Houston Downtown Management District

DRAFT 2026 Operating Budget Summary

	2025 Amended Budget	2025 Projected	2026 Budget	2026 Budget vs. 2025 Projected	2026 Budget vs. 2025 Amended Budget
Revenues					
Assessment revenue	$17,168,132	18,391,688	18,391,688	$0	$1,223,556
Federal grant reimbursements	$11,230,000	$5,490,000	18,000,000	$12,510,000	$6,770,000
Total other revenue	$2,519,356	$2,023,526	$3,487,673	$1,464,147	$968,317
Interest	$832,025	$721,252	$514,429	($206,823)	($317,596)
Utilization of Surplus Fund Balance	$4,055,388	$935,970	$2,463,517	$1,527,547	($1,591,871)
Total Funds Available	**$35,804,901**	**$27,562,436**	**$42,857,307**	$15,294,871	$7,052,406
Expenses					
Goal 1. Champion					
1a. Cultivate relations across sectors to drive catalytic opportunities	$75,000	$83,725	$0	($83,725)	($75,000)
1b. Design parks and open spaces made possible by NHHIP	$149,957	$149,746	$165,004	$15,258	$15,047
1c. Plan collaboratively for evolving edges, connections & major attractions	$29,286	$28,380	$36,004	$7,624	$6,718
1d. Excel in hosting major sporting and championship events	$30,881	$30,938	$63,032	$32,094	$32,151
1e. Explore opportunites to manage and mitigate effects of climate change	$100,000	$55,428	$300,000	$244,572	$200,000
1f. Champion safe, connected transit and non-motorized options	$473,221	$454,294	$457,476	$3,182	($15,745)
Total Goal 1:	**$858,345**	**$802,511**	**$1,021,516**	$219,005	$163,171
Goal 2. Enhance					
2a. Maintain and enhance Downtown's cleanliness & appearance	$7,524,313	$6,835,932	$6,826,257	($9,675)	($698,056)
2b. Grow and enhance Downtown's trees, planters, and green spaces	$765,000	$781,164	$1,453,757	$672,593	$688,757
2c. Enhance wayfinding to guide visitors and connect them to key destinations	$158,794	$111,075	$327,936	$216,861	$169,142
2d. Deploy ambassador teams to enhance visitor experience and public safety	$2,632,021	$2,423,515	$2,779,524	$356,009	$147,503
2e. Expand collaboration and apply proven strategies to keep Downtown safe	$2,064,382	$1,966,728	$2,100,629	$133,901	$36,247
2f. Shape perceptions and narratives to strengthen Downtown's reputation	$27,817	$26,748	$54,819	$28,071	$27,002
2g. Address the needs of people experiencing homelessness	$2,177,417	$2,083,995	$1,280,018	($803,977)	($897,399)
2h. Prepare for and respond to emergencies	$104,153	$102,031	$79,598	($22,433)	($24,555)
Total Goal 2:	**$15,453,897**	**$14,331,188**	**$14,902,538**	$571,350	($551,359)
Goal 3. Connect					
3a. Plan and build public infrastructure that promotes safety and equity	$79,286	$58,973	$38,799	($20,174)	($40,487)
3b. Collaborate with partners to connect people to Downtown destinations	$19,452	$19,087	$37,039	$17,952	$17,587
3c. Work with property owners to beautify corridors and improve connectivity	$45,050	$44,620	$54,597	$9,977	$9,547
3d. Facilitate pop-ups and activations to enliven the public realm	$0	$0	$0	$0	$0
3e. Focus public realm investments on key corridors that enhance connectivity	$10,830,000	$5,490,000	$18,031,888	$12,541,888	$7,201,888
3f. Use public art and placemaking to improve walkability in areas lacking storef	$872,805	$401,976	$100,000	($301,976)	($772,805)
3g. Prioritize pedestrian lighting on key corridors and near residences	$300,609	$289,420	$343,407	$53,987	$42,798
3h. Support Downtown accessibility by maintaining sidewalks and other hards	$928,349	$537,531	$798,563	$261,032	($129,786)
3i. Implement an events strategy that engages diverse audiences and activates k	$1,842,005	$1,504,392	$2,949,129	$1,444,737	$1,107,124
3j. Leverage partners to bring high-impact experiences to Downtown	$10,000	$5,022	$10,000	$4,978	$0
3k. Create programs and strategies to connect employers and residents with Do	$10,500	$9,954	$10,000	$46	($500)
