



# STRATEGIC ALIGNMENT PLAN

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**BLOCK  
BLOCK**











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# INTRODUCTION

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Since its founding in 1983, Central Houston Inc. (CHI), a 501(c)6 organization, has led or assisted in countless efforts which have reimagined, reshaped, catalyzed, and improved Downtown Houston. CHI has historically convened business, real estate, non-profit, governmental agencies, and philanthropic leaders together to advance strategic planning, investments, and other community-building initiatives.

Included among those initiatives was the establishment and/or administration of several public agencies which generate sustainable revenue streams to fund on-going programs and projects in Downtown. While some of those entities were spun off and are now managed independently, CHI continues to serve as the operator of two robust financial engines dedicated to Downtown's vitality:

- The first, the Downtown Redevelopment Authority (DRA), comprised of a 9-member board of directors appointed by the taxing entities, manages Tax Increment Reinvestment Zone (TIRZ) #3. A TIRZ is a tool created by the City of Houston which captures incremental increases in property tax value generated over time within a defined geographic area. Since 2012, CHI has provided the staff and administration to the DRA via a contract with the City of Houston. TIRZ 3 is currently authorized through 2043.
- The second, the Houston Downtown Management District (HDMD), was formed by an act of the Texas Legislature in 1995 and has been in operation since 1996. The HDMD implements a special assessment on real estate within Downtown Houston and operates under the direction of a 30-member board of directors. CHI has provided the staff and administration to the HDMD since its inception. The HDMD was renewed most recently in 2020 for a term of five years.





Though the collective work of the entities can be traced back for decades, efforts to foster collaboration among the CHI, HDMD and DRA boards were historically minimal. In 2021, facing a transition in executive leadership, directors chosen from the three respective boards collaborated to form an executive search committee to replace the retiring founding CEO of CHI, Bob Eury. Through the search committee experience and motivated by the emergent short and unknown long-term effects of the Covid-19 pandemic, board leaders developed an interest in continued collaboration between the three entities and a revisiting of Downtown’s priorities and needs. Such interest gave rise to this Strategic Alignment Plan (SAP).

This SAP is designed to unite CHI, HDMD, and DRA Boards of Directors in pursuit of a shared vision for Downtown, provide a defined mission for the entities working collectively, and orchestrate staff efforts through five strategic goals which will, over time, shape the entities’ respective budgets and work plans. It is intended to work within the boundaries of, and not replace or conflict, with HDMD’s 2020 District Plan and the DRA’s Project Plan. Additionally, the SAP proposes metrics to assist in monitoring progress plus a refreshed organizational structure capable of delivering on the expectations set forth in this plan. Finally, the experience of crafting the SAP together was intended to instill a shared purpose for the three boards and their scores of board members, optimize the use of organizational resources toward the aligned vision, and foster a stronger sense of unity among the staff at CHI.







# PLAN DEVELOPMENT PROCESS AND TIMELINE

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The concept of this SAP began through the concurrence of the chairs of CHI, HDMD, and DRA Boards of Directors who recognized the rare opportunity presented through the change in executive leadership. After successfully completing the executive search, board officers sought to continue building opportunities, both procedural and structural, for the three boards to collaborate in furthering their work to advance Downtown Houston.

Building off this intent, CHI staff proposed a series of iterative, progressive engagement opportunities for the members of the three boards, plus the organization's staff, to be involved in developing this plan. The steps included planning workshops to kick off the process, online surveys to provide input and suggestions, multiple in-person review presentations to each board, plus two virtual sessions for board members to collaborate in reviewing and improving the plan content. While not exhaustive, the list on this page provides a summary of the engagement conducted over the six-month plan development period.

- **April 12** – CHI All-Member strategic priorities workshop
- **April 18-25** – Pre-workshop survey to Executive Committees of CHI, HDMD, and DRA Boards
- **April 29** – Half-day strategic planning workshop for Executive Committees of CHI, HDMD, and DRA Boards
- **May 9** – CHI Staff Leadership Team Review of First Draft Mission & Vision
- **May 10** – DRA Board Presentation & Review: First Draft Mission & Vision
- **May 12** – HDMD Board Presentation & Review: First Draft Mission & Vision
- **May 18** – CHI Board Presentation & Review: First Draft Mission & Vision
- **June 1** – Recap article on First Draft Mission & Vision circulated to all Board members in *What's Next* email newsletter from CEO
- **June 1-15** – Survey for Board members to submit written feedback on First Draft Mission & Vision
- **June 17** – First virtual session open to all Board members to review 2nd Draft of Mission & Vision
- **July 5** – All CHI staff presentation & review of 3rd draft of Mission & Vision plus strategic goals (becomes Strategic Alignment Plan Framework)
- **July 15** – Second virtual session open to all Board members to review 4th draft of Strategic Alignment Plan Framework
- **August 1** – Recap article on revised Strategic Alignment Plan mission, vision, and goals circulated to all Board members in *What's Next* email newsletter from CEO
- **August 1** – All CHI staff presentation and review of revised Strategic Alignment Plan Framework
- **August 9** – DRA Board Presentation & Review: Revised Strategic Alignment Plan Framework
- **August 10** – CHI Executive Committee Presentation: Revised Strategic Alignment Plan Framework
- **August 11** – HDMD Board Presentation & Review: Revised Strategic Alignment Plan Framework
- **September 8** – CHI Executive Committee consideration of Final Draft Strategic Alignment Plan
- **September 8** – HDMD Board consideration of Final Draft Strategic Alignment Plan
- **September 13** – DRA Board consideration of Final Draft Strategic Alignment Plan
- **September 15** – CHI Board consideration of Final Draft Strategic Alignment Plan





## EXTERNAL FACTORS AND TRENDS

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This SAP was developed within the context of certain macro-level factors and trends affecting Downtown Houston and cities across the globe. While not an exhaustive list, many of these topics are top-of-mind for community stakeholders. Although beyond the direct control of CHI and its affiliates, these issues impact perceptions of Downtown's vitality and thus demand the attention of the organizations as they reflect upon their roles, challenges, and opportunities faced.

### RETURN-TO-OFFICE RATES

Halfway through the third quarter of 2022, Downtown's return-to-office rates have plateaued at 53% and even dipped a few percentage points during the summer. The broad adoption of hybrid in-office rhythms has produced a new normal, at least through the timing of the publication of this plan.

Getting a higher percentage of workers back to the office is critical to Downtown's future, as historically, workers have served as a primary driver of consumer spending. Their diminished presence directly impacts the health of the storefront and tunnel economies. The decreased pedestrian vibrancy on the street level also leads to negative perceptions of safety and overall community vitality.

This phenomenon is contrasted by increased utilization of other land uses in Downtown, most notably recreation and entertainment. Use of parks and attendance at sporting and performing arts events have all reached, or exceeded, pre-pandemic levels. Even hotel occupancy has rebounded more expeditiously than return-to-office rates, and residential occupancy has remained relatively stable

throughout the 2020-2022 pandemic timeline. This is an indication that people do value place, especially in how and where they choose to enjoy their personal time.

The broad challenge ahead means that the traditional understandings of the workplace must be expanded to convey something more than the physical space where work is conducted. Indeed, productive workplaces support the building and transfer of institutional knowledge, foster camaraderie and collaboration, and deliver the spontaneous collisions that have long served as a competitive advantage for Downtowns in attracting both tenants and talent. This means it is essential to reposition the workplace, and Downtown for that matter, as a broader, intentional ecosystem of professional development, opportunity, community and discovery. This repositioning of Downtown will require an evaluation of transportation, land use, activation strategies, and urban design priorities to establish the neighborhood as a place embraced and enjoyed by more employees beyond their workday obligations.



