						
Trash collection contract management	25,000						
Recycling program	30,000						
Rat abatement	0						
Trash collection personnel	469,661					230,600	
Garbage Truck Insurance	1,600						
Operations Center - Rent 1313 Main	271,000						
Warehouse Storage - Rent & Utilities	75,000						
Operations Center - Utilities	55,000					21,000	
Operations Center - Vehicle Parking	11,000						
Operations Center - Telecom	19,000						
Operations Center - Leasehold Improvements	15,000						
Street Teams - Vehicles & Equipment	54,000						
Insurance - Vehicles & Equipment	1,560						
Graffiti Abatement	50,000						
Cotswold Fountain Maintenance	117,000					150,000	
Cotswold Fountain Repairs	45,000						
Fountain Supplies	60,000						
Fountain Maintenance	117,000					70,000	
Fountain Electricity	12,000						
Fountain Plantings	55,000					75,000	
Main Street Square Attendant	164,004						
Main Street Promenade Attendant	328,009						
Main Street Square Fountain Refurbishment	0						
Market Square Park Accent Plants & Landscape Contractor	58,000						
Market Square Park Repairs, Supplies & Misc.	45,000						
Market Square Park Kiosk - Utilities	18,000					98,000	
Market Square Park Accent Plants - Contractor & Materials	38,000						
Market Square Park Attendant	164,004						
Trebly Park Plants & Landscape Contractor	33,000						
TreblyPark Repairs, Supplies & Misc.	40,000						
Trebly Park - Utilities	45,000					101,000	
Trebly Accent Plants - Contractor & Materials	28,000						
Trebly Park Attendant	164,004						
Tranquillity Park Accent Plants & Landscape Contractor	45,000					45,000	
Tranquillity Park Attendant	109,000						
Expenses - Operations	50,000						
Banners	60,000						
Maintenance - Pole & Pot Maintenance	30,000						
Allen Parkway Maintenance	150,000					150,000	
2b. Grow and enhance Downtown's trees, planter, and green spaces	1,380,000	5.2%	87,820	0.3%	1,467,820	13,000	1,454,820

Landscape Amenities-Irrigation	0						
Landscaping - Contractor & Supplies	140,000						
Landscaping - Water	265,000						
Landscaping - Tree Maintenance	200,000						
Irrigation - Maintenance & Repair	275,000					13,000	
Accent Plants - Contractor & Materials	500,000						
2c. Enhance wayfinding to guide visitors and connect them to key destinations	85,000	0.3%	38,583	0.1%	123,583	0	123,583
Pedestrian Wayfinding	0						
Wayfinding System - Contractor Expense	60,000						
Vehicular Wayfinding Signs	25,000						
2d. Deploy ambassador teams to enhance visitor experience and public safety	2,976,718	11.3%	136,898	0.5%	3,113,616	115,000	2,998,616
DPSG Program-Equipment	30,000						
DPGS Program - Tranquillity Park	112,000						
DPSG Program-Personnel	2,376,440						
DPSG Program-Discovery Green	122,932					115,000	
DPSG Program - Main Street Promenade	335,346						
2e. Expand collaboration and apply proven strategies to keep Downtown safe	2,324,800	8.8%	145,242	0.5%	2,470,042	447,000	2,023,042
Flock Cameras	144,000						
ODO Program-Coordinator	36,000						
Law Enforcement Support	10,000						
Private Security	1,194,800						
Private Security - Discovery Green	435,000					447,000	
ODO Program-Equipment	5,000						
HPD-Off Duty Contract	500,000						
2f. Proactively shape perceptions and narratives to strengthen Downtown's reputation	0	0.0%	30,753	0.1%	30,753	0	30,753
2g. Address the needs of the people experiencing homelessness and related impacts	1,154,500	4.4%	146,606	0.6%	1,301,106	0	1,301,106
Homeless Planning & Services	1,100,000						
421 San Jacinto Lease	37,500						
421 San Jacinto Utilities/Repairs	17,000						
2h. Prepare for and respond to emergencies	3,000	0.0%	95,516	0.4%	98,516	0	98,516
Emergency Operations Center (EOC) - monitoring equipment & generator	3,000						
Goal 3. Connect	**$3,662,257**	13.9%	**$865,604**	3.3%	**$4,527,860**	**$1,522,257**	**$3,005,604**
3a. Plan and build public infrastructure that promotes safety and equity	0	0.0%	51,427	0.2%	51,427	0	51,427
Provide technical assistance in design of new streetscapes			51,427				
3b. Collaborate with partners to connect people to Downtown destinations	0	0.0%	25,414	0.1%	25,414	0	25,414
Explore multiple means of connection	0		25,414				
3c. Work with property owners to beautify corridors and improve connectivty	0	0.0%	53,254	0.2%	53,254	0	53,254
Improve quality of pedestrian connections	0		53,254				
3d. Facilitate pop-ups and activations to enliven the public realm	0	0.0%	0	0.0%	0	0	0
Banners	0						
3e. Focus public realm investments on key corridors that enhance connectivity	1,442,257	5.5%	17,305	0.1%	1,459,562	1,442,257	17,305
Downtown Overlay Project	1,442,257					1,442,257	
3f. Use public art and placemaking to improve walkability in areas lacking storefronts	0	0.0%	0	0.0%	0	0	0
3g. Prioritize pedestrian lighting on key corridors and near residences	215,000	0.8%	103,086	0.4%	318,086	0	318,086
Street Lighting Expense - COH	55,000						
Street Lighting Expense - Amenities	35,000						
Street Lighting - Maintenance	125,000						
3h. Focus public realm investments on key corridors that enhance connectivity	525,000	2.0%	43,242	0.2%	568,242	0	568,242
Mitigating Slip & Falls/Walkability	225,000						
Paver repair & maintenance	300,000						
3i. Implement an events strategy that engages diverse audiences and activates key area	1,470,000	5.6%	571,876	2.2%	2,041,876	80,000	1,961,876
Seasonal Banner Program	95,000						
Holiday Logistics and Installation	625,000						
Downtown Holiday Programming	100,000						
Event Marketing	30,000						
Main Street Promenade Programming	125,000						
Market Square Park Programming & Events	125,000					40,000	
Trebly Park Programming & Events	100,000					0	
Tranquillity Park Programming & Events	20,000						
Collaborative Programming Events	230,000					20,000	
Event Sponsorships	20,000					20,000	
World Cup Temporary Installations	0						
3j. Leverage partners to bring high-impact experiences to Downtown	10,000	0.0%	0	0.0%	10,000	0	10,000
Special Event Preparation	10,000						
3k. Create programs and strategies to connect employers and residents with parks	0	0.0%	0	0.0%	0	0	0
Marketing/Park Promotions	0						
Goal 4. Thrive	**$2,387,986**	9.0%	**$872,531**	3.3%	**$3,260,517**	**$0**	**$3,260,517**
4a. Promote Downtown as the region's hub for business, entertainment, and culture	0	0.0%	105,618	0.4%	105,618	0	105,618
Marketing	0		105,618				
4b. Partner with local agencies to elevate Downtown Houston's national image and repu	10,000	0.0%	0	0.0%	10,000	0	10,000
Regional Collaboration	10,000						
4c. Partner to shape Downtown's economic vision and strategy	24,000	0.1%	0	0.0%	24,000	0	24,000
Economic Development	24,000						
4d. Promote Downtown as a desirable, livable neighborhood	48,920	0.2%	87,381	0.3%	136,301	0	136,301
Residential Marketing	48,920						
4e. Support retention and recruitment of office tenants	50,000	0.2%	0	0.0%	50,000	0	50,000
Retention/Expansion	50,000						