Total Goal 3:	**$14,938,056**	**$8,360,975**	**$22,373,422**	$14,012,447	$7,435,366
Goal 4. Thrive					
4a. Promote Downtown as the region's hub for business, entertainment, and cul	$112,196	$166,899	$61,359	($105,540)	($50,837)
4b. Partner with local agencies to elevate Downtown Houston's national image a	$20,000	$14,391	$20,000	$5,609	$0
4c. Partner to shape Downtown's economic vision and strategy	$24,000	$15,395	$24,000	$8,605	$0
4d. Promote Downtown as a desirable, livable neighborhood	$57,053	$57,566	$94,425	$36,859	$37,372
4e. Support retention and recruitment of Downtown office tenants	$0	$0	$100,000	$100,000	$100,000
4f. Foster a strong storefront economy by targeting recruitment for key corridors	$0	$0	$0	$0	$0
4g. Create targeted marketing and incentives to improve storefronts and attract	$2,098,338	$1,613,599	$1,911,751	$298,152	($186,587)
4h. Promote new attractions that expand Downtown's offerings	$626,039	$607,524	$503,273	($104,251)	($122,766)
4i. Serve as the leading source for Downtown market intelligence	$34,739	$26,956	$11,680	($15,276)	($23,059)
4j. Expand data and reporting to deliver deeper insights to stakeholders and pro	$185,661	$165,612	$254,010	$88,398	$68,349
Total Goal 4:	**$3,158,026**	**$2,667,942**	**$2,980,498**	$312,556	($177,528)
Goal 5. Engagement					
5a. Establish a stakeholder engagement process to inform decisions and guide D	$932,625	$993,684	$1,138,058	$144,374	$205,433
5b. Create an engagement structure that allows stakeholders to inform and advis	$49,000	$53,246	$21,750	($31,496)	($27,250)
5c. Advance branding and marketing campaigns to elevate Downtown's profile	$74,000	$42,176	$40,000	($2,176)	($34,000)
5d. Offer user-friendly digital platforms that promote Downtown	$77,250	$66,608	$31,000	($35,608)	($46,250)
5e. Enhance communications to boost awareness of HDMD, Downtown's vitality	$83,803	$74,940	$116,393	$41,453	$32,590
5f. Develop materials and programs to welcome new companies, employees, and	$26,730	$25,996	$59,081	$33,085	$32,351
5g. Create tools to welcome and orient new companies, employees, and resident	$15,000	$6,933	$18,000	$11,067	$3,000
5h. Highlight the people, businesses, and initiatives shaping a vibrant, inclusive	$53,565	$52,222	$53,827	$1,605	$262
5i. Engage residents to strengthen Downtown community	$84,604	$84,015	$101,225	$17,210	$16,621
Total Goal 5:	**$1,396,577**	**$1,399,820**	**$1,579,334**	$179,514	$182,757
Total Expense	**$35,804,901**	**$27,562,436**	**$42,857,307**	**$15,294,871**	**$7,052,406**
Revenue in Excess (Deficit) Expense	**$0**	**$0**	**$0**	$0	$0

Houston Downtown Management District

DRAFT 2026 Operating Budget Summary

Analysis of functional expenses	Out of Pocket Expense	% of Bdgt	Admin Contractor Expense	% of Bdgt	Budget Total	Revenue Partner Funding	Net Expense
Goal 1. Champion	**$815,000**	1.9%	**$206,516**	0.5%	**$1,021,516**	**$698,123**	**$323,393**
1a. Cultivate relationships with leaders across sectors to enable HDMD to drive catalytic oppportunities	0	0.0%	0	0.0%	0		0
Expenses - Service Plan Renewal	0						
1b. Design Parks and Open Spaces made possible by NHHIP	100,000	0.2%	65,004	0.2%	165,004		165,004
Planning Consultants & Expenses NHHIP	100,000						
1c. Plan collaboratively for Downtown's evolving edges, connections and major attractions	0	0.0%	36,004	0.1%	36,004		36,004
Refresh the Development Framework including neighborhood plans	0						
1d. Excel in hosting major sporting and championship events	0	0.0%	63,032	0.1%	63,032		63,032
Collaborate in hosting major national & international events	0						
1e. Explore opportunities to manage and mitigates of climate change	300,000	0.7%	0	0.0%	300,000	100,000	200,000
Planning Consultants & Expenses - Cooling Structures and Landscaping Implementation Study	300,000					100,000	