# UNCERTAINTY ABOUT THE NORTH HOUSTON HIGHWAY IMPROVEMENT PROJECT

Since March 2021, TxDOT's North Houston Highway Improvement Project (NHHIP) has endured legal and political challenges that have stalled its progress. This is a significant setback. CHI and its affiliate organizations have spent nearly two decades engaging with stakeholders in the planning and design of parks and other connective urban spaces that are singular opportunities to reconnect central city neighborhoods surrounding Downtown. But this vision of a reconnected community is fully contingent on TxDOT implementing Segment 3 of the NHHIP.

While the community waits to learn the outcomes of legal challenges (such as the FHWA Title VI investigation and the lawsuit filed by Harris County), inflation, cost escalation, political discord and general uncertainty contribute to a sense of unease about the project's implementation timeline and viability. Moreover, the recent selection of Houston as a host city for the 2026 FIFA World Cup presents additional considerations which could also impact NHHIP's construction schedule and project costs.

This pause, both in project development and momentum, heightens uncertainty for the edges of Downtown where the project would have a transformational effect. The uncertainty carries into real estate adjoining the project's footprint which, understandably, awaits clarity of the NHHIP's future. Published in 2017, CHI's *Plan Downtown: Converging Culture, Lifestyle & Commerce*, advances a transformational vision of a Downtown ringed with a "green loop" of trails, parks, and open spaces made possible only through the implementation of the NHHIP, which places greater urgency for CHI and others on the disentanglement and resolution of the current legal, political and design challenges.

## IMPACTED PERCEPTIONS OF PUBLIC SAFETY

Efforts to improve the perception and reality of public safety are foundational to Downtown organizations focused on revitalization. Indeed, CHI, DRA and HDMD have all historically funded and advanced such efforts and continue to do so today. Since the onset of the pandemic, perceptions of public safety have been negatively affected by the sluggish return to work rate, persistence of visible homelessness, a reluctance to enforce nuisance ordinances, slow processing of criminal cases, lowered bail thresholds, plus diminished law enforcement presence due to myriad factors. These conditions lead to a higher concentration of situations that affect perceptions of safety relative to pre-pandemic comparisons.

How Downtown's stakeholders perceive public safety defines the reality. Though unsupported by crime data, negative perceptions of public safety persist. In many cases, the justification and experiences of stakeholders are not reflective of illegal activity per se; rather, they are informed by a perception of disorder in the public realm. Contributing







to those perceptions are situations such as the presence of impoverished-appearing individuals panhandling which can prompt feelings of discomfort, close-calls with inexperienced and/or immature scooter riders, loud music and automotive-related sounds emitted from vehicles late at night, and/or the general feeling that either law enforcement levels are diminished and that public agencies do not prioritize responses to such situations.

To ensure that public safety is not used as rationale that creates a barrier between Downtown and its economic, social, and reputational wellbeing, it is critical that CHI and its affiliates maintain a high-level and pro-active role in studying and developing deterrence strategies to

mitigate current and emergent conditions that complicate the public's perception of safety in Downtown. This includes continuing to foster strong relationships with law enforcement entities, but also building cooperative partnerships with property owners/managers, security agencies, and peer organizations focused on the well-being of Downtown's public spaces. Moreover, academic research has shown that individuals are open to changing their opinions on public safety when credible information is provided by an authoritative source – this is an important role and opportunity for CHI and its affiliates: to fill the information gap.

## LONG TERM CONFIDENCE

Amid the challenges, the real estate market has seen an impressive wave of investment. This investment level, an indication of confidence in Downtown's future, is showcased across multiple property types, including residential, office, hospitality, and retail.

A total of 1,317 residential units will be delivered in 2022 – the third time over the past decade where housing supply has increased by more than 1,000 units in a single year. Highlights of new residential products include HighStreet Residential's 43-story tower called *Parkside Residences* and Hines's 46-story, 373-unit multifamily residential tower, *Brava*, and Fairfield's 284-unit mid-rise in the southeast quadrant of Downtown. After surpassing the critical 10,000 resident population threshold in 2021, these additions help with Downtown emergence as a multi-dimensional, mixed-use neighborhood.

Meanwhile, Hines is also welcoming office tenants into its new 47-story *Texas Tower*, fifty years after the Houston-based company opened its first Downtown building. Hines will also relocate its global headquarters into the 1.1 million-square-foot skyscraper. Swedish subsidiary Skanska USA continues construction of *1550 on the Green* overlooking Discovery Green, which will be the company's greenest office project in Texas when completed. Brookfield Properties continues its commitment to Downtown through recent renovations

of Allen Center and, more recently during the pandemic, with extensive renovations of the iconic Houston Center. Brookfield will complete a 21st century make-over later this year of *The Highlight* – the rebranded, redesigned 196,000-square-foot food and beverage, entertainment, and lifestyle center.

*POST Houston*, the 555,000-square-foot adaptive re-use of the former Barbara Jordan US Post Office, has established itself as a catalytic mixed-use anchor on the north side of Downtown. Project components include a five-acre rooftop park, 5,000-seat state-of-the-art concert venue, *713 Music Hall*, and a Tokyo-style food hall boasting a critically acclaimed roster of 20+ international vendors.

There are other noteworthy signals of strong confidence in Downtown: In early 2023, Houston First Corporation will complete its comprehensive renovation of the former Jones Plaza to Lynn Wyatt Square for the Performing Arts, a new vision of urban greenspace at the center of Downtown's Theater District. This park is principally funded by DRA and matched in philanthropy by Lynn Wyatt. Additionally, in an emerging residential neighborhood in southern Downtown, the DRA's Trebly Park will open in the fall of 2022 and will be maintained and programmed by HDMD.





# STRATEGIC PIVOTS

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Based on external factors and the inputs provided by Board members, this plan suggests four key pivots for the organizations:

## 1. COLLABORATION AMONG BOARDS

This plan aims to shift the culture of the siloed organizations to one that enables intentional collaboration between the boards, both structurally and in spirit. The organizations will have a stronger, unified voice once they integrate and mobilize the many stakeholders who have a shared interest in the Downtown community. This plan also envisions that the organizations move toward a collective impact model whereby greater outcomes are achievable through the strategic alignment of each entity's respective resources.

## 2. FOCUS ON STREET LEVEL

While Downtown includes world class parks, glimmering skyscrapers, professional sports facilities and much more, activity at street level remains below a familiar and expected standard for great urban centers. This plan presents a tactical, "block by block" place-enhancement approach to improving the walking experience, starting initially with the paths of travel for visitors who do not already have routinized travel patterns and visit Houston with expectations of finding a vibrant urban neighborhood.





### 3. EXPANSION OF LOCAL ECONOMIC DEVELOPMENT

Throughout the board engagement process for this plan, one of the most resonant themes discussed was the desire and necessity for more retail, restaurants, attractions, office tenants, residents, and reasons to be Downtown. This plan recommends that the organizations create or reauthorize an expanded economic development toolbox and increase staff capacity to advance business recruitment and retention, plus promote advocacy efforts that advance Downtown's economic interests. It also conceives of a focus on storefront business recruitment to add more amenities to the public realm.

### 4. FROM MARKETING TO ENGAGEMENT

More than a semantic differentiation, this plan recommends a more inclusive approach to engaging with a wider array of stakeholders. Such intention will help deepen more of the community's relationships with Downtown, help attract a broader array of customers, create opportunities to connect more stakeholders to the organization, expand the organization's reach and reputation, and provide CHI staff with a richer appreciation for how its work impacts the community at large.



# ORGANIZATIONAL FRAMEWORK

The graphic below illustrates the framework for this SAP. Overarching is the vision for Downtown Houston, followed by the shared mission statement which defines the collective role of the three organizations in achieving the vision. Supporting the mission are five goals, or specific outcomes that CHI, DRA, and HDMD are jointly working towards. Each goal has measurable objectives that determine goal attainment. Each objective is followed by specific tactics that guide implementation. Tactics will be determined annually as a part of the budget processes, though the SAP does provide example tactics for year 1 of the plan's implementation. Finally, key metrics are included for each goal to track progress and ensure the organization is ultimately achieving its mission.

