



Downtown
Redevelopment
Authority

Board of Directors Meeting

March 3, 2026

Tax Increment Reinvestment Zone, Number Three
City of Houston

**Board of Directors Meeting
March 3, 2026**

TABLE OF CONTENTS

	<u>Page</u>
Minutes of Previous Meetings	
• Downtown Redevelopment Authority – January 13, 2026.....	3
• Tax Increment Reinvestment Zone Number Three – January 13, 2026.....	6
 Finance Matters	
• Finance Summary – January + February 2026.....	9
• Check Register – January 2026	12
• Check Register – February 2026.....	13
 Municipal Services & Initiatives Update	In-Meeting Presentation
 Discuss Tranquillity Park Initiative + Related Action Item	15
 Discuss Blighted Condition of 801 St. Joseph Property + Related Action Item	16
 Strategic Alignment Updates	
• Goal 1 – Champion Downtown.....	32
• Goal 2 – Enhance Downtown	33
• Goal 3 – Connect Downtown	34
• Goal 4 – Thrive Downtown	35
• Goal 5 – Engage Downtown	36

**MINUTES OF THE REGULAR MEETING
OF THE
DOWNTOWN REDEVELOPMENT AUTHORITY**

January 13, 2026

The Board of Directors (the “Board”) of the Downtown Redevelopment Authority (the “Authority”) met in regular session, in person and open to the public, at the Authority’s office located at 1221 McKinney Street, Suite 4250, Houston, TX 77010.

Curtis Flowers	Chair
Barry Mandel	Secretary
Keith Hamm	Treasurer
Regina Garcia	Director
James Harrison	Director
Kirby Liu	Director
Tiko Reynolds-Hausman	Director
William Taylor	Director

All Board members were present except for Directors Garcia and Taylor. Also present were Kris Larson, President, Jana Gunter, Director of Finance, and staff members Brett DeBord, Allison Fraser, Jacque Gonzalez-Garcia, Brendan Harrison, Cassie Hoeprich, Justin Jerkins, Alyssa Mason, Jamie Perkins, Albert Sanchez, and Ann Taylor, all with the Authority.

Additional attendees included Clark Lord with Bracewell, outside counsel to the Authority; and Andrew Busker with the City of Houston.

PUBLIC COMMENT

Chair Flowers asked if anyone would like to make a public comment. No public comments were received. The Board proceeded to the agenda items.

QUORUM & CALL TO ORDER

A quorum was established, and Chair Flowers called the meeting to order at 12:07 PM.

MINUTES OF PREVIOUS MEETING

The Board considered approving the minutes of the December 9, 2025, regular joint Board meeting. Chair Flowers called for any changes or points to discuss.

Hearing none, Chair Flowers called for a motion, moved by Secretary Mandel, seconded by Director Harrison, and the minutes of the December 9, 2025 regular joint Board meeting were approved as presented.

FINANCE MATTERS

Check Register – December 2025

Chair Flowers called on Jana Gunter to provide finance updates from the month prior. Ms. Gunter shared highlights from the month-end check register for December 31, 2025. No questions were raised, and discussion did not occur.

Second Quarter Financial Statements

Ms. Gunter continued with a review of the Second Quarter Financial Statements. Questions were not raised, and discussion did not occur.

Second Quarter Investment Report

Ms. Gunter concluded the finance updates with a report summarizing the Second Quarter Investment Report. Questions were not raised, and discussion did not occur.

Chair Flowers called for a motion for the Board to accept the following finance items: (i) the December 2025 check register; (ii) the Second Quarter Financial Statements; and (iii) the Second Quarter Investment Report. Secretary Mandel carried the motion, and Director Harrison seconded, and the Board accepted the three finance items, as presented.

COOL CONNECTED CORRIDORS — CONTRACTOR AUTHORIZATION

Brett DeBord presented an authorization for the Cool Connected Corridors project. He explained that the request was to hire a contractor, noting that three bids were received during the RFP process. Jerdon Enterprises was selected by the review committee. The project scope includes installing shade structures, expanding the tree canopy, upgrading lighting, and improving irrigation along approximately 14 blocks of Texas Avenue. Construction is scheduled to begin on January 26.

After all questions were answered, Chair Flowers called for a motion to approve the remaining budget allocation of \$1,432,391 and the agreement with Jerdon Enterprises for the Cool Connected Corridors project. Secretary Mandel moved, Treasurer Hamm seconded, and the Board approved the request as presented.