1f. Champion safe, connected transit and non-motorized options	415,000	1.0%	42,476	0.1%	457,476	598,123	(140,647)
METRO Pressure Washing	265,000					598,123	
Flagging	0						
Ft. Bend County Park and Ride - Operating Support	150,000						
Understand unmet demand: coordinated services; promote METRO & other transit services							
Goal 2. Enhance	**$13,816,211**	32.2%	**$1,086,327**	2.5%	**$14,902,538**	**$2,204,550**	**$12,697,988**
2a. Maintain and enhance Downtown's cleanliness & appearance	6,254,078	14.6%	572,179	1.3%	6,826,257	1,180,170	5,646,087
Trebly Park (Outdoor fans/wood furniture refresh)	20,000						
Market Square Improvements (Furniture replacements & TC Stock	100,000						
Landscape Enhancements - Fence Replanting	0						
Capital Replacement	250,000						
Port O Can Cleaning	15,000						
Sidewalks & Bus Stops - Street Teams	2,445,180						
Pressure Washing	121,579						
Equipment -Street Teams	352,558						
Bird Abatement	72,000						
Trash collection bags	48,000						
Trash collection contract management	25,000						
Recycling program	26,000						
Rat abatement	500						
Trash collection personnel	452,989					253,300	
Garbage Truck Insurance	1,659						
Operations Center - Rent 1313 Main	265,000						
Warehouse Storage - Rent & Utilities	73,000						
Operations Center - Utilities	55,000					20,000	
Operations Center - Vehicle Parking	11,000						
Operations Center - Telecom	19,000						
Operations Center - Leasehold Improvements	10,000						
Street Teams - Vehicles & Equipment	70,000		503,000				
Street Teams - Vehicles & Equipment Insurance	0						
Insurance - Vehicles & Equipment	1,665						
Graffiti Abatement	35,000						
Cotswold Fountain Maintenance	115,000					187,000	
Cotswold Fountain Repairs	60,000						
Fountain Supplies	70,000						
Fountain Maintenance	115,000					70,000	
Fountain Electricity	12,000						
Fountain Plantings	55,000						
Main Street Square Attendant	156,025						
Main Street Promenade Attendant	316,873					341,870	
Main Street Square Fountain Refurbishment	40,000						
Market Square Park Accent Plants & Landscape Contractor	58,000						
Market Square Park Repairs, Supplies & Misc.	40,000						
Market Square Park Kiosk - Utilities	15,000					74,000	
Market Square Park Accent Plants - Contractor & Materials	38,000						
Market Square Park Attendant	156,025						
Trebly Park Plants & Landscape Contractor	33,000						
TreblyPark Repairs, Supplies & Misc.	45,000						
Trebly Park - Utilities	45,000					84,000	
Trebly Accent Plants - Contractor & Materials	28,000						
Trebly Park Attendant	156,025						
Expenses - Operations	50,000						
Banners	0						

Maintenance - Pole & Pot Maintenance	30,000						
Allen Parkway Maintenance	150,000					150,000	
2b. Grow and enhance Downtown's trees, planter, and green spaces	1,378,000	3.2%	75,757	0.2%	1,453,757	3,500	1,450,257
Landscape Amenities-Irrigation	0						
Landscaping - Contractor & Supplies	134,000						
Landscaping - Water	255,000						
Landscaping - Tree Maintenance	200,000						
Irrigation - Maintenance & Repair	265,000					3,500	
Landscape Enhancements - Urban Canopy	0						
Accent Plants - Contractor & Materials	524,000						
2c. Enhance wayfinding to guide visitors and connect them to key destinations	275,000	0.6%	52,936	0.1%	327,936	0	327,936
Pedestrian Wayfinding	60,000						
Wayfinding System - Contractor Expense	65,000						
Vehicular Wayfinding Signs	150,000						
2d. Deploy ambassador teams to enhance visitor experience and public safety	2,709,733	6.3%	69,791	0.2%	2,779,524	535,880	2,243,644
DPSG Program-Equipment	30,000						
DPSG Program-Personnel	2,240,625						
DPSG Program-Discovery Green	115,228					212,000	
DPSG Program - Main Street Promenade	323,880					323,880	