## VISION

At the intersection of global commerce and local culture, Downtown is  
Houston's heart of opportunity, excitement and joy.

## MISSION

Champion and enhance Downtown Houston as a connected and  
thriving place for everyone.

## GOALS

### GOAL 1

Champion  
major projects,  
initiatives, and  
investment that  
will improve  
Downtown

### GOAL 2

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

### GOAL 3

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

### GOAL 4

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

### GOAL 5

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

## OBJECTIVES



## TACTICS



## KEY METRICS





The background image shows a panoramic view of the Houston skyline at dusk. The sky is a deep blue, and the city lights are beginning to glow. In the foreground, a body of water reflects the city lights, with a small white boat carrying several people. The shoreline is lined with green grass and trees. Overlaid on the top right of the image are four large, semi-transparent geometric shapes: a yellow triangle pointing down, a blue triangle pointing up, a pink triangle pointing down, and a red triangle pointing up. The title "OUR VISION FOR DOWNTOWN HOUSTON" is written in large, white, bold, sans-serif capital letters, positioned in the lower right quadrant of the image.

# OUR VISION FOR DOWNTOWN HOUSTON

At the intersection of global commerce and local culture, Downtown is Houston's heart of opportunity, excitement and joy.



An aerial photograph of downtown Houston at dusk. The skyline is filled with numerous skyscrapers, many of which have their lights on. In the foreground, the large, domed roof of the Astrodome is visible, and next to it is the Minute Maid Park stadium. The stadium's facade features the 'Minute Maid' logo. Several large, semi-transparent geometric shapes (a yellow triangle, a blue triangle, a red triangle, and a white triangle) are overlaid on the left side of the image. The text 'OUR SHARED MISSION' is prominently displayed in white, bold, sans-serif capital letters on the right side of the image.

# OUR SHARED MISSION

Champion and enhance  
Downtown Houston as a  
connected and thriving  
place for everyone.



# ORGANIZATIONAL PURPOSE STATEMENTS

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## **CENTRAL HOUSTON, INC. (CHI)**

CHI creates a community to advocate and advance the vision for Downtown. Its efforts are led by a prestigious board of business and community leaders and funded through a membership-based non-profit organization.

## **DOWNTOWN REDEVELOPMENT AUTHORITY / TIRZ3 (DRA)**

DRA improves the economic wellbeing of Downtown through capital and operational investments in parks, infrastructure, safety, and other public realm improvements. Its initiatives are governed by a city-appointed or confirmed board and made possible through reinvesting incremental property taxes realized within its zone's boundaries.

## **HOUSTON DOWNTOWN MANAGEMENT DISTRICT (HDMD)**

HDMD protects and beautifies the public realm, centralizes the marketing and programming for Downtown, plans and implements an array of enhancements, and drives economic development. Its services are guided by a board representing the district's diversity and funded through a fair and proportionate assessment on real property.



## GOAL 1

Champion major projects, initiatives and investments that improve Downtown







## *WHY THIS MATTERS*

Downtowns are never finished. They are evolving, dynamic, and comprised of growing and diversifying stakeholder constituencies. Decades of unprecedented growth and investment have delivered tens of thousands of new stakeholders to Downtown Houston. This plan recognizes the opportunity to build off the past successes of CHI and its affiliates, and to do so in a proactive way that affirms its reputation as the leadership organization for Downtown. Through a relentless commitment to fortifying extra-organizational partnerships, CHI can bolster its role as the essential convener of Downtown influence toward the shared vision presented in this plan.



## GOAL 1

**SHORT (S)** = BEGIN YRS 1+2  
**MEDIUM (M)** = YRS 2+3  
**LONG (L)** = YRS 4+5

IMPLEMENTATION TIMELINE

### STRATEGIES AND OBJECTIVES

		S	M	L
1.1	Build and maintain cross-sector relationships with area leaders so that CHI can support, facilitate or lead on catalytic opportunities.	★		
1.2	Continue to advocate for the implementation of TxDOT's North Houston Highway Improvement Project and the Civic Opportunities that reconnect communities.	★		
1.3	Plan collaboratively for Downtown's evolving edges, connections, and major attractions.	★		
1.4	Guide the implementation of Plan Downtown, the HDMD Service & Improvement Plan, and TIRZ Project Plan.	★		
1.5	Collaborate with partners such as the City of Houston, Harris County, Greater Houston Partnership and Houston First to leverage opportunities for shared strategies to improve Downtown Houston.	★		
1.6	Explore opportunities to integrate emergent technologies and resiliency by improving infrastructure to manage and mitigate the effects of climate change.		★	
1.7	Partner with METRO, the City of Houston, and others to plan and support a variety of safe and efficient mobility options for people to get to, from, and around Downtown, including a robust transit network and non-motorized transportation.	★		
1.8	Model organizational accountability by establishing a dashboard of metrics to measure outcomes associated with this plan specifically, and the health of Downtown generally.	★		
1.9	Explore opportunities to assume management and administration of geographically relevant and mission-aligned tools.	★		

### KEY METRICS:

- Number of stakeholders involved as members or Board volunteers
- Legislative outreach and engagement
- Major project advancement
- Number of partners involved in project collaboration

### KEY INDICATORS:

- Modal split
- Reciprocal engagement among partners
- Membership trends
- Board member attendance



RECOMMENDED LEAD  
AGENCIES



**POTENTIAL 2023 TACTIC**

●	●	●	Recruit 5 new entities to serve on CHI or HDMD boards
●	●	●	Explore creation of civic opportunities implementation oversight entity
●	●	●	Partner with Midtown to conduct study on the future of Pierce Elevated
●	●	●	Excel in hosting 2023 NCAA Men's Final Four (from HDMD S&I Plan, Goal 2)
●	●	●	Partner with Houston First & City of Houston on unified holiday lighting program
	●	●	N/A
	●		Support efforts to improve frequencies of regional park-and-ride services
●			Create public facing dashboard on organizational website
●		●	Pursue opportunities to administer TIRZ 24 and maintain Harris County's participation in TIRZ 3





## GOAL 2

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







## WHY THIS MATTERS

Cleanliness and safety are fundamental in shaping the perception of place, and foundational to a place management organization's success. Welcoming communities that deliver positive, memorable human experiences generate encouraging word of mouth and beneficial media coverage. For years, the HDMD has funded critical place management services which have propelled Downtown's cleanliness to be the envy of large American cities. This plan presents ideas to expand upon the current successes to make greater impact on real and perceived levels of crime, reduce visible homelessness, and support the continued greening and beautification of the public realm. Ensuring Downtown is clean, safe, and welcoming is essential to instilling community pride, preserving value, and encouraging new investment for sustained prosperity.





## GOAL 2

**SHORT (S)** = BEGIN YRS 1+2

**MEDIUM (M)** = YRS 2+3

**LONG (L)** = YRS 4+5

### IMPLEMENTATION TIMELINE

## STRATEGIES AND OBJECTIVES

**S M L**

<b>2.1</b>	Maintain and advance the standard of care for Downtown's cleanliness and well-kept appearance.	★	→		
<b>2.2</b>	Cultivate nature across Downtown, including its urban forest, planters, and other greenspace elements.	★	→		
<b>2.3</b>	Partner with local agencies to provide an exceptional network of parks and greenspaces in Downtown.	★	→		
<b>2.4</b>	Quickly and pro-actively respond to blighting influences such as graffiti and building damage.	★	→		
<b>2.5</b>	Maintain and enhance wayfinding systems throughout Downtown to help guide visitors and connect them to points of interest.	★	→		
<b>2.6</b>	Deploy welcoming ambassador teams within the public realm to improve visitor experiences and augment public safety	★	→		
<b>2.7</b>	Expand collaboration and explore novel approaches to maintain a low crime rate and make Downtown feel safe	★	→		
<b>2.8</b>	Utilize data and analytic tools to understand the prevalence of criminal activity and shape programmatic responses.	★	→		
<b>2.9</b>	Pro-actively address perceptions and reporting that affect the image and reputation of Downtown.	★	→		
<b>2.10</b>	Broadly address the needs of people experiencing homelessness and the associated impacts.	★	→		
<b>2.11</b>	Prepare for and respond to emergencies.	★	→		