4f. Foster a strong storefront economy by targeting recruitment for key corridors	0	0.0%	0	0.0%	0	0	0
Complete core shopping area plan	0						
4g. Create targeted marketing and incentives to improve storefronts and attract tenants	1,882,827	7.1%	216,706	0.8%	2,099,533	0	2,099,533
DLI Grants	1,302,827						
Thrive Grants	475,000						
Retail Recruitment Strategy	0						
Vinyl Storefronts	5,000						
Al Fresco Grants	100,000						
4h. Promote new attractions that broaden Downtown's offerings	257,239	1.0%	266,681	1.0%	523,920	0	523,920
Subscriptions and graphic design	27,300						
Photograpy	25,000						
Videography	50,000						
Media & Advertising	133,242						
Marketing / Promotional Items	21,697						
4i. Serve as the leading source for Downtown market intelligence	0	0.0%	0	0.0%	0	0	0
	0						
4j. Expand data and reporting to deliver deeper insights to stakeholders and prospects	115,000	0.4%	196,145	0.7%	311,145	0	311,145
Reference Material/Research	115,000						
Goal 5. Engage	**$808,721**	3.1%	**$1,009,331**	3.8%	**$1,818,052**	**$0**	**$1,818,052**
5a. Establish a stakeholder engagement process to inform decisions and guide Downtov	591,253	2.2%	731,631	2.8%	1,322,884	0	1,322,884
Legal Counsel	70,000						
Accounting / Audit	65,300						
Assessment Collection	63,100						
Admin Contractor Fee	82,850						
Grant Management Expense	29,350						
Expenses - Admin General	36,000						
Expenses- E&O Insurance	13,750						
Expenses- General Liability Insurance	9,050						
Expenses- Real & Personal Property Insurance	19,600						
Expenses - Misc. Bank Fees	17,500						
Expenses - Planning, Design & Construction	24,000						
Depreciation	160,753						
5b. Create an engagement structure that allows stakeholders to inform and advise Dowı	25,000	0.1%	0	0.0%	25,000	0	25,000
Expenses - Marketing & Communications	25,000						
5c. Advance branding and marketing campaigns to elevate Dwontown's profile	50,000	0.2%	0	0.0%	50,000	0	50,000
Strategy, content development, outreach and issues management, Public Relations	50,000						
5d. Offer user-friendly digital platforms that promote Downtown	62,468	0.2%	0	0.0%	62,468	0	62,468
Downtown Web Portal	59,000						
Downtown E-Blast	3,468						
Social Media	0					0	
5e. Enhance communication to boost awareness of HDMD, Downtown's vitality, and ev	15,000	0.1%	64,504	0.2%	79,504	0	79,504
Communicate District - Brochure	15,000						
5f. Develop materials and programs to welcome companies, employees and residents	0	0.0%	76,791	0.3%	76,791	0	76,791
	0						
5g. Create tools to welcome and orient new companies, employees, and residents	65,000	0.2%	0	0.0%	65,000	0	65,000
Field Guide	13,000					0	
Consulting - CRM & Monday.com	52,000						
5h. Highlight the people, businesses, and initiatives shaping a vibrant, inclusive Downtc	0	0.0%	20,261	0.1%	20,261	0	20,261
	0						
5i. Engage residents to strengthen Downtown community	0	0.0%	116,145	0.4%	116,145	0	116,145
	0						
Grand Totals	**$21,975,574**	83%	**$4,443,870**	17%	**$26,419,444**	**$3,977,207**	**$22,442,238**