2e. Expand collaboration and apply proven strategies to keep Downtown safe	1,990,000	4.6%	110,629	0.3%	2,100,629	485,000	1,615,629
Flock Cameras	144,000						
ODO Program-Coordinator	36,000						
Law Enforcement Support	10,000						
Private Security	965,000						
Private Security - Discovery Green	470,000					485,000	
ODO Program-Equipment	5,000						
HPD-Off Duty Contract	360,000						
2f. Proactively shape perceptions and narratives to strengthen Downtown's reputation	0	0.0%	54,819	0.1%	54,819	0	54,819
2g. Address the needs of the people experiencing homelessness and related impacts	1,204,400	2.8%	75,618	0.2%	1,280,018	0	1,280,018
Affordable Housing - Homeless Support	0						
Homeless Planning & Services	1,148,500						
421 San Jacinto Lease	38,900						
421 San Jacinto Utilities/Repairs	17,000						
2h. Prepare for and respond to emergencies	5,000	0.0%	74,598	0.2%	79,598	0	79,598
Emergency Operations Center (EOC) - monitoring equipment & generator	5,000						
May 16, 2024 Storm Expenditures	0						
Hurricane Beryl	0						
Tree Replanting	0						
Goal 3. Connect	**$21,615,000**	50.4%	**$758,422**	1.8%	**$22,373,422**	**$18,560,000**	**$3,813,422**
3a. Plan and build public infrastructure that promotes safety and equity	0	0.0%	38,799	0.1%	38,799	0	38,799
Planning Consultants & Expenses New Streetscapes	0						
3b. Collaborate with partners to connect people to Downtown destinations	0	0.0%	37,039	0.1%	37,039	0	37,039
Explore multiple means of connection	0						
3c. Work with property owners to beautify corridors and improve connectivty	0	0.0%	54,597	0.1%	54,597	0	54,597
Improve quality of pedestrian connections	0						
3d. Facilitate pop-ups and activations to enliven the public realm	0	0.0%	0	0.0%	0	0	0
Banners	0						
3e. Focus public realm investments on key corridors that enhance connectivity	18,000,000	42.0%	31,888	0.1%	18,031,888	18,000,000	31,888
More Space Main Street 2.0	7,000,000					7,000,000	
Storefront/Streetscape Activation & Mill and Overlay Construction	11,000,000					11,000,000	
3f. Use public art and placemaking to improve walkability in areas lacking storefronts	100,000	0.2%	0	0.0%	100,000	0	100,000
Marketing/Placebranding - Cool Connected Corridors	75,000						
Art Program-artists, install/deinstall expenses, etc.	25,000						
Art Consultant	0						
3g. Prioritize pedestrian lighting on key corridors and near residences	225,000	0.5%	118,407	0.3%	343,407	0	343,407
Lighting Plan Implementation - Design/CD's;Mural	0						
Street Lighting Expense - COH	70,000						
Street Lighting Expense - Amenities	30,000						
Street Lighting - Maintenance	125,000						
3h. Focus public realm investments on key corridors that enhance connectivity	750,000	1.7%	48,563	0.1%	798,563	400,000	398,563
Metro Paver Repairs	400,000					400,000	
Paver repair & maintenance	350,000						
3i. Implement an events strategy that engages diverse audiences and activates key area	2,520,000	5.9%	429,129	1.0%	2,949,129	160,000	2,789,129
Seasonal Banner Program	90,000						
Holiday Logistics and Installation	900,000						
Downtown Holiday Programming	200,000						
Main Street Square Programming & Events	0						
Main Street Promenade Programming	200,000						
Market Square Park Programming & Events	175,000					40,000	
Trebly Park Programming & Events	130,000					0	
Collaborative Programming Events	300,000					20,000	
Event Sponsorships	25,000					100,000	
World Cup Temporary Installations	500,000						
3j. Leverage partners to bring high-impact experiences to Downtown	10,000	0.0%	0	0.0%	10,000	0	10,000
Special Event Preparation	10,000						
3k. Create programs and strategies to connect employers and residents with parks	10,000	0.0%	0	0.0%	10,000	0	10,000
Marketing/Park Promotions	10,000						
Goal 4. Thrive	**$2,269,881**	5.3%	**$710,617**	1.7%	**$2,980,498**	**$0**	**$2,980,498**