### KEY METRICS:

- Stakeholder perception of cleanliness
- Stakeholder perception of safety
- Percentage of healthy trees / block faces with street trees or planters

### KEY INDICATORS:

- Part I crime rates
- Exit surveys from visitors
- Utilization of Downtown parks and greenspaces
- Counts of persons experiencing homelessness



RECOMMENDED LEAD  
AGENCIES



## POTENTIAL 2023 TACTIC

	●		Pursue repair and reconstitution of Cotswold fountains in conjunction with Houston First
	●	●	Identify opportunities to expand the urban tree canopy
	●	●	Develop programming plans for Trebly and Market Square Parks that provide recovery time for park elements
	●		Respond to all instances of graffiti within 24 hours of it being reported
	●		Update static and electronic kiosk wayfinding systems with appropriate changes, venue names, etc.
	●		Explore creation of "game day" ambassador uniforms to support a fun atmosphere
	●	●	Explore opportunities to engage with additional law enforcement services where most needed
	●	●	Revisit and revise tactical priorities for HPD on and off-duty programs
●	●		Develop language and summary charts for property managers, brokers, etc. to express safety
●	●	●	Implement a specific augmentation to current programs to improve hot spot conditions
	●		Review and revise Emergency Action Plan as needed to reflect current conditions and personnel





## GOAL 3

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







## WHY THIS MATTERS

Despite well-maintained sidewalks linking innumerable nodes of activity, attractions, institutions, and other points of interest, an improved sense of connectedness is often cited as a desire from Downtown stakeholders. Due in part to a series of existing design challenges, including inactive ground floor conditions, monolithic garage walls and surface lots, generous rights-of-way, limited pedestrian-zone protection features such as awnings, plus a redundant network of subterranean tunnels and skywalks, Downtown experiences a low utilization rate of the public realm for a city of Houston's size and stature. Further, Downtown's legacy as an auto-oriented business district is evident in how parts of the city are designed to move people in and out of Downtown quickly during periods of peak demand. Collectively, these aspects of the public realm result in a diminished ability for the built environment to reinforce or reward walking and non-motorized travel.

The resultant lack of pedestrian vibrancy impacts the perception of the city, especially among younger generations who place a premium on walkable urbanism. It also leads to feelings of vulnerability and a negative perception of safety, provoking the decades-old association among older generations between cities and crime. Bettering these derivative perceptions is essential to improving Downtown's competitiveness for attracting commercial tenants, residents, and continued investment. There exist opportunities to retrofit and connect Downtown's activity nodes via a modal design hierarchy, placemaking, and an implementation strategy that focuses activity along strategic corridors and block faces. As Downtown continues to evolve as a multi-dimensional neighborhood, enhancements to the public realm such as an improved pedestrian environment will benefit all users by expanding their desire to be in, and feel comfortable exploring, Downtown.





## GOAL 3

**SHORT (S)** = BEGIN YRS 1+2

**MEDIUM (M)** = YRS 2+3

**LONG (L)** = YRS 4+5

### IMPLEMENTATION TIMELINE

## STRATEGIES AND OBJECTIVES

		S	M	L
3.1	Plan, design, and construct public infrastructure that supports safety and equity.	★		
3.2	Leverage Downtown's adjacency to the Buffalo Bayou as an integral part of the Downtown experience.		★	
3.3	Partner with Houston First in advancing strategies that connect visitors to Downtown places and experiences.	★		
3.4	Conduct site surveys and other analyses of ground floor conditions to determine key pedestrian corridors and connections between Downtown's activity nodes; prioritize interventions and investments on key corridors.	★		
3.5	Partner with public and private property owners to beautify targeted corridors or block faces to improve connectivity.	★		
3.6	Facilitate the development of pop-up uses, temporary installations, and other storefront or site activation strategies to help enliven the public realm.	★		
3.7	Utilize public art and other place enhancement strategies to improve walkability where built conditions limit storefront activations.	★		
3.8	Prioritize investments in pedestrian lighting on key walking corridors and near residential buildings.	★		
3.9	Support efforts to enable a more festive game day atmosphere better integrated into the built environment.	★		
3.10	Explore opportunities to reimagine the tunnel system which prioritizes utilization of sidewalks but preserves the tunnels as a secondary option during bad weather.		★	
3.11	Plan and implement an events and programming strategy that appeals to diverse audiences and drives vibrancy in strategic areas.	★		
3.12	Leverage partnerships to produce smaller scale, high impact activations and events that appeal to a diverse set of Downtown stakeholders and visitors.	★		
3.13	Develop programs and use strategies to connect area employers and residents with Downtown parks.	★		

### KEY METRICS:

- Percentage of active vs. inactive block faces
- Percentage of block faces with adequate pedestrian lighting
- Attendance and demographic composition of event attendees

### KEY INDICATORS:

- Condition of infrastructure
- Pedestrian counts on key corridors
- Park utilization
- Accessibility audits of the public realm



RECOMMENDED LEAD  
AGENCIES



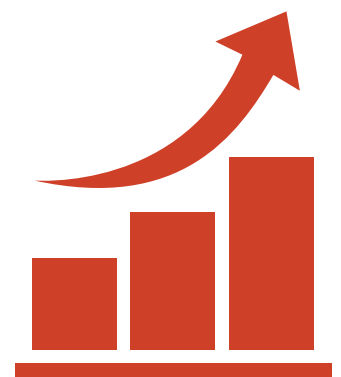
## POTENTIAL 2023 TACTIC

	●	●	Advance improved pedestrian crossing Congress St. bridge across Franklin to connect POST HTX with Theater District
	●	●	N/A
	●	●	Collaborate with Houston First to develop a new banner campaign that reinforces place branding
	●	●	Complete existing conditions survey and analysis and submit recommended corridors for prioritization
	●	●	Develop financial incentive program to support modulation and activation of ground floor to support and reinforce connectivity aspirations.
	●	●	Identify and implement 3 storefront activations along key corridors
	●		Explore second major murals program to complement 2022's program
	●	●	Complete public realm lighting study and implementation plan
●			Convene task force of local sports organizations to develop implementation approach
●			N/A
	●		Develop and implement a 2023 strategy that includes at least 20 events designed to attract new audiences into Downtown
	●		Support the implementation of a regular Farmer's Market in Downtown
	●		Expand wi-fi in Downtown to ensure that parks have excellent public access



## GOAL 4

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







## WHY THIS MATTERS

Pressures associated with economic competition among peer cities, pandemic recovery, constrained municipal resources, and the lack of a clear leader for Downtown-focused business attraction compel CHI and its affiliates to expand the breadth of its economic development focus. Pandemic-related closures within the storefront economy and lower office space occupancy were vocalized as critical concerns by board members engaged in this strategic alignment process, making it clear that leadership desired CHI to play a broader role in advancing the economic interests of Downtown.

As place management organizations elsewhere have done, CHI can support property owners in recruiting businesses to fill storefronts and position the business mix to better serve local needs. Attracting more neighborhood-serving businesses signals that Downtown is more than just a business district or tourist destination; it is a vibrant neighborhood. Further, the organization should expand upon its tracking and collection of market and demographic data and pivot into data-backed, compelling economic opportunity marketing initiatives to support tenant recruitment and retention efforts. These efforts can help build CHI's reputation and efficacy within the community and position it to serve as the convener to define and advance big-picture economic development strategies for Downtown Houston.