VIA FOOTBALL — 2026 FIFA WORLD CUP PEDESTRIAN MOBILITY PLANNING

Cassie Hoeprich introduced the Authority's Via Football initiative—a comprehensive pedestrian mobility and safety plan designed to support Houston's hosting of seven 2026 FIFA World Cup matches at NRG Stadium. The Fan Fest is planned for the Discovery Green/EaDo area and will operate for approximately 40 days in June and July 2026, anticipating up to 100,000 additional visitors daily in and around downtown.

The plan identifies a network of temporary and 40-day pedestrian routes that uses existing investments, such as the Cool Connected Corridors and Main Street Promenade. Temporary amenities such as shade structures, wayfinding signage, and water and cooling stations will fill gaps where permanent improvements are not complete. The consulting team includes Better Block, Momentum, with global Olympic and major-event experience, and SWA. The City of Houston Public Works has expressed support and encouraged the Authority to pilot tactical street improvements.

Board discussion focused on parking strategy, rideshare and drop-off logistics, and local commuter navigation. Key responses: geofencing of rideshare locations is being developed; parking cluster signage is planned with Houston First and the Host Committee; Metro is exploring expanded rail capacity and reduced headways. Funding for the study and implementation has been allocated through the District budget. This item was informational and no action was taken.

STRATEGIC ALIGNMENT UPDATES

President Larson shared highlights from the SAP Report for the previous month. Questions were asked and answered, and a discussion took place.

OTHER BUSINESS

No further business was brought before the Board.

NEXT MEETING

The next Board meeting is scheduled for February 10th. Calendar invites will be distributed to all Board members.

ADJOURNMENT

With no further business, a motion to adjourn was made and seconded. The meeting was adjourned at 1:03 PM.

Barry Mandell, Secretary
Downtown Redevelopment Authority
("Authority")

**MINUTES OF THE REGULAR MEETING
OF THE
TAX INCREMENT REINVESTMENT ZONE NUMBER THREE**

January 13, 2026

The Board of Directors (the “Board”) of the Tax Increment Reinvestment Zone Number Three (the “Zone”) met in regular session, in person and open to the public, at the Zone’s office located at 1221 McKinney Street, Suite 4250, Houston, TX 77010.

Curtis Flowers	Chair
Barry Mandel	Secretary
Keith Hamm	Treasurer
Regina Garcia	Director
James Harrison	Director
Kirby Liu	Director
Tiko Reynolds-Hausman	Director
William Taylor	Director

All Board members were present except for Directors Garcia and Taylor. Also present were Kris Larson, President, Jana Gunter, Director of Finance, and staff members Brett DeBord, Allison Fraser, Jacque Gonzalez-Garcia, Brendan Harrison, Cassie Hoeprich, Justin Jerkins, Alyssa Mason, Jamie Perkins, Albert Sanchez, and Ann Taylor, all with the Zone.

Additional attendees included Clark Lord with Bracewell, outside counsel to the Zone; and Andrew Busker with the City of Houston.

PUBLIC COMMENT

Chair Flowers asked if anyone would like to make a public comment. No public comments were received. The Board proceeded to the agenda items.

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OTHER BUSINESS

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ADJOURNMENT

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Barry Mandell, Secretary
Tax Increment Reinvestment Zone Number Three
("Zone")

DRA FINANCE SUMMARY

JANUARY & FEBRUARY 2026

March 3, 2026

**DOWNTOWN
HOUSTON+**

CHECK REGISTER

January 2026

- Total checks issued were \$659K
 - Central Houston, Inc. - \$254K – Admin Contract (Dec)
 - Houston Downtown Management District - \$183K – Allen Parkway Maintenance
 - The Goodman Corporation - \$111K – Grant Compliance – FTA/TxDot
 - Project Surveillance - \$37K – Field Observation, Main Street Promenade, \$20K, Downtown Overlay, \$17K
 - Jerdon Enterprise, LP - \$33K – Main Street Promenade Sycamore Planting

CHECK REGISTER

February 2026

- Total checks issued were \$2.774M
 - Buffalo Bayou Partnership - \$1.574M – Operations & Maintenance Agreement
 - Root Lab LLC - \$1.015M – Shade Structures
 - Houston TRS, LLC - \$77K – The Laura Hotel DLI Rebate
 - Project Surveillance - \$35K – Field Observation, Main Street Promenade, \$18K, Downtown Overlay, \$17K
 - The Goodman Corporation - \$19K, Grant Management and Compliance, Downtown Overlay, \$11K, Main Street Promenade, \$8K