4a. Promote Downtown as the region's hub for business, entertainment, and culture	0	0.0%	61,359	0.1%	61,359	0	61,359
Marketing	0						
4b. Partner with local agencies to elevate Downtown Houston's national image and repu	20,000	0.0%	0	0.0%	20,000	0	20,000
Regional Collaboration	20,000						
4c. Partner to shape Downtown's economic vision and strategy	24,000	0.1%	0	0.0%	24,000	0	24,000
Expenses - Economic Development	24,000						
4d. Promote Downtown as a desirable, livable neighborhood	20,000	0.0%	74,425	0.2%	94,425	0	94,425
Residential Marketing	20,000						
4e. Support retention and recruitment of office tenants	100,000	0.2%	0	0.0%	100,000	0	100,000
Retention/Expansion	100,000						
4f. Foster a strong storefront economy by targeting recruitment for key corridors	0	0.0%	0	0.0%	0	0	0
Complete core shopping area plan	0						
4g. Create targeted marketing and incentives to improve storefronts and attract tenants	1,724,131	4.0%	187,620	0.4%	1,911,751	0	1,911,751
DLI Grants	1,172,131						
Retail Challenge Grants	377,000						
Retail Recruitment Strategy	0						
Vinyl Storefronts	75,000						
Al Fresco Grants	100,000						
4h. Promote new attractions that broaden Downtown's offerings	281,750	0.7%	221,523	0.5%	503,273	0	503,273
Marketing/ Creative & Strategy	30,000						
Marketing / Photography	30,000						
Marketing / Promotions & Video	60,000						
Media & Advertising	146,750						
Marketing / Promotional Items	15,000						
4i. Serve as the leading source for Downtown market intelligence	0	0.0%	11,680	0.0%	11,680	0	11,680
	0						
4j. Expand data and reporting to deliver deeper insights to stakeholders and prospects	100,000	0.2%	154,010	0.4%	254,010	0	254,010
Reference Material/Research	100,000						
Goal 5. Stakeholder Engagement	**$730,088**	1.7%	**$849,246**	2.0%	**$1,579,334**	**$25,000**	**$1,554,334**
5a. Establish a stakeholder engagement process to inform decisions and guide Downtov	609,338	1.4%	528,720	1.2%	1,138,058	0	1,138,058
Legal Counsel	69,300						
Accounting / Audit	91,800						
Assessment Collection	57,440						
Admin Contractor Fee	71,018						
Expenses - Admin General	36,000						
Expenses- E&O Insurance	16,143						
Expenses- General Liability Insurance	11,365						
Expenses- Real & Personal Property Insurance	26,114						
Expenses - Misc. Bank Fees	18,000						
Expenses - Planning, Design & Construction	24,000						
Depreciation	188,158						
5b. Create an engagement structure that allows stakeholders to inform and advise Dowi	21,750	0.1%	0	0.0%	21,750	0	21,750
Expenses - Marketing & Communications	21,750						
5c. Advance branding and marketing campaigns to elevate Dwontown's profile	40,000	0.1%	0	0.0%	40,000	0	40,000
Strategy, content development, outreach and issues management, Public Relations	40,000						
5d. Offer user-friendly digital platforms that promote Downtown	31,000	0.1%	0	0.0%	31,000	10,000	21,000
Downtown Web Portal	25,000						
Downtown E-Blast	6,000						
Social Media	0					10,000	
5e. Enhance communication to boost awareness of HDMD, Downtown's vitality, and ev	10,000	0.0%	106,393	0.2%	116,393	0	116,393
Communicate District - Brochure	10,000						
5f. Develop materials and programs to welcome companies, employees and residents	0	0.0%	59,081	0.1%	59,081	0	59,081
	0						
5g. Create tools to welcome and orient new companies, employees, and residents	18,000	0.0%	0	0.0%	18,000	15,000	3,000
Field Guide	18,000					15,000	
5h. Highlight the people, businesses, and initiatives shaping a vibrant, inclusive Downtc	0	0.0%	53,827	0.1%	53,827	0	53,827
	0						
5i. Engage residents to strengthen Downtown community	0	0.0%	101,225	0.2%	101,225	0	101,225
	0						
Grand Totals	**$39,246,180**	92%	**$3,611,127**	8%	**$42,857,307**	**$21,487,673**	**$21,369,634**