## GOAL 4

SHORT (S) = BEGIN YRS 1+2

MEDIUM (M) = YRS 2+3

LONG (L) = YRS 4+5

IMPLEMENTATION TIMELINE

### STRATEGIES AND OBJECTIVES

S M L

4.1	Promote Downtown as the region's primary business, entertainment and cultural center.	★	→	→	→
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.		★	→	→
4.3	Develop a brand positioning for Downtown that embodies its strengths and competitive differentiation.	★	→	→	→
4.4	Collaborate with key partners to develop an economic development vision and strategy for Downtown.		★	→	→
4.5	Work with local government build partnerships to reform regulatory processes to expedite timetables and decrease barriers to entry.	★	→	→	→
4.6	Facilitate the delivery of more residential development, building toward a residential population of 15,000 by 2027.	★	→	→	→
4.7	Support efforts to build a Downtown community that is home to a diverse population.	★	→	→	→
4.8	Develop tools and supporting materials to attract, retain and grow office tenants among key industries that diversify the composition of Downtown employers.	★	→	→	→
4.9	Research and develop return-to-office strategies to accelerate the return of employees to Downtown.	★	→	→	→
4.10	Continue investing in innovation and technology start-ups to support the diversification of the Downtown employment base.	★	→	→	→
4.11	Foster a thriving storefront economy, prioritizing recruitment efforts, where possible, to fill available properties that have favorable co-tenancy on key corridors.	★	→	→	→
4.12	Develop focused marketing materials and incentive programs intended to support storefront recruitment efforts.	★	→	→	→
4.13	Assist Downtown businesses owners and managers in navigating municipal regulatory processes.		★	→	→
4.14	Encourage, support and promote new attractions that expand what Downtown offers.		★	→	→
4.15	Be the go-to organization for Downtown market research and intelligence.	★	→	→	→
4.16	Enhance and expand data capabilities and reporting to provide more detailed intelligence to stakeholders and prospects.	★	→	→	→

### KEY METRICS:

- Number of tenant prospects toured through Downtown
- Number of applicants to CHI-managed business development programs
- Number of research / data requests fulfilled from stakeholders & media

### KEY INDICATORS:

- Storefront occupancy
- Return-to-office rates
- Office space occupancy
- Number of residential units and affordability percentage



RECOMMENDED LEAD  
AGENCIES



## POTENTIAL 2023 TACTIC

●	●	●	Develop and execute a marketing campaign promoting Downtown's assets
●			N/A
●	●	●	Develop a regional campaign for promoting Downtown as the premiere location for business
●			N/A
●	●	●	Solicit assistance from the Mayor's office to determine potential for expedited permitting processes
	●	●	Conduct feasibility analysis of establishing a "Downtown Living Initiative 2.0"
●		●	Explore the creation of an affordable housing fund
●			Partner with GHP to explore the creation of an incentive tool used to improve office building occupancy and diversity of industrial composition
	●		Design and implement an activation strategy intended to complement the Downtown working experience
		●	Revisit relationships with implementation partners at Downtown LaunchPad to optimize outputs of programs and benefits for Downtown
	●	●	Hire a storefront business recruiter, prepare recruitment strategy on key corridors identified in 3.4
	●	●	Explore creation of façade grant or other tenant build-out assistance programs
●			N/A
●			N/A
●	●	●	Pro-actively distribute market intelligence and insight to relevant publications, investors, media, and partners
	●		Develop a quarterly market report that aggregates the highlights of market conditions in Downtown





## GOAL 5

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







## WHY THIS MATTERS

While the history of CHI includes strong partnerships between the public, private, and non-profit sectors, the focus of this strategic plan offers a more intentionally human-scaled, tactical, and inclusive focus. Accomplishing the diverse goals and objectives of this plan will necessitate partnerships and engagement at every level, from the institutional investor to the individual.

Intentional collaboration and adding more ways to be informed, participate, and serve will be required to achieve this broad level of engagement. Through the hundreds of opportunities to shape the decisions that need to be made each year, CHI can enable a platform for nurturing the engagement of a broader cross section of stakeholders who desire to have a voice in shaping the direction of their community. Opportunities exist to expand engagement on practical, political, and aspirational levels to help identify priorities, shape program designs, and leverage resources to address issues and opportunities. CHI can seize this opportunity to engage a broader stakeholder base, and in doing so, mobilize a stronger, collective voice to advocate for the interests of Downtown.





## GOAL 5

**SHORT (S)** = BEGIN YRS 1+2

**MEDIUM (M)** = YRS 2+3

**LONG (L)** = YRS 4+5

### IMPLEMENTATION TIMELINE

## STRATEGIES AND OBJECTIVES

**S M L**

<b>5.1</b>	Develop a representative engagement structure that provides stakeholders the opportunity to inform decision making and advise on the direction of Downtown.	★	→
<b>5.2</b>	Expand CHI-produced events and engagement opportunities to offer broader opportunities for stakeholders to engage with and participate in the Downtown community.	★	→
<b>5.3</b>	Evolve and optimize the CHI Membership model to expand audience and increase stakeholder engagement.	★	→
<b>5.4</b>	Explore the potential for simplifying stakeholders' awareness of CHI and its affiliates by unifying their brand identities.	★	→
<b>5.5</b>	Consolidate websites to be more user-friendly, Downtown-focused, and valued as the most critical information clearinghouse about Downtown.	★	→
<b>5.6</b>	Improve and expand external communications to increase awareness of CHI, its actions, and general Downtown happenings.	★	→
<b>5.7</b>	Develop programs and collateral to orient new companies, employees, and residents to Downtown.	★	→
<b>5.8</b>	Advance efforts to spotlight the initiatives, moments, and entities advancing Downtown as an inclusive community.	★	→
<b>5.9</b>	Provide a resource to support communications and engagement with residential and collaborative associations within Downtown and its near neighborhoods.	★	→

### KEY METRICS:

- Number of CHI members, member satisfaction
- Attendance of Board members at Board and committee meetings
- Social media following and engagement
- Number of times CHI is quoted in media as subject matter expert

### KEY INDICATORS:

- Percentage of stakeholders aware of CHI & its affiliates

RECOMMENDED LEAD  
AGENCIES



## POTENTIAL 2023 TACTIC

●	●	●	Launch the collaborative board committee model as described in this plan
●	●	●	Reposition CHI Annual meeting as collaborative “State of Downtown” Event
●			Implement Board-approved model / changes in 2023
●	●	●	Draft and release RFP for revised brand identity, select consultant and manage design
●	●	●	Draft and release RFP for consolidated web presense, select consultant and manage design
●	●	●	Refresh newsletters, social media and public relations efforts to include focus on the work of CHI and its affiliates to deepen stakeholder’s awareness of the organizations’ efforts.
	●		Develop welcome packet, social media features and outreach program to provide personal touch in welcoming new businesses into Downtown and developing new relationships.
	●		Create new social media content through the lens of inclusion, focusing on the contributions of stakeholders from a variety of backgrounds and their contributions to Downtown’s progress.
●	●		Identify resident leaders interested in serving on CHI’s new collaborative committees. Further engage them in exploring conceiving a resident focused association.



# ORGANIZATIONAL STRUCTURE AND STAFFING

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To achieve the goals and objectives of the plan, three strategies to optimize the CHI model are recommended:

1. Establish collaborative board committees to provide insight and guidance over plan implementation,
2. Expand the role of the organization's 501(c)3 entity, Central Houston Civic Improvements, to solicit and receive funds, and
3. Provide additional staff capacity to deliver on the new and enhanced service areas.

## COLLABORATIVE BOARD COMMITTEES

Committees provide a forum for meaningful engagement and a deeper dive on issues than can be accomplished at monthly board meetings. Each of the current boards have committee structures that can be realigned to better match the strategic plan work program. Rather than having board committees siloed and exclusive to individual organizations, this restructuring would enable intentional collaboration among members from the different boards in pursuit of shared objectives. It will also provide the board-committee liaisons the benefit of hearing perspectives from other stakeholders to help color eventual recommendations to their respective boards.

Committees are also a great place to engage with CHI members and other stakeholders who have relevant expertise and help nurture the next generation of leadership. Based on their expertise and/or area of interest, board members can elect to be on one or more of the following committees.