RESOLUTION ORDERING THE ANNUAL SETTING OF THE RATE OF ASSESSMENT FOR TAX YEAR 2026

WHEREAS, the Houston Downtown Management District (the "**District**") was created by the Texas Legislature as a political subdivision of the State of Texas, for the purpose of providing services and improvements in the downtown area of the City of Houston, as authorized by Senate Bill 1620, Acts of the 74th Legislature, Regular Session, 1995, now codified as Chapter 3801, Texas Special District Local Laws Code, and by Chapter 375, Texas Local Government Code (the "**Acts**"); and

WHEREAS, in accordance with the Acts, there was presented to the Board of Directors of the District (the "**Board**") on August 14, 2025, a petition (the "**Petition**") requesting the District provide services and improvements as described therein and in the 2026-2035 Service and Improvement and Assessment Plan (the "**Plan**"); and

WHEREAS, after the issuance of proper notice pursuant to the Acts, the District held a public hearing on the Petition on September 30, 2025 to give property owners an opportunity to question and/or contest the granting of the Petition; and

WHEREAS, on November 13, 2025, the Board adopted its Order Granting Petition, Approving a Service Plan and an Assessment Roll for Houston Downtown Management District, Levying Annual Assessments Against Property Within the District for a Ten-Year Period, Specifying the Method of Payment and the Amount of Annual Installments of the Assessment, Providing Penalties and Interest on Delinquent Assessments, and Authorizing the Collection of Assessments (the "**Order**"); and

WHEREAS, the Plan stipulates the Board will act annually to set the services and capital improvement assessment rates; and

WHEREAS, the Board desires to comply with the requirements of the Acts, the Petition, the Plan and the Order:

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE HOUSTON DOWNTOWN MANAGEMENT DISTRICT THAT:

1) The rate of assessment for the year 2026 shall be $____ per $100 of assessed valuation for services, major, and minor capital expenses.

DRAFT

PASSED AND ADOPTED this 12th day November, 2026.

_____
Kristopher Larson
President/CEO, Board of Directors
Houston Downtown Management District

ATTEST:_____
Marian Harper
Secretary, Board of Directors
Houston Downtown Management District

DRAFT

CERTIFICATE FOR RESOLUTION

THE STATE OF TEXAS §
§
COUNTY OF HARRIS §

I, the undersigned officer of the Board of Directors of the Houston Downtown Management District, hereby certify as follows:

1. The Board of Directors of the Houston Downtown Management District convened in regular session on the 12th day of November, 2026, and the roll was called of the duly constituted officers and members of the Board to-wit:

BOARD MEMBERS

Sean Alley
David Anderson
Leslie Ashby
Matt Asvestas
Kinder Baumgardner
Genora Boykins
Clay Crawford
Marcus Davis
Jacques D'Rovencourt
Kelly Foreman
Irma Galvan
Marian Harper
Stephen Hester
C.C. Huang
Angus Hughes
Antoinette "Toni" Jackson
Robbi Jones
Roland Kennedy
Spencer Lightsy
Sean Liu
Ben Llana
Tiger Lyon
Nick Massad
Kenny Meyer
Anna Mod
Frem Reggie
Joey Sanchez
Richard Torres
Reggie Wilson

All of said persons were present, except Directors absent as recorded in the duly authorized minutes of the November 12, 2026 meeting of the Board of Directors, thus constituting a quorum. Whereupon, among other business, the following was transacted at the meeting: a written

RESOLUTION ORDERING THE ANNUAL SETTING OF THE RATE OF ASSESSMENT FOR THE YEAR 2026

was introduced for the consideration of the Board. It was then duly moved and seconded that the resolution be adopted, and, after due discussion, the motion, carrying with it the adoption of the resolution, prevailed and carried unanimously.

2. That a true, full and correct copy of the aforesaid Resolution adopted at the meeting described in the above and foregoing paragraph is attached to and follows this certificate; that the Resolution has been duly recorded in the Board's minutes of the meeting; that the persons named in the above and foregoing paragraph are the duly chosen, qualified and acting officers and

DRAFT

members of the Board as indicated therein; that each of the officers and members of the Board was duly and sufficiently notified officially and personally, in advance, of the time, place and purpose of the aforesaid meeting, and that the Resolution would be introduced and considered for adoption at the meeting, and each of the officers and members consented, in advance, to the holding of the meeting for such purpose; that the meeting was open to the public as required by law; and that public notice of the time, place and subject of the meeting was given as required by Chapter 551, Texas Government Code.

SIGNED AND SEALED the 12th day of November, 2026.

(SEAL)

Marian Harper
Secretary, Board of Directors
Houston Downtown Management District

DRAFT

ACTION ITEM	Authorize expenditure to the City of Houston for enhanced street lighting electricity expenses for 2025.
SERVICE PLAN	2026-2035
Account Code	812.200
Budget	$70,000
REQUEST	Not to exceed $70,000
DESCRIPTION	This annual payment is related to the incremental electricity cost increase for improved street lighting above and beyond the cost the City of Houston would have incurred based on the lighting scheme prior to enhanced streetlight pattern installed. The District pays the electricity costs for the incremental light wattage increase.
DISCUSSION	The current invoice amount will be based on the streetlights installed through the end of 2025. The District has requested the invoice from the City of Houston but has not received the invoice yet.

ACTION ITEM Authorize an amount not to exceed $50,000 for the Fresh Start Market Grant Program pilot.