Company name: Central Houston
Report name: Check register
Created on: 2/2/2026
Location: DRA--Main Street Market Sq Redevelopment Auth

Bank	Date	Vendor	Document no.	Amount	Cleared
DRA 0879 - JP Morgan Chase, N.A.	Account no: 515270879				
	1/27/2026	VEN-00321--Block by Block		5,995.27	In transit
	1/7/2026	VEN-00032--Central Houston, Inc	1053	254,390.10	In transit
	1/27/2026	VEN-00562--GENSLER		1,446.20	In transit
	1/13/2026	VEN-00562--GENSLER		5,134.20	In transit
	1/13/2026	VEN-00808--Hibrid Engineering, LLC		4,012.50	In transit
	1/28/2026	VEN-00312--HOUSTON DOWNTOWN MANAGEMEN	1054	182,908.30	In transit
	1/26/2026	VEN-00917--HVJ Associates, Inc		20,239.50	In transit
	1/27/2026	VEN-00115--Jerdon Enterprise, LP		33,011.00	In transit
	1/13/2026	VEN-00195--Project Surveillance, Inc		36,875.00	In transit
	1/13/2026	VEN-00318--STERLING EXPRESS SERVICES		25.00	In transit
	1/27/2026	VEN-00751--The Goodman Corporation		94,878.97	In transit
	1/13/2026	VEN-00751--The Goodman Corporation		16,498.45	In transit
	1/28/2026	VEN-00797--UES Professional Solutions 44, LLC		3,490.00	In transit
Total for DRA 0879				658,904.49	

Company name: Central Houston
Report name: Check register
Created on: 2/26/2026
Location: DRA--Main Street Market Sq Redevelopment Auth

Bank	Date	Vendor	Amount Cleared
DRA 0879 - JPMC, N.A. Account no: 515270879			
	2/20/2026	VEN-00021--Bracewell	1,325.00 In transit
	2/20/2026	VEN-00021--Bracewell	7,925.00 In transit
	2/20/2026	VEN-00021--Bracewell	4,225.00 In transit
	2/20/2026	VEN-00021--Bracewell	1,625.00 In transit
	2/4/2026	VEN-00024--Buffalo Bayou Partnership	1,573,957.72 In transit
	2/11/2026	VEN-00808--Hibrid Engineering, LLC	6,314.00 In transit
	2/17/2026	VEN-00820--HOUSTON TRS, LLC	77,100.00 In transit
	2/20/2026	VEN-00917--HVJ Associates, Inc	18,632.00 In transit
	2/4/2026	VEN-00128--Kennedy Brand Media	2,400.00 In transit
	2/11/2026	VEN-00481--Masterson Advisors LLC	3,500.00 In transit
	2/11/2026	VEN-00195--Project Surveillance, Inc	35,025.00 In transit
	2/20/2026	VEN-00972--Root Lab LLC	1,015,331.94 In transit
	2/11/2026	VEN-00751--The Goodman Corporation	19,312.24 In transit
	2/20/2026	VEN-00797--UES Professional Solutions 44, LLC	6,328.00 In transit
	2/20/2026	VEN-00797--UES Professional Solutions 44, LLC	955.00 In transit
Total for DRA 0879			2,773,955.90

Municipal Services & Initiatives Update

(presentation will be shared in the meeting)