Additional considerations:

- These cross-over program committees create a "middle ground" where staff, representatives from the three boards, members and stakeholders work together on the design of programs and monitoring results,
- Provide meaningful engagement opportunities for both board and non-board members, and
- Offer a platform for identifying and training new board leadership for the organization.
- Because of the inter-organizational nature and big picture breadth of Goal 1, its implementation will be governed through the existing boards or other ad hoc committees organized when needed.
- Existing CHI, DRA, and HDMD executive and fiduciary committees, such as audit, 401k investment, DBE, nominating, and personnel, remain in place.

### ENHANCE DOWNTOWN COMMITTEE (GOAL 2)

*(Formerly Public Safety and Maintenance Operations Committees)*

This committee will offer feedback, guidance, and recommendations to staff and the boards to enhance and strengthen the organizations' investments in maintaining, securing, and beautifying Downtown consistent with the objectives in Goal 2.

### CONNECT DOWNTOWN COMMITTEE (GOAL 3)

*(Formerly Transportation, Planning, Design, and Capital Projects Committees)*

This committee will provide feedback, guidance and recommendations to staff and the boards related to

strategically designing, improving, and activating the public realm consistent with the objectives in Goal 3.

#### **THRIVE DOWNTOWN COMMITTEE (GOAL 4)**

*(Formerly Economic Development, Office, and Retail Committees)*

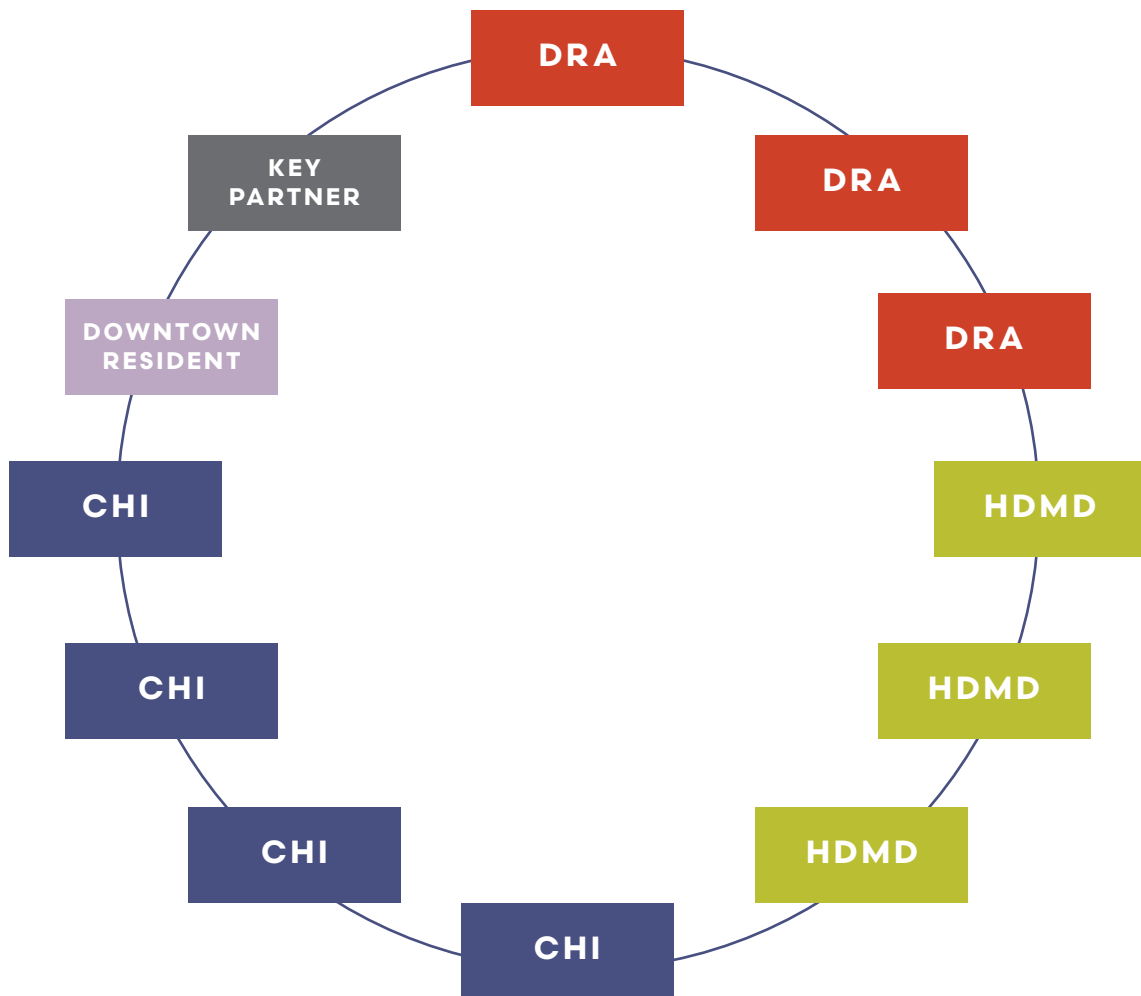
This committee will provide feedback, guidance and recommendations to staff and the boards related to research, economic development, and business attraction and retention programs consistent with the objectives in Goal 4.

#### **STAKEHOLDER ENGAGEMENT COMMITTEE (GOAL 5)**

*(Formerly Marketing and Communications Committee)*

This committee will assist staff and the board in developing communications and engagement programs, projects, and strategies intended to reach, inform, and benefit area stakeholders consistent with the objectives in Goal 5.

## **EXAMPLE COMPOSITION OF A COLLABORATIVE BOARD COMMITTEE**





## EXPANDED ROLE FOR CHI'S 501(c)3 AFFILIATE

CHI, through its revenue-generating tools of membership and public financing via HDMD and DRA, enjoys a relatively diverse bundle of revenue types to fund operations of the organization. Increasingly, place management organizations have diversified their funding sources to support and accelerate the delivery of a wide variety of programs. A non-profit 501(c)(3) affiliate is commonly used to collect revenue from grants, sponsorships, or other contributions, and used to fund things like public space enhancements, planning studies, and capital improvement projects.

Long established and governed by a board affiliated with CHI, Central Houston Civic Improvement (CHCI), a non-profit 501(c)(3), is recommended to be formally staffed as an operating affiliate under the umbrella of CHI. This will enable CHI to diversify funding beyond assessments, tax increment, and membership to support tactics that advance the

priorities of this plan such as capital improvements, planning efforts, initiatives that support clean and safe and reduce homelessness, and other special projects that might arise in the future.

Given that CHCI is already established, though not directly staffed, ramping up its potential would require dedicated staff capacity and focus. Sufficient overhead and administrative support already exist within the CHI organizational structure. Given the potential for resolution for the North Houston Highway Improvement Project, plus the likely need and ability to raise philanthropic funds to support implementation of the civic opportunities envisioned in the project, this presents a clear and present opportunity to leverage revenues that are not bound by the jurisdictional limitations of the existing tools.

## BOARD ROLES AND RESPONSIBILITIES

This planning context provides an opportunity to reinforce board and staff roles moving forward. Model guidelines common in place management and non-profit management include the following delineation:

### BOARDS OF DIRECTORS:

- Primary focus is to provide policy leadership for the organization, including developing annual goals and objectives.
- Ensure that program activities are meeting the overall mission of the organization.
- Supervise and evaluate the President & CEO, including a formal performance evaluation conducted each year.
- Serve a fiduciary role to ensure programs and budgets are consistent with the intent of each organization's formal governing documents.
- Help the organization advocate and raise funds for policies and programs that will benefit greater Downtown.