SERVICE PLAN 2026-2035
G/L Code 5551-01
Job Code 579-800
Budget & Year $50,000, 2026

REQUEST Not to exceed $50,000

DESCRIPTION

Staff requests that the Houston Downtown Management District authorize an amount not to exceed $50,000 to fund a grant to the Fresh Start Market Grant Program's pilot business applicant beginning in fiscal year 2026. This funding launches the next phase of the initiative which aims to meet unmet demand for urban grocery offerings among Downtown residents, office workers, hotel guests, and visitors.

The proposed funding builds on the original scope of work with Concentric Community Advisors, which was engaged earlier this year to establish a three-phase approach to strengthening grocery access by leveraging Downtown Houston's existing network of convenience stores.

The proposed investments and anticipated outcomes for this program include:

Operational improvements: Evaluate the store's point-of-sale (POS) and inventory management systems, and replace the existing POS system, to improve sales tracking, product performance, and operational efficiency.

Merchandising and supply chain: Assess the existing product assortment and supplier relationships, and design and test new grocery offerings, including but not limited to fresh food, produce, dairy and meat, along with stock keeping unit (SKU) rationalization, and cross-merchandising to evaluate customer demand and sales performance.

Spatial design and built environment: Create an inviting environment in which the interior pedestrian and shopping experience match the public realm and façade improvements.

DISCUSSION	Pilot execution: Concentric Community Advisors will continue to provide project management and technical expertise through its existing contract. A key deliverable is a final “Fresh Start Market Playbook”, which will serve as the blueprint for a repeatable framework for future projects.
DBE Participation	Qualifies

Holiday Event & Décor Overview

in-meeting presentation



DOWNTOWN HOUSTON+

STRATEGIC ALIGNMENT PLAN UPDATES

November 2026

GOAL 1

Champion major projects, initiatives and investments that improve Downtown.

1.1 Build and maintain cross-sector relationships with area leaders so that CHI can support, facilitate or lead on catalytic opportunities.

Highlight: DTH+ has formally kicked off planning for the International Downtown Association's (IDA) 73rd Annual Conference, which Houston will host in October 2027. Working with IDA on a monthly planning cadence that will intensify as the conference approaches, DTH+ staff have toured prospective event venues across Downtown and met with key partners, including Houston First and Buffalo Bayou Partnership, to align resources and shape the attendee experience. Planning reached an early milestone with the adoption of the conference theme, "The Heart of Hustle: Big Energy, Bold Moves," which captures the spirit of Downtown and the city as a whole. These early partnerships set the stage for Downtown to welcome place management leaders from across the globe and show them its transformation and momentum.

Participating Agencies:

Central Houston | Downtown Redevelopment Authority | downtown district

1.4 Guide the implementation of Plan Downtown, the HDMD Service & Improvement Plan, and TIRZ Project Plan.

Highlight: At its Board meeting in October, the DRA authorized an Amended Project Plan and Reinvestment Zone Financing Plan, its ninth such Plan since the DRA's inception in 1995. Once affirmed by City Council, this Project Plan will enable the DRA to administer the landmark Tri-Party Agreement between the City, County, and DRA. That Tri-Party Agreement, affirmed in July, serves as the template for a number of other similarly styled TIRZ Agreements with the City and County. Through the Project Plan, the Tri-Party Agreement with Downtown permits the DRA to collect and hold 100% of the County tax increment within the TIRZ for the development of capital projects carried out by the County in partnership with the City and the DRA. County participation will also generate tax increment for the City of Houston's Affordable Housing Fund (10%) and the operation and administration of the increment funds by the County (10%). Currently booked at approximately $14M yearly, the County increment may be bonded against and must involve projects directed toward the benefit of property within the DRA/TIRZ#3 through a process involving both the City and the DRA.

Participating Agencies:

Downtown Redevelopment Authority

GOAL 2

Enhance and maintain a comfortable, welcoming, and well-managed public realm.

2.1 Partner with local agencies to provide an exceptional network of parks and greenspaces in Downtown.

Highlight: Downtown Houston+ has secured official Mayoral approval for the overarching design and visual renderings of Tranquillity Park Phase 2. The revitalization features over 20 new trees, enhanced lighting, a redesigned fountain that will transform into a decked gathering space, and integrated public art installations by Ned Kahn and Rachel Hayes.

Additionally, the project introduces improved pedestrian access, a direct Light Rail transit gateway, and a western wall footprint reduction to maximize openness. Following upcoming construction bidding in January 2027, the park is scheduled for a grand opening in September 2027.

Participating Agency:

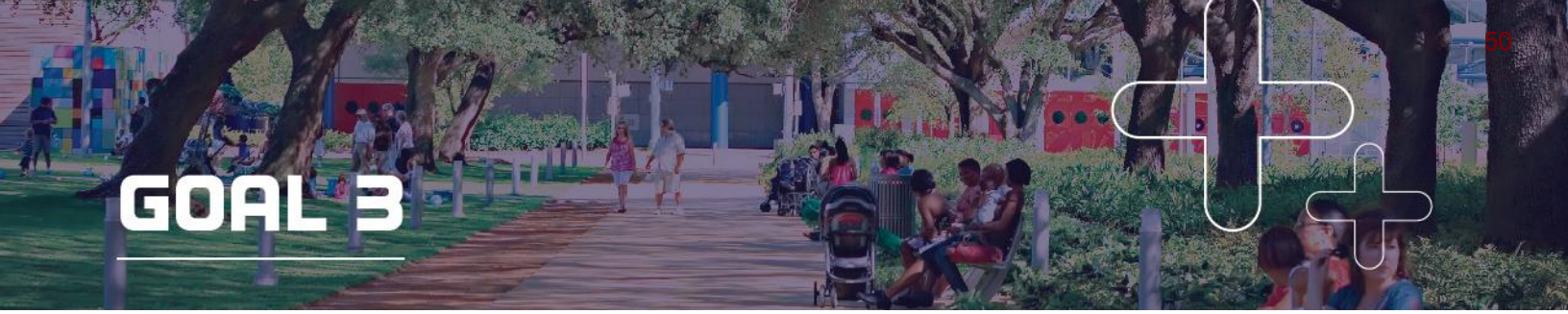
Downtown Redevelopment Authority

2.10 Broadly address the needs of people experiencing homelessness and the associated impacts.

Highlight: October marked the official rollout of the next chapter in Houston's nationally celebrated efforts and strategy to reduce homelessness. Called "Pathways to Independence" (P2I), the initiative aims to end street homelessness by expanding Houston's proven housing response with faster, more flexible short-term assistance, specialized outreach, accessible service hubs, and stronger coordination across healthcare, behavioral health, and public safety. Philanthropy has become a central organizing element of P2I, as their three-year, $48 million initiative, with $34 million already committed, will fill critical service gaps, fund innovative pilots, and evaluate results. Layered atop traditional federal and local funding, P2I will add an opportunity to design and implement pilot, experimental approaches atop traditional methods to help reach individuals, or address systems failures, for whom standard approaches have not worked effectively. Successful approaches can then attract sustained public funding, helping more people resolve homelessness more efficiently.

Participating Agencies:

Central Houston · Downtown Redevelopment Authority · downtown district



Drive vibrancy through improved street-level connectivity, a commitment to walkability, and inclusive programming strategies.

3.6 Facilitate the development of pop-up uses, temporary installations, and other storefront or site activation strategies to help enliven the public realm.

Highlight: Downtown Houston+ expanded its second annual Fall Storefront Décor Contest to include both Día de los Muertos and Halloween, increasing participation from 14 to 18 Downtown businesses. Board members served as judges, while the public cast more than 400 votes. A social media video highlighting the contest surpassed 70,000 views. Participating businesses shared positive feedback, particularly about the opportunity to decorate their storefronts as a team. The initiative helped activate Downtown storefronts, strengthen business engagement, and encourage exploration of the Main Street Promenade. Building on this momentum, our goal is to reach 30 participating businesses in 2027.

Participating Agencies:

downtown district

3.12 Leverage partnerships to produce smaller scale, high impact activations and events that appeal to a diverse set of Downtown stakeholders and visitors.

Highlight: Downtown Houston+ advanced Goal 3.12 through its partnership with Discovery Green to coordinate complementary Día de los Muertos programming and expand engagement opportunities across Downtown. Una Noche en Downtown welcomed more than 1,100 attendees to Market Square Park, offering a smaller-scale cultural celebration alongside Discovery Green's festival. Downtown Houston+ collaborated with Discovery Green on promotional efforts, including website and event calendar listings, newsletters, social media, and blog posts highlighting Discovery Green's festival as the centerpiece of Downtown's Día de los Muertos celebrations. Along Main Street Promenade, three illuminated skull installations and curated street performer activity provided additional opportunities for visitors to explore the corridor. Together, these efforts strengthened partnerships, expanded the reach of cultural programming, and encouraged visitors to experience multiple Downtown destinations.

Participating Agency:

Downtown Redevelopment Authority

GOAL 4

Foster a vital and thriving economy through business growth, residential expansion, and enhanced reasons to be in Downtown.

4.2 Engage with local partners such as the City of Houston, Houston First and the GHP to improve the national image and reputation of Downtown Houston.

Highlight: DTH+ secured a $980,000 resiliency grant from the U.S. Economic Development Administration, leveraging a $245,000 local match for a $1.225 million infrastructure resiliency planning project in Downtown's Warehouse District. Kicking off next summer, the project will assess streetscape, drainage, water, and wastewater infrastructure needs and develop prioritized improvements, preliminary designs, cost estimates, and an implementation strategy. With stakeholder engagement and coordination with City of Houston and TxDOT infrastructure projects, this initiative will support future redevelopment and private investment, strengthening Downtown's economic competitiveness and elevating the position of the restaurants, galleries and creative scene of the Warehouse District.

Participating Agency:

downtown district

4.15 Be the go-to organization for Downtown market research and intelligence.

Highlight: DTH+ published its Q3 Economic Dashboard giving stakeholders important information on Downtown's economy and commercial real estate. The story is one of steady momentum. Downtown drew 9.5 million non-employee visits in Q3, roughly 726,000 a week, and hospitality is keeping pace. With 275 rooms delivered this year and 12-month demand up 2.7%, hotel occupancy held at 60.2%. Office activity is also trending the right way. Employee activity is up 1.4% year-over-year, at 79.1% of 2019 levels. Leasing stayed active, with 91 leases totaling nearly 1.5 million square feet year to date. Trophy Class A occupancy reached 89.3%, up 2.9%. Residential is absorbing new supply, with occupancy above 90%, up 2.3%, even as inventory has grown 15% over three years.

Participating Agencies:

Central Houston · Downtown Redevelopment Authority · downtown district



GOAL 5

Develop a hivemind of intelligence and goodwill by genuinely engaging and convening stakeholders

5.2 Expand CHI-produced events and engagement opportunities to offer broader opportunities for stakeholders to engage with and participate in the Downtown community.