PROJECT NAME	2026 Tranquillity Park Initiative – Phase 1 of 2
REQUEST	Authorize the expenditure of \$3,000,000 in FY 25-26 for the Tranquillity Park Initiative and authorize staff to enter into a contract with a vendor —selected through a competitive procurement process—to advance park modifications. This authorization includes funding for immediate capital projects, minor repairs, and public art.
DESCRIPTION	The Executive Committee met on February 24, 2026, to discuss this opportunity. Tranquillity Park is a two-block civic landmark in the heart of West Downtown, adjacent to the Hobby Center and major office towers. Built in 1979 to honor the Apollo 11 moon landing, the park has suffered from long-term neglect. This \$5.5 million 2026 Initiative is a priority for the Mayor, aiming to revitalize this storied space within a single year. Key components of this initiative include: • Immediate Capital & Minor Repairs: Rapid deployment of funds for essential infrastructure fixes and aesthetic refreshments. • Fountain & Infrastructure Modifications: Modernizing the iconic fountain features to ensure operational reliability and visual impact. • Public Art & Realm Enhancements: Integration of new public art and accessibility improvements to elevate the user experience. • Detailed Design & Engineering: Building on the December 2025 conceptual design, these efforts will progress the vision to implementation from Spring through Fall 2026. • Design-Contingent Projects: Acquisition of amenities and implementation of capital improvements based on the forthcoming engineering work. The DRA's \$3 million authorization enables immediate work and provides a mechanism for the reimbursement of committed funds, including the \$500,000 committed by the General Services Department (GSD) as of February 2026 for central fountain modifications.
BUDGET	FY 25-26 Authorization: \$3,000,000
ACTION ITEM	Consider approving the Executive Committee's recommendation to authorize the expenditure of \$3,000,000 for the Tranquillity Park Initiative and empower staff to enter into a contract with a vendor, selected via a competitive procurement process, to execute park modifications.
CONTACTS	DRA: Allen Douglas, Executive Director & Chief Operating Officer DRA: Brett DeBord, Director of Operations & Capital Projects DRA: Cassie Hoeprich, Director of Planning & Economic Development

PROJECT NAME	"Space for All" — 801 St. Joseph Pkwy Public Art & Beautification Project
REQUEST	Authorize an expenditure of \$797,000 for the "Space For All" beautification project, and engage Street Art for Mankind to install a large-scale public art installation on the building located at 801 St. Joseph Pkwy, transforming the currently vacant structure into a landmark celebration of Houston's identity, diversity, and bold spirit.
DESCRIPTION	The Executive Committee met on February 24, 2026, and discussed this Project. The Project, involving 9 murals, will incorporate international artists from the SAM-affiliated artists group, as well as utilize local artists to seize the opportunity to convert the building into an attractive and entertaining presence on the skyline of Houston's downtown. This is a non-budget line item. The proposal also anticipates the inclusion of a 3D mapping light show on the east vertical mural facing the red line and fan-fest, timed to coincide with key 2026 events, including the FIFA World Cup. "Space for All" is a large-scale installation composed of nine monumental murals that would transform the abandoned building at 801 St. Joseph Pkwy into a vibrant public art landmark. The project is organized into two primary mural series: "Reaching Out" — Two monumental vertical murals on the west and east façades by artist INO, celebrating Houston's legacy in space exploration and its commitment to diversity and inclusion. "Space to Thrive" — Connected murals wrapping the four sides of the parking structure by artist Cryptik, using symbolism and calligraphic forms to honor the foundations of Houston's community, including themes of collective strength, adaptation, heritage, and civic pride. The project not only addresses the appearance of a single building but also aligns with two citywide outdoor museum initiatives: Big Art. Bigger Change. (UN Sustainable Development Goals) and One Big Family (World Cup spirit of inclusion and community).
BUDGET	Nine (9) murals — "Reaching Out" & "Space to Thrive" installations: \$647,000 3D Mapping of one (1) mural: \$150,000 Total: \$797,000
ACTION ITEM	To consider the Executive Committee's recommendation to approve the funding for the proposed "Space for All" project, and engage with Street Art for Mankind for the public art beautification of 801 St. Joseph Pkwy, in an amount not to exceed \$797,000.
CONTACTS	DRA: Kris Larson, President DRA: Allen Douglas, DRA Executive Director & COO & GC

STREET ART FOR MANKIND

HOUSTON « SPACE FOR ALL »



THE “SPACE FOR ALL” CONCEPT

“Space for All” is a large-scale installation, composed of nine monumental murals that will **transform an abandoned building into a celebration of Houston’s bold spirit.**

The city is bold in innovation, bold in inclusion, and bold in building its future. Wind and sunlight move through the building’s distinctive alveolar façade, turning the structure itself into a symbol of universal energy that will be playing/dancing with its surrounding murals.

The building’s own story mirrors the human journey. Originally conceived as a visionary temple of good vibes, later abandoned and nicknamed the “Beirut Hilton”, it now stands ready for reinvention as a place where diverse, moderate-income communities could thrive. Its evolution reminds us that ambition, excess, resilience, and hope coexist -and together they shape the beauty of our shared humanity.