### STAFF:

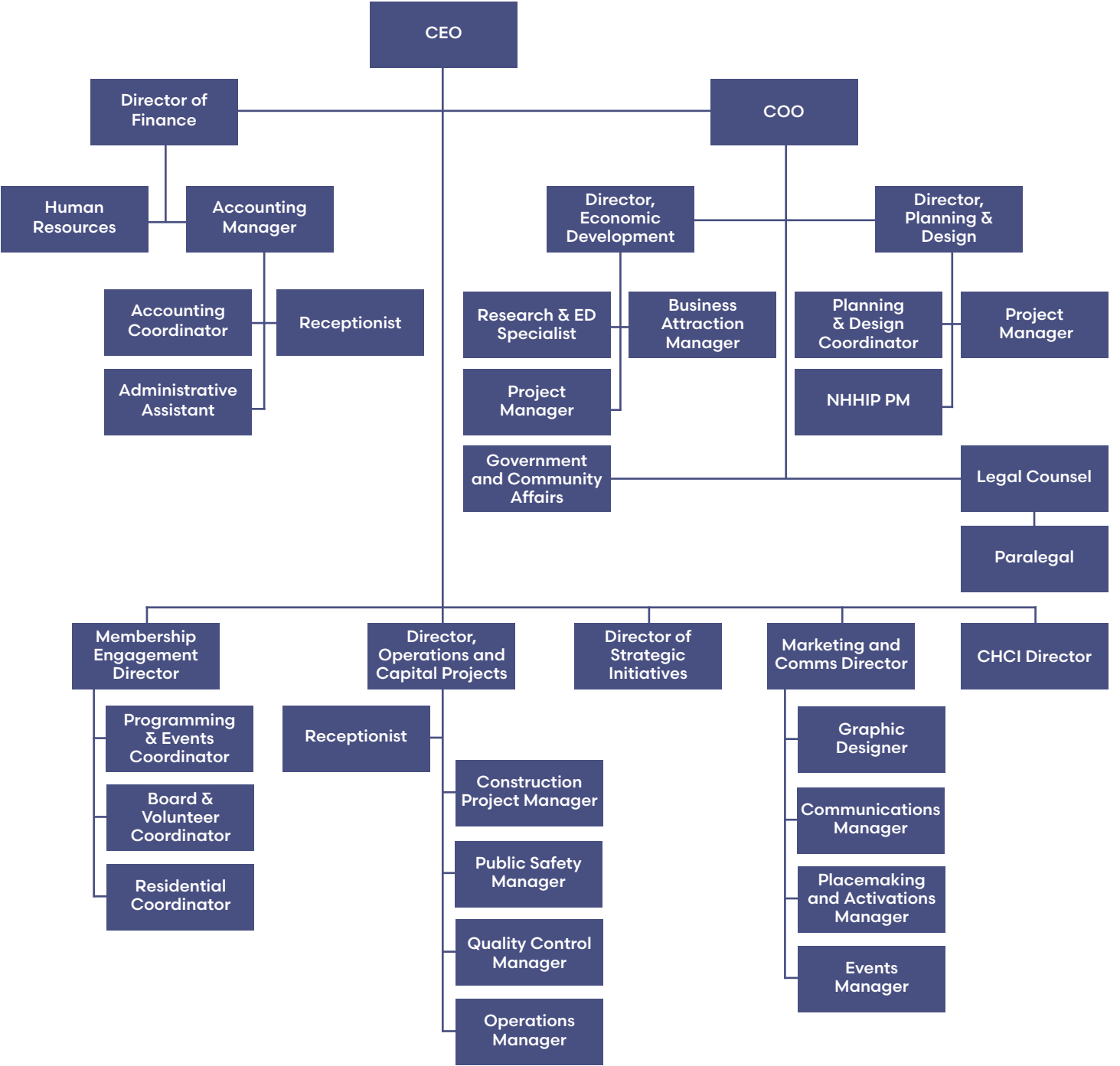
- Charged with the design, development and day-to-day execution of programs and initiatives.
- The President & CEO recruits, supervises, and evaluates all staff positions.
- The President & CEO develops organizational budgets, including all staff compensation.
- The President & CEO is the primary spokesperson for the organization, supported by appropriate staff and board officers as needed.

## STAFFING ORGANIZATIONAL CHART

CHI currently supports 28 full-time equivalent positions, whereas the recommended staffing chart contains 36. As seen in the comparison summary in Appendix A, CHI is lean on staff relative to comparable place management organizations in other large cities. While the organization has managed with the existing team, the ability to meet the elevated expectations articulated in this plan will require additional staff capacity.

Formal decisions regarding the addition of staff will be made on an annual basis in conjunction with the respective organizations' budget processes. The graphic on the following page depicts a new staffing structure for the organization, which can be realized over time.

# PROPOSED ORGANIZATIONAL CHART





# APPENDIX A: COMPARABLE PLACE MANAGEMENT ORGANIZATIONS SURVEY

	Times Square Alliance	Downtown Seattle Association	Downtown Denver Partnership	Downtown Austin Alliance	Central Houston Inc. (w/ affiliates)
Square Blocks	25	285	120	192	325
Annual Visitors	50 M	N/A	17.4 M	N/A	
Annual Operating Budget	\$23.1 M	\$22 M	\$14 M	\$10.3 M	\$46.3 M
Annual Assessment Revenue	\$14.4 M	\$16 M	\$6.4 M	\$8.4 M	\$15.1 M
Assessment per sq. block	\$576,000	\$56,140	\$53,383	\$43,750	\$46,453
Non-assessment revenue (% of budget)	38%	27%	54%	18%	68%
Sources of non-assessment revenue	Grants & sponsorship, New Years, Program Services, Interest on investments	Grants & sponsorship, private donations, membership fee & parks permits, gov't contracts & fee for service	Contracted services, sidewalk café lease, special events, mall vending, banner program, membership dues	Local gov't contributions, membership dues, contract services, management fees	Tax increment, membership, contract services
FTE: Office	35	45	39	25	28
FTE: Field	100	135	83	44	86
Operating \$ per FTE (office)	\$660,000	\$488,889	\$358,974	\$412,000	\$1,653,571
FOCUS AREAS:					
Advocacy	X	X			X
Cleaning	X	X	X	X	X
Econ Dev			X		X
Events					X
Planning		X		X	X
Holiday			X		X
Marketing	X		X		X
Member Services					X
Outreach, Homelessness		X		X	X
Park Management		X			X
Beautification			X	X	X
Safety, Hospitality	X	X	X	X	X
Transportation		X			X
Board Composition	52% prop owners, 30% businesses, 6% residents, 4% gov't 4% community boards	Business and non-profit leaders	Multiple boards: BID Board is 100% property owners	61% property owners, 25% non-owners, 14% public agencies	Multiple Boards, composition described herein.
Affiliated Orgs	N/A	501(c)3 used on limited basis	2 501(c)3 orgs, 501(c)6 for membership	501(c)3 for culture, education, and recreation	501(c)3 used on limited basis