Highlight: The 2026 State of Downtown welcomed a sold-out audience of Central Houston members, elected officials, and business and civic leaders on October 29 at 713 Music Hall, achieving all-time high sponsorship sales. The event highlighted Downtown's momentum, including updates on Tranquillity Park, Cool + Connected Corridors, new businesses, and upcoming initiatives. A keynote and panel explored the future of work and Downtown's role in attracting talent and building community. Mayor John Whitmire delivered remarks, while Chris Canetti and the FIFA World Cup Houston Host Committee received the Allen Award. The event reinforced Downtown Houston+'s commitment to investment, stronger connections, and a vibrant urban core.

Participating Agencies:

Central Houston

5.8 Improve and expand external communications to increase awareness of CHI, its actions, and general Downtown happenings.

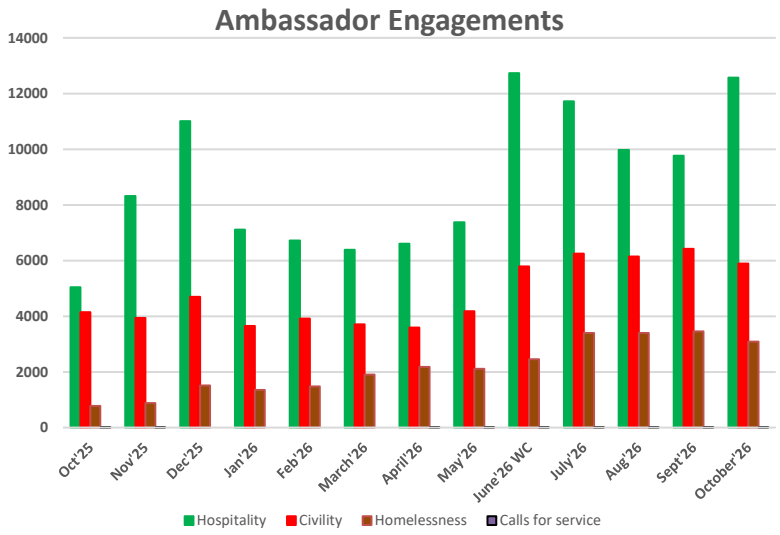
Highlight: Building on the successful Downtown Houston Office Symposium and in collaboration with economic development consultants Economic Leadership, Downtown Houston+ secured an exclusive feature in Bisnow highlighting key initiatives from the 2026 State of Downtown. Targeted outreach to reporter Maddy McCarty provided an opportunity to reach commercial real estate audiences with updates on Downtown's evolving retail landscape, including Henderson & Kane's opening and Phoenicia Specialty Foods' lease renewal and exterior upgrades, the new Fresh Start Market Grant Program, and forthcoming public realm enhancements at Tranquillity Park and through Cool + Connected Corridors. Read the Bisnow article

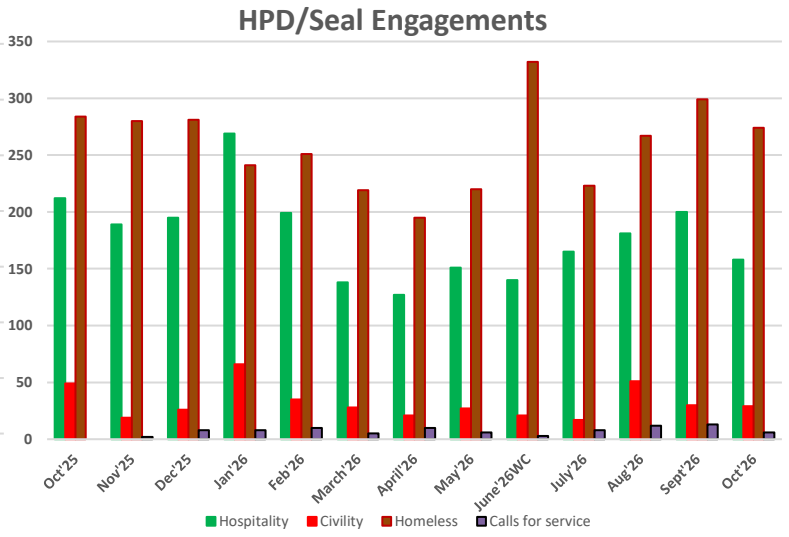
Participating Agencies:

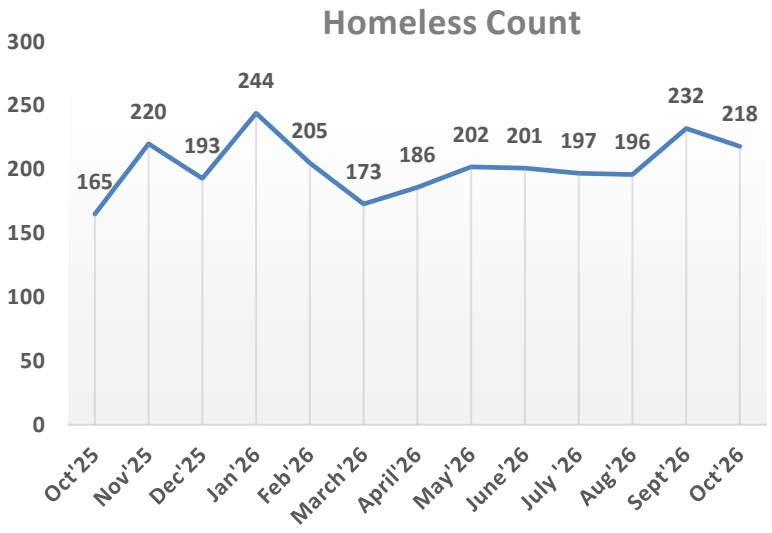
Central Houston · Downtown Redevelopment Authority · downtown district

Engagements	Homeless Count	Sidewalk Cleaning	Garbage Disposed (Tons)	BF Clean/Graffiti/Bio
169953	205	4.30	1331	194422/10638/28329
Total	Average	Average	Total	Total