SPACE FOR ALL
INDIVIDUAL THEMES & INSTALLATIONS



THE “REACHING OUT” MURALS

Two monumental vertical murals on the west and east façades, created by the artist INO, celebrate what Houston represents. Houston is a global center of space exploration and a city that creates space for everyone to belong:

“Space Exploration” or “Reaching for the Stars”

Houston has been reaching for the stars since 1965, when the Johnson Space Center became NASA’s Mission Control. That pioneering spirit continues today through research, education, and technological breakthroughs shaping the future of exploration.

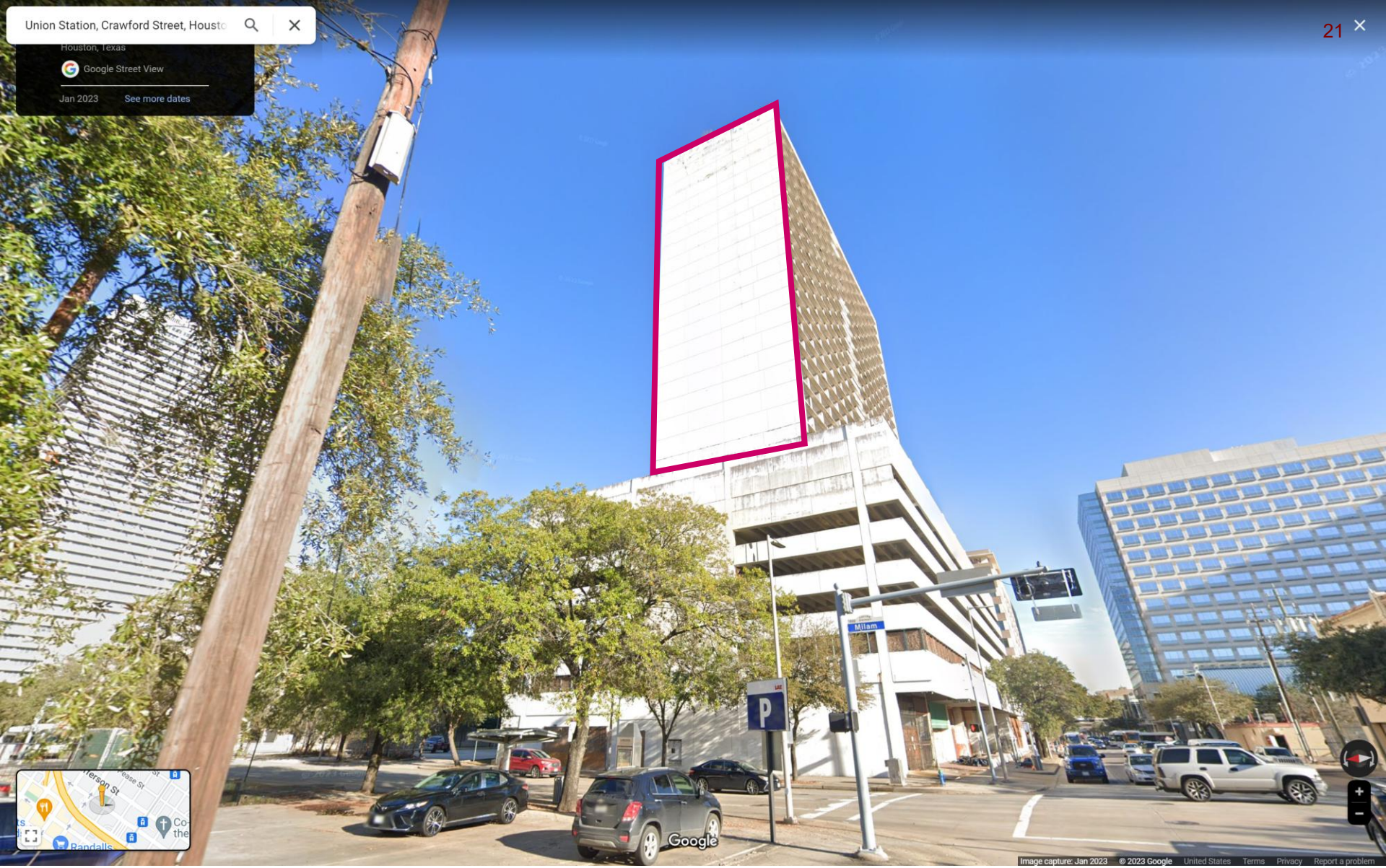
From the Artemis program returning humans to the Moon –including the first woman and the first person of color, to initiatives expanding aerospace opportunities for future generations, Houston remains a gateway between Earth and space.