# APPENDIX B: BOARD AND STAFF ROSTERS

## CHI BOARD

### OFFICERS

**Chair, Niloufar Molavi**  
*Global Leader Oil & Gas, PwC*

**Vice Chair, Dilip Choudhuri**  
*President & CEO, Walter P Moore.*

**President and CEO, Kristopher Larson**  
*Central Houston, Inc.*

**Treasurer, Alex Jessett**  
*Chief Financial Officer, Camden Property Trust*

**Secretary, David Ruiz**  
*SVP, Community Relations Manager, Bank of America*

**Assistant Secretary, Jamie Perkins**  
*Assistant Secretary, Central Houston, Inc.*

### EX-OFFICIO

**Leslie G. Ashby**  
*Attorney at Law, Ashby, LLP*

**Chris Canetti**  
*President, Houston World Cup Bid Committee*

**Shawn Cloonan**  
*General Counsel, McCord Development*

**Curtis V. Flowers**  
*Executive Director, JP Morgan Chase Bank, N.A.*

**James Nelson**  
*Executive Director, Houston Ballet*

**Julie Suddeth**  
*Board Chair, Discovery Green Conservancy, Inc.*

### CHAIRMEN EMERITUS

**Linnet Deily**  
*Retired - Board Member, Chevron Corporation*

**Doug Foshee**  
*CEO, Sallyport Investments, LLC*

**Scott Prochazka**  
*Retired - CEO, CenterPoint Energy*

**Anne Taylor**  
*Retired - Vice Chairman, Deloitte*

### BOARD OF DIRECTORS

**Esi Akinosho**  
*Managing Partner, Ernst & Young LLP*

**Dr. Loren Blanchard**  
*President, University of Houston-Downtown*

**Mary Boroughs**  
*President, Chevron Environmental Management & Real Estate Company*

**Stephanie Burritt**  
*Managing Director, Principal, Gensler*

**Dougal A. Cameron**  
*President, Cameron Management*

**Ric Campo**  
*Chairman & CEO, Camden Property Trust*

**James Casey**  
*Senior Managing Director, Trammell Crow Company*

**Amy Chronis**  
*US Oil, Gas & Chemicals Leader, Deloitte*

**Matthew Damborsky**  
*Executive Vice President, Skanska USA Commercial Development*

**Danny David**  
*Department Chair, Litigation (Firmwide), Baker Botts*

**Thomas DeBesse**  
*Regional President, Wells Fargo*

**Laura G. Edrington**  
*Managing Partner-Houston Office & Corporate Trust Chair, Locke Lord LLP*

**K. Gregory Erwin**  
*Shareholder, Winstead PC*

**Mark C. Evans**  
*Co-Chairman, Firm, Bracewell LLP*

**C. Richard Everett**  
*Chairman & CEO, C. Richard Everett Interests*

**Tilman J. Fertitta**  
*Chairman, President & CEO, Landry's, Inc.*

**Bradley R. Freels**  
*Chairman, Midway Companies*

**Martyn E. Goossen**  
*Vice Chairman-Private Bank, JP Morgan Chase Bank, N.A.*

**Fred B. Griffin**  
*Co-Chairman, Griffin Partners, Inc.*

**Hillary J. Hart**  
*Executive Director, Theatre Under The Stars*

**Michael Heckman**  
*President & CEO, Houston First Corporation*

**Jeffery D. Hildebrand**  
*Executive Chairman & Founder, Hilcorp Energy Company*

**Steven J. Kean**  
*Chief Executive Officer, Kinder Morgan*

**Julie Luecht**  
*Office Managing Principal, KPMG*

**John Mooz**  
*Senior Managing President, Hines*

**Steve Newton**  
*Managing Director/Area Manager, Russell Reynolds Associates*

**Hong Ogle**  
*Houston Market President, Bank of America*

**Travis Overall**  
*Executive Vice President, Brookfield Property Partners*

**Tom Paterson**  
*Chief Operating Officer, Lionstone Investments*

**Kathy Payton**  
*President & CEO, Fifth Ward Community Redevelopment Corporation*

**Daron Peschel**  
*Senior Vice President, Federal Reserve Bank, Houston Branch*

**Theola Petteway**  
*Executive Director, OST/Alameda Corridors Redevelopment Authority and TIRZ #7*

**David Stevenson**  
*President, Amegy Bank*

**John Walker**  
*President of Business Operations, Houston Dynamo*

**Jason Wells**  
*EVP & CFO, Centerpoint Energy*



## OFFICERS

**Chair, Leslie G. Ashby**

*Attorney at Law, Ashby, LLP*

**Vice Chair, Ted Zwig**

*Vice President, Operations, Brookfield  
Property Partners*

**President and CEO, Kristopher Larson**

*Houston Downtown Management District*

**Treasurer & Investment Officer, Robbi Jones**

*President, Kipling Jones & Co.*

**Secretary, Marian Harper**

*Vice President, Community Relations, Houston  
Astros LLC*

**Asst. Secretary & Records Mgmt Officer,  
Jamie Perkins**

*Assistant Secretary & Records Management  
Officer, Houston Downtown Management  
District*

## BOARD OF DIRECTORS

**Genora K. Boykins**

*Asst. Regional General Counsel - Retired,  
NRG Energy*

**Clay Crawford**

*Partner, Sears Crawford L.L.P.*

**Jacques D’Rovencourt**

*General Manager, Hilton Americas-  
Houston*

**Benjamin Llana**

*Vice President - Development, Skanska  
USA*

**Marcus Davis**

*Owner, Kulture*

**Terry Demchak**

*Resident, Hermann Lofts*

**Irma G. Galvan**

*Owner, Irma’s Original*

**Crystal Allen**

*Managing Director, Transwestern Retail*

**Gilbert A. Herrera**

*President, Herrera Partners*

**Chung-Chih (CC) Huang**

*Senior Advisor, The Abercrombie Company*

**Angus S. Hughes**

*Senior Director, Cushman & Wakefield*

**Antoinette M. (Toni), Jackson**

*Partner, The Banks Law Firm*

**Roland Kennedy**

*Regional Manager, US East & Latin  
America, Chevron Corporation*

**Nicholas J. Massad III**

*Senior Vice President of Development,  
American Liberty Hospitality, Inc.*

**Sherea A. McKenzie**

*Director of Strategic Development and  
Initiatives, Precinct 1, Harris County, Texas*

**Kenny Meyer**

*President, MC Management and  
Development*

**John Mooz**

*Senior Managing President, Hines*

**Cat Nguyen**

*Vanguard Sales Representative,  
Republic National Distributing*

**Randy Pryor**

*Vice President, Distribution Operations,  
CenterPoint Energy*

**Edna Ramos**

*Downtown Property Owner*

**Scott Repass**

*Owner, Little Dipper*

**Grace Rodriguez**

*CEO/Executive Director, Impact Hub  
Houston*

**Richard R. Torres**

*President, CHRISTUS Foundation for Health  
Care*

**Valerie M. Williams**

*Immediate Past Chair, Houston Downtown  
Management District*

## OFFICERS

**Chair, Treasurer & Investment Officer,**  
**Curtis Flowers**  
*Executive Director, JPMorgan Chase*

**Vice Chair, Michele Sabino**  
*Consultant, Third Sector Services*

**Treasurer, Keith Hamm**  
*Professor, Political Science, Rice University*

**Secretary, Barry Mandel**  
*President, Discovery Green*

## BOARD OF DIRECTORS

**Regina Garcia**  
*Owner, Events Gifts*

**James B. Harrison**  
*Principal Harrison, Kornberg Architects*

**Sherman Lewis III**  
*Owner, The Lewis Group*

**Tiko Reynolds-Hausman**  
*Deputy Chief of Staff, Administrative  
Services, Harris County Precinct 2*

**William J. Taylor III**  
*Commissioner, Harris County Precinct 1*





## CHI & HDMD STAFF

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**Yeneby Angeles**

*Administrative Assistant*

**Kathleen Chisley**

*Accounting Manager*

**Jordan Cutler**

*Marketing & Events Coordinator*

**Brett DeBord**

*Director of Operations & Capital Projects*

**Scott Finke**

*Operations Manager*

**Jacque Gonzalez**

*Planning & Design Coordinator*

**Jana Gunter**

*Director of Finance*

**Ellen Johnson**

*Programming & Events Manager*

**Martha Korn**

*Receptionist*

**Dusty McCartney**

*Construction Project Manager*

**Robert Pieroni**

*Economic Development Director*

**Kim Scates**

*Membership Relations Manager*

**Christal Ayala**

*Receptionist*

**Varun Cidambi**

*Research & Economic Development Specialist*

**Algenita Davis**

*Government & Community Affairs Officer*

**Allen Douglas**

*ED-DRA and General Counsel*

**Diana Garfias**

*Accounting Coordinator*

**Keith Gould**

*Quality Control Manager*

**Lonnie Hoogeboom**

*Director, Planning & Urban Design*

**James Kennedy**

*Public Safety Manager*

**Kristopher Larson, AICP**

*President & CEO*

**Jamie Perkins**

*Executive Assistant & Paralegal*

**Shelby Pipken**

*Director of Marketing & Communications*