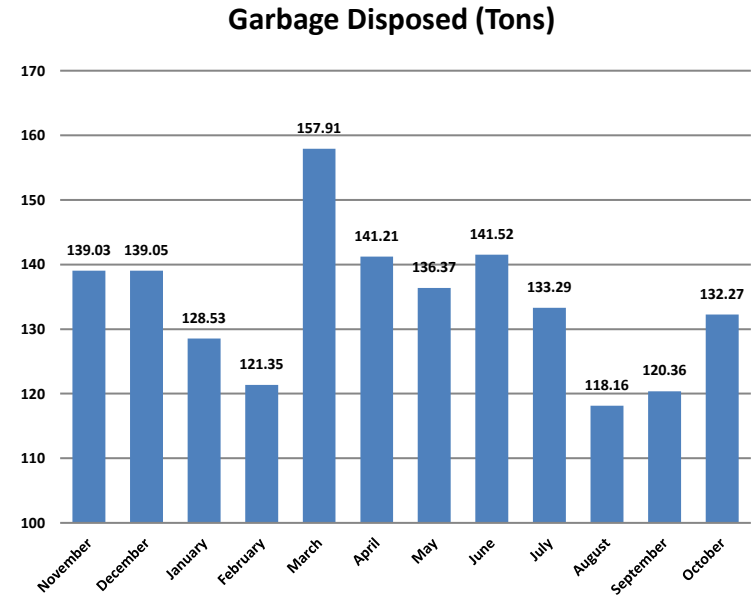
Safety & Quality Control

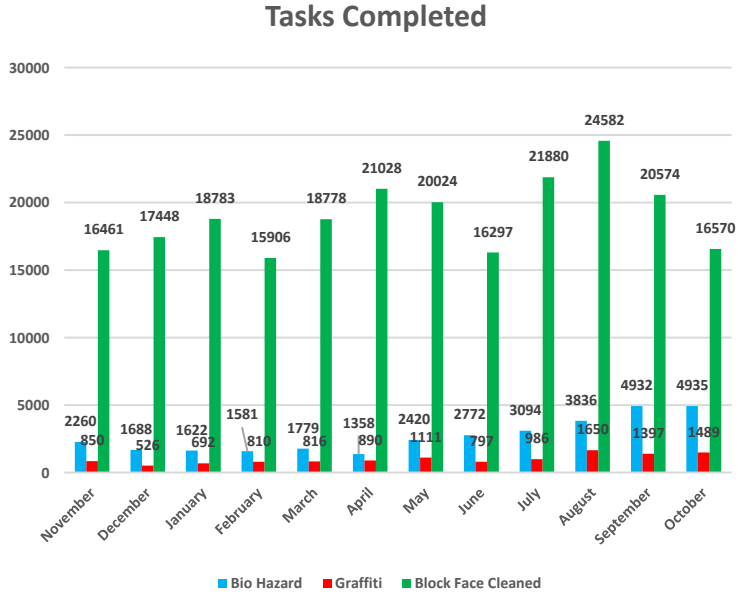












Monthly Events Metrics

October 2026

Yoga (Wed) · Blanket Bingo · Signature Event · Yoga (Sat) · Movies Under the Stars

OVERVIEW

MARKET SQUARE PARK

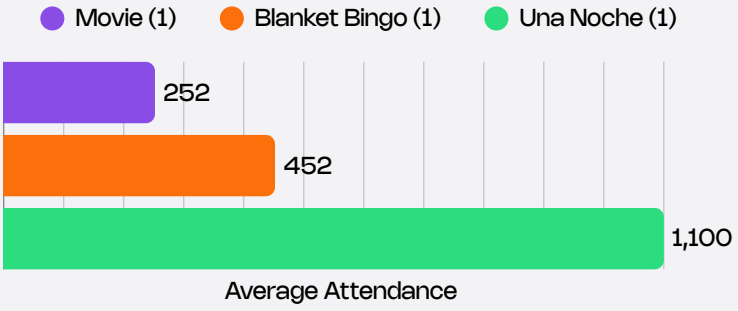
3 Planned Events | **0** Cancelled Events

TREBLY PARK

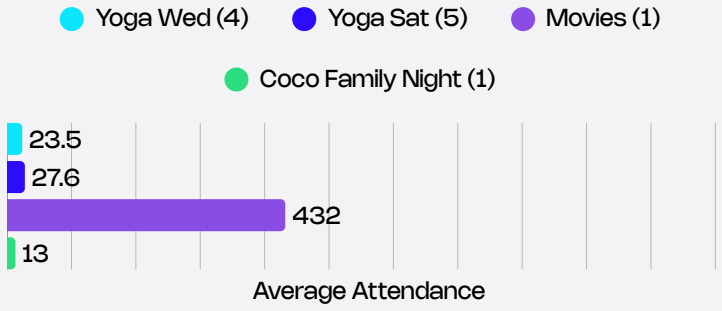
11 Planned Events | **0** Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MARKET SQUARE PARK



TREBLY PARK



ATTENDANCE + COST OVERVIEW

MARKET SQUARE PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Movies	252	$1,557.90	$6.18
Blanket Bingo	452	$2,482.82	$5.49
Una Noche	1,100	$21,880.76	$19.89
TOTAL	**1,804**	**$25,921.48**	**$14.37**

TREBLY PARK

Event Type	Total Attendance	Total Spend	Cost Per Person
Yoga (Wed)	94	$1,612.00	$17.15
Yoga (Sat)	138	$2,035.00	$14.75
Movies	432	$1,520.30	$3.52
Coco	13	$3,727.14	$286.70
TOTAL	**677**	**$8,894.44**	**$13.14**

MARKET SQUARE PARK REVENUE

$4,516 Blanket Bingo (1)

$7,000 Third Party (2)

NOTES

Coco Family Night (Trebly): Movie portion was cancelled due to weather.

Monthly Events Metrics

October 2026

Mid-Day on Main Happy Hour on Main Good Times on Main

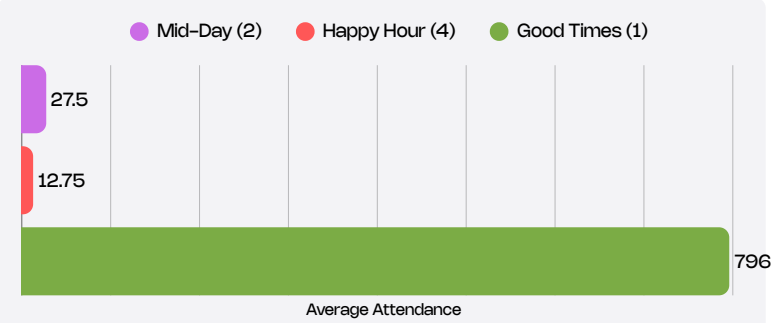
OVERVIEW

MAIN STREET PROMENADE

10 Planned Events | **3** Cancelled Events

AVERAGE ATTENDANCE BY EVENT TYPE

MAIN STREET PROMENADE



ATTENDANCE + COST OVERVIEW

MAIN STREET PROMENADE

Event Type	Total Attendance	Total Spend	Cost Per Person
Mid-Day on Main	55	$400.00	$7.27
Happy Hour on Main	51	$1,600.00	$31.37
Good Times on Main	796	$6,888.61	$8.65
TOTAL	**902**	**$8,888.61**	**$9.85**

NOTES

Mid-Day: 2 events canceled (1 due to weather and 1 due to a street performer cancellation).
Happy Hour: 1 event canceled due to weather.
Good Times: Average estimated attendance along Main Street between **Rusk Street** and **Preston Street**.

Digital Performance Snapshot

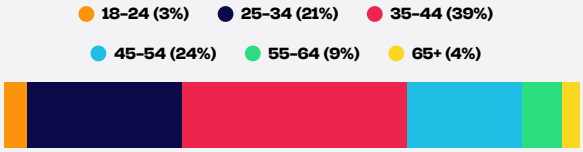
October 2026

SOCIAL

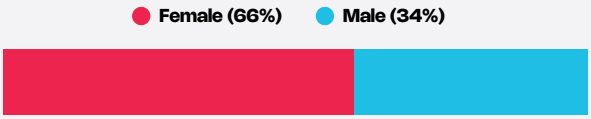
Social Metrics

	Instagram	Facebook	X	TikTok	LinkedIn	Total
Total Impressions	2M	1.6M	20,699	207,304	46,025	**3.9M**
Total Reach	339,682	273,336	921	12,100	31.017	**657,056**
Total Followers (+Increase)	209,500 (+1,374)	180,108 (+3,426)	158,943 (no change)	16,141 (+991)	7,110 (+426)	**571,802** (+6,217)

Followers by Age



Followers by Gender

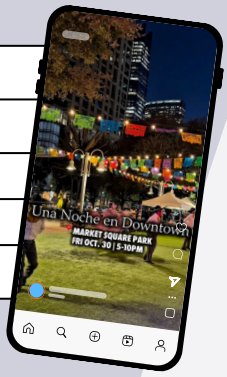


Top Content of the Month

Una Noche en Downtown

Downtown Houston came together for an evening of culture, celebration, and remembrance. From live music, mariachi, and ballet folklórico to the mercado, community ofrenda, and glowing Día de los Muertos installations, Main Street Promenade showcased Houston's rich cultural traditions.

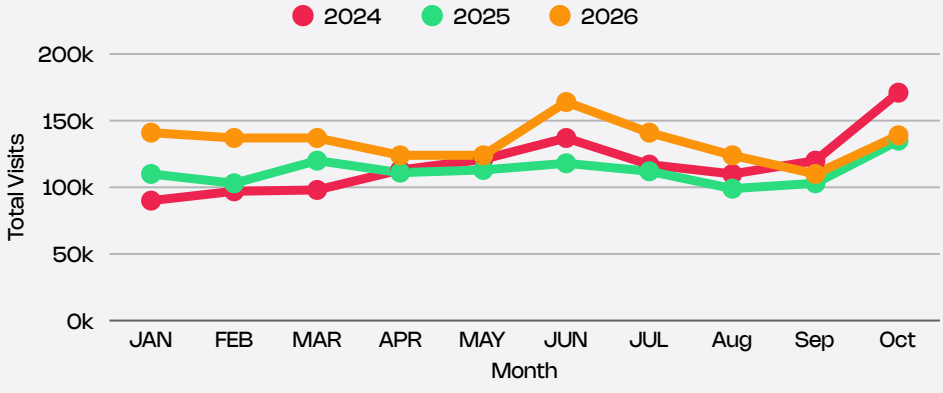
Views	755,631
Likes	11,674
Comments	682
Shares	4,153
Saves	2,478



WEBSITE

Website Visits

October 2026	**139,065** (YoY +3%)	
2026 YTD	**1,350,943** (YoY +20%)	



Top 3 Pages

1. **Calendar** — 21,750 (YoY +29%)
2. **Tunnels** — 10,217 (YoY -15%)
3. **Día de Los Muertos** — 7,704 (YoY 383%)