“Reaching for the stars” represents humanity’s courage to constantly push its limits. Celebrating our capacity to Dream Big.

“Space for everyone” or “Reaching for Each Other”

Houston’s strength lies in its diversity, shaped by communities from around the world that contribute to the city’s culture, economy, and identity. The mural celebrates the creation of opportunities where everyone can belong, grow, and care for each other.

“Reaching for each other” is a pledge to leave no one behind. We make space for everyone. Celebrating our capacity to show Empathy.



Wall#1 West - 801 St Joseph Pkwy,



Wall#2

East - 801 St Joseph Pkwy,

INO

Instagram: <https://www.instagram.com/inoexpo/>



THE “SPACE TO THRIVE” MURALS

The four sides of the parking structure, the south vertical staircase, and the roof shafts will be wrapped in connected murals, by the artist Cryptik, paying tribute to the foundations upon which Houston continues to build its future.

Rather than depicting individual figures, his work uses symbolism and calligraphic forms and words that will contribute to a larger narrative that **strengthens community bond and reinforces the pride of being Houstonians**. His art will work as cement for the entire piece. Symbolic elements imagined:

- **Collective Strength. The Western Honeybee** –Texas’ state pollinator represents cooperation, resilience, and shared labor. Each bee plays a vital role in sustaining the hive, mirroring how collective effort sustains thriving communities like Houston. The building’s open alcoves visually echo a hive structure, reinforcing this symbolism.
- **Adaptation and Renewal. The Gecko** –Common in warm urban environments, geckos live alongside human communities and easily adapt to change. Small yet resilient, they symbolize flexibility, survival, and renewal. Their presence reflects both the building’s transformation and the way communities evolve and overcome challenges.
- **Collective Heritage. The Eagle** –The eagle holds deep significance in many Native American cultures as a spiritual messenger connecting earth and sky, symbolizing vision, strength, and protection. The mural honors Indigenous heritage while also serving as a widely recognized American symbol that naturally links Houston to the sky and beyond.
- **Protection of the Collective Good. The Texas Indigo Snake** –A nonvenomous native species known for controlling venomous snakes, the Texas indigo snake symbolizes balance and guardianship and reminds us that strong communities protect one another.
- **Houston Identity. Lone Star and H Town Symbols** –Local iconography, including the Lone Star and contemporary H Town hand signs, celebrates civic pride and reinforces Houston’s shared identity and cultural unity.



Wall# 3, 4, 5 & 6

South & East - 801 St Joseph Pkwy,

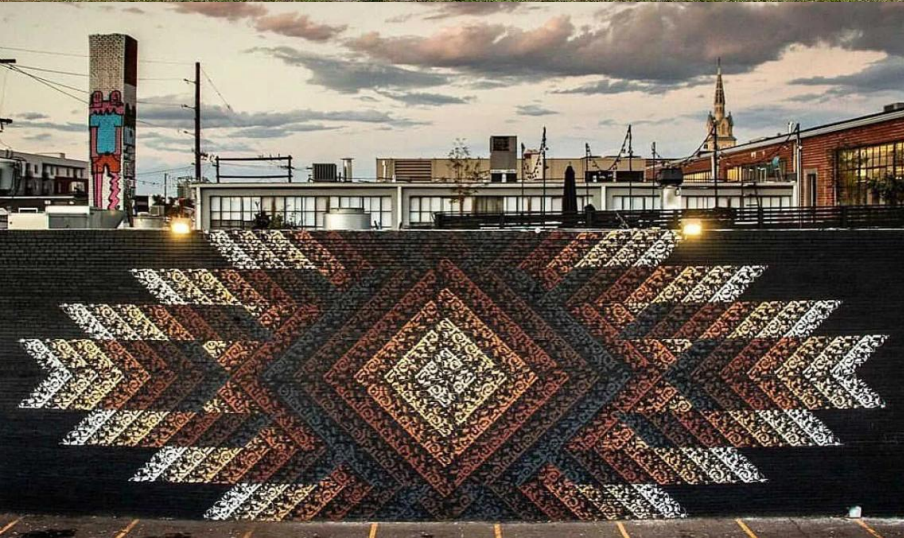


Wall# 7, 8 & 9

North & West - 801 St Joseph Pkwy,

CRYPTIK

Instagram: <https://www.instagram.com/cryptik/>



THE “SPACE TO CELEBRATE” ACTIVATIONS

Finally, we propose to activate the space through unique and unprecedented energizing performances open to everyone.

- **A 3D mapping “technological” Light show:** Bringing to life the South vertical mural facing I45 through a fine art light show that will transform the building into a magic tribute to the spirit of Houston.

See example here applied to Houston on his bike:

https://drive.google.com/drive/folders/1WOeWR6X_QtvvQGp5Nr5XoHFGk5DiQnm7

- **A “Human” Dance show:** We would invite and partner with the **Houston City Ballet to perform in the alcoves of the building to celebrate a poetic and powerful** vision of tomorrow.

These performances could be the opportunity to celebrate key moments of 2026: June 11 (World Cup kick-off), June 14th (first game in Houston), July 4th (Independence day, last game in Houston and 250th anniversary), July 19th (World Cup closing Ceremony), Thanksgiving and Winter Holidays (Christmas) – all key American uniting dates.

“SPACE FOR ALL”

Transforming this building is about more than just beautifying an abandoned space, it is a manifesto bursting with energy. With “Space for all”, we reclaim more than a space, but our identity and a vision of our community: Bold, United and Free!

Finally, “**Space for All**” will also become part of two iconic outdoor museum initiatives in Houston:

- **Big Art. Bigger Change.** Inspired by the United Nations Sustainable Development Goals, the project supports SDG 9, Industry, Innovation and Infrastructure, and SDG 10, Reduced Inequalities.
- **One Big Family.** Inspired by the spirit of the World Cup, this mural series celebrates inclusion, courage, and community, reflecting Houston’s values and the global ideals of the beautiful game.

BUDGET

(9) Murals for installations “Reaching out” & a “Space to Thrive”	\$647,000
3D Mapping of (1) mural	\$150,000
TOTAL #1	\$797,000

DOWNTOWN HOUSTON+
**STRATEGIC
ALIGNMENT
PLAN UPDATES**

March 2026

GOAL 1

Champion major projects, initiatives and investments that improve Downtown.

1.6 Explore opportunities to integrate emergent technologies and resiliency by improving infrastructure to manage and mitigate the effects of climate change.

Highlight: DTH+ submitted a federal Economic Development Administration (EDA) Disaster Resiliency Grant application to advance infrastructure improvements that strengthen economic resilience and climate adaptability in the Warehouse District. The \$1.2 million proposal would advance previous planning work which had identified flooding and infrastructure issues needing correction, due to elevations and proximity to Buffalo Bayou. If awarded, the plan will fund preliminary design and a new style of economic analysis to determine the most cost-effective improvements. The plan also aligns with NHHIP and North Canal Projects, which are slated to have a positive impact on catastrophic flooding in the Warehouse District.

Participating Agencies:



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.

Highlight: Earlier this year, DTH+ finalized an agreement with METRO to re-pave intersections along the east-west light rails Downtown. This agreement concludes a longstanding issue that stemmed from the City of Houston not formally accepting the project following its original completion, leaving maintenance responsibility for pavers unclear. Under the new partnership, METRO will reimburse the HDMD to repair failing areas using its existing vendor.

Participating Agency:



GOAL 2

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

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

Highlight: Late in 2025, Mayor Whitmire convened city leaders and partners, including DTH+ and the Hobby Center, to address the underused Tranquillity Park. Asked to lead the park repositioning, DTH+ developed conceptual plans to overhaul and activate the park within a year. After favorable review by the Mayor, the City of Houston authorized DTH+ to implement improvements, coordinate operations, pursue funding, and potentially assume long-term maintenance and management.

Participating Agencies:



2.6 Deploy welcoming ambassador teams within the public realm to improve visitor experiences and augment public safety.

Highlight: To support increased visitation during Rodeo season, DTH+ refreshed Ambassador team uniforms with custom belt buckles to enhance visibility, approachability, and brand recognition within the public realm during Downtown's highest-traffic periods. The updated uniforms are designed to reinforce a welcoming presence for visitors and strengthen the Ambassadors' role as highly visible, trusted points of contact for wayfinding, general information and assistance. This seasonal uniform deployment supports a more cohesive visitor experience, increases the perceived presence of Downtown services during peak demand and uplifts the Ambassadors' dual role in hospitality and public safety support across key corridors and gathering areas.

Participating Agency:





GOAL 3

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

3.1 Plan, design, and construct public infrastructure that supports safety and equity.

Highlight: DTH+'s major streets resurfacing project is underway, improving 80+ blocks, and prioritizing some of the most heavily traveled and in-need corridors. Improvements include asphalt resurfacing & restriping to curb, gutter plus additional repairs where needed. Now halfway into the project's scheduled duration, the project was forecasted to be completed at a lower cost than the amount of the H-GAC / TxDOT grant. To maximize the use of available grant funds, DTH+ has coordinated with the City of Houston to identify another 35 blocks to add to the scope. This change order was sent to TxDOT for approval in mid-February. If approved by TxDOT, the leveraged funds could now translate into 120 blocks of improved roadway completed before the previous deadline of May 31, 2026.

Participating Agency:



3.9 Support efforts to enable a more festive game day atmosphere better integrated into the built environment.

Highlight: In preparation for the 2026 FIFA World Cup, DTH+ initiated development of a World Cup Business Playbook to help Houston-area businesses prepare for and capitalize on match-day activity. The Playbook translates the scale and dynamics of this global mega-event into clear, actionable guidance that supports festive, coordinated, and visitor-ready environments integrated into the public realm. Content includes operational readiness, branding and activation opportunities, access and logistics considerations, and cultural context to help businesses anticipate international fan expectations.

Participating Agency:



GOAL 4

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

4.5 Work with local government build partnerships to reform regulatory processes to expedite timetables and decrease barriers to entry.

Highlight: Working in partnership with the Mayor's Office and following our February presentation, we are advancing a formal ordinance for a Council vote this month to secure a master license for the Main Street Promenade. This move directly supports our goal to reform regulatory processes and decrease barriers to entry for local businesses. By centralizing the licensing, we can offer a seamless experience for those looking to establish or expand outdoor dining. This will be complemented by Alfresco Grants, administered by our staff with HDMD funds, specifically to assist businesses with their "more space" on Main Street. The ordinance also introduces high-quality design standards for furniture and lighting to ensure a durable aesthetic. Beyond physical improvements, this framework empowers us to refine maintenance and launch new programming, fostering a more cohesive, inviting downtown environment.

Participating Agency:



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

Highlight: At the end of January, we published the Year-End 2025 Market Report, delivering a comprehensive overview of Downtown's performance and trends across 2025. Released within one month of year-end, the report synthesizes insights on visitation, employment, development, retail and residential activity, and real estate into a digestible annual narrative. In February, we also met with the Thrive Committee to discuss enhancing the report's distribution process, ensuring data and key updates are more accessible and actionable for stakeholders. This edition reinforces our role as the primary source for Downtown market intelligence.

Participating Agencies:



GOAL 5

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

5.1 Develop a representative engagement structure that provides stakeholders the opportunity to inform decision making and advise on the direction of Downtown.

Highlight: : Motivated by 2026's new Top 20 Agenda for Action, DTH+'s Board committee structure was reviewed to ensure alignment with evolving organizational needs. Building on the collaborative model introduced in 2022, committees were realigned to focus on discrete Top 20 objectives and to better match members' interests and expertise. A brief survey was distributed to Board members to capture assignment preferences, including standing and time-limited committees. Based on responses, 2026 committee assignments are being prepared, with some adjustments made to strengthen overall effectiveness, engagement, and appropriate governance-level oversight.

Participating Agencies:



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

Highlight: In February, 15 positive earned media placements (AKA: good PR) ranged from the "[Huge To-Do List](#)" revealed at CHI's Outlook Breakfast, to interviews with Texas Monthly, Houstonia, and three [local TV newscasts](#) about prepping for FIFA World Cup. DTH+ partnered with CM Mario Castillo on two broadcast stories about [taming Houston's summer heat](#) with innovative shade strategies. A mouth-watering TV profile previewed chef Omar Pereney's [Petite Lucie in Market Square Park](#). Mayor Whitmire's State of the City announced [Tranquillity Park's revival](#), and [an article](#) from Greater Houston Partnership leveraged research from DTH+ on Houston's evolving energy industry. The upshot: Downtown is "the convening center," shrinking distance between energy customers, investors, technical talent, and service providers, accelerating deal-making and collaboration.

Participating Agencies:

