



Board of Directors Meeting

October 9, 2025

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**MINUTES OF REGULAR MEETING
OF THE
HOUSTON DOWNTOWN MANAGEMENT DISTRICT**

September 11, 2025

THE STATE OF TEXAS §
 §
COUNTY OF HARRIS §

The Board of Directors of the Houston Downtown Management District (the “District”) met in regular session, open to the public, on September 11, 2025, at 12:00 p.m., inside the H-Town Conference Room of the District’s office, located at 1221 McKinney Street, Houston, TX 77010. The roll was called by the duly appointed members of the Board, to-wit:

BOARD MEMBERS

Sean Alley	Spencer Lightsy
Leslie Ashby	Tyler Merritt
Kinder Baumgartner	Roland Kennedy
Genora Boykins	Sean Liu
Clay Crawford	Ben Llana
Marcus Davis	Nick Massad
Jacques D’Rovencourt	Sherea McKenzie
Kelly Foreman	Kenny Meyer
Irma Galvan	Brandon Oliver
Marian Harper	Edna Ramos
C.C. Huang	Frem Reggie
Angus Hughes	John Schafer
Antoinette “Toni” Jackson	Richard Torres
Robbi Jones	Reggie Wilson

And all of the above were present, except for Chair Ashby, Secretary Harper, Directors Baumgardner, Davis, D’Rovencourt, Hughes, McKenzie, Meyer, and Oliver.

Also present were Kris Larson, President/CEO of the District; Allen Douglas, COO & General Counsel for the District; Jana Gunter, Director of Finance of the District; and staff members David Cisneros, Marlon Connally, Brett DeBord, Jacque Gonzalez-Garcia, Cassie Hoeprich, Amanda Marquez, Alyssa Mason, Jamie Perkins, and Ann Taylor, all with the District; and outside counsel to the District, Mary Buzak with Bracewell; and Rupesh Koshy with the City of Houston Planning Department.

WELCOME

Vice Chair Jones presided over the meeting and welcomed all Directors, Staff, and meeting attendees. Jamie Perkins served as Assistant Secretary. A quorum was established, and the meeting began at approximately 12:08 PM.

PUBLIC COMMENT

Vice Chair Jones asked if anyone from the public wished to comment. No comments were received from the public.

APPROVAL OF MINUTES

The Board considered approving the minutes of the August 14, 2025, regular meeting of the Board of Directors. Vice Chair Jones called for comments and questions.

Hearing none, she called for a motion. Director Crawford moved, and Director Ramos seconded; and the August 14, 2025, minutes were approved, as presented.

FINANCE AND ADMINISTRATIVE MATTERS

Approval of Interim Financial Statements and Ratification of Expenditures

Vice Chair Jones invited Treasurer Torres to share an update on the interim financial statements and check registers for the month ending August 31, 2025. Treasurer Torres reviewed the highlights from the August financial statements and checked registers, then called for questions or comments.

Hearing none, Vice Chair Jones called for a motion to accept the August 2025 financial statements and check registers. Director Kennedy moved, and Director Ramos seconded; and the Board accepted the August financial statements and check registers as presented.

2026-2030 DISTRICT SERVICE PLAN & RENEWAL UPDATES

President Larson shared updates on the Service Plan Renewal process. He announced that the Public Hearing Notice was mailed to property owners and publicly published in the Houston Chronicle on August 28th and 29th, respectively, both of which fell within the parameters of giving notice as required by law.

Next, he noted that staff continue to collect petitions, while those previously received are undergoing the verification process through outside counsel. President Larson concluded, outlining the next steps as holding the September 30th Public Hearing, then bringing the Service Plan and suggested rate to the Board for consideration in November. Questions were asked and answered, and a discussion ensued. No action was required. It was noted that Chair Ashby joined the meeting at 12:40 PM.

PROGRAM AUTHORIZATIONS

Planning & Design – Cassie Hoeprich was invited to share a presentation and introduce an item for Board consideration on behalf of the Planning & Design team:

- (i) Authorize entering into a professional services agreement with SWA Group for the design and engineering work for the Cool Connected Corridors project, in an amount not to exceed \$660,000. Questions were raised and answered, and discussion ensued. Vice Chair Jones called for a motion, moved by Director Ramos, and seconded by Director Galvan, and the Board approved this item as presented.

Operations & Maintenance – Brett DeBord was asked to share an item for Board consideration on behalf of the Operations & Maintenance team:

- (i) Authorize additional 2025 expenditure with WE 68 for leasing warehouse space, in an amount not to exceed \$68,000 (an additional \$8,000 from prior authorization). There were no questions or discussion on this item. Vice Chair Jones called for a motion, moved by Director Kennedy, and seconded by Director Foreman; and the Board approved this item as presented.

PROJECT SPOTLIGHT: 2025 HOLIDAY PLANNING

Amanda Marquez was invited to share a presentation about 2025 Holiday Planning. No action was needed. She highlighted the overall planning goals and how they align with the Strategic Alignment Plan. Next, Ms. Marquez shared details of the planned holiday events, which include the North and South Pole Experiences, as well as programming themes and attractions at the various holiday hubs throughout downtown. She concluded by outlining the Engagement Team's plan of collaborative messaging and key takeaways of the experience. Questions were asked and answered. No further action was required.

STRATEGIC ALIGNMENT UPDATES

President Larson presented Strategic Alignment Updates from the month prior and fielded questions and discussion. Board action was not required.

OTHER BUSINESS & ADJOURNMENT

Vice Chair Jones reminded the Board of the upcoming meetings:

- Thrive Committee - Wednesday, September 17th (12:00 - 1:30 PM)
- Public Hearing S&P Renewal - Tuesday, September 30th (3:00 - 5:00 PM)
- Board meeting – Thursday, October 9th (12:00 - 1:30 PM)
- State of Downtown/Annual Meeting - Thursday, October 30th (12:00 - 1:30 PM)

Vice Chair Jones asked if any further business needed to come forth to the Board. No additional business was presented, and the meeting was adjourned at 1:23 PM.

Jamie Perkins, Assistant Secretary
Houston Downtown Management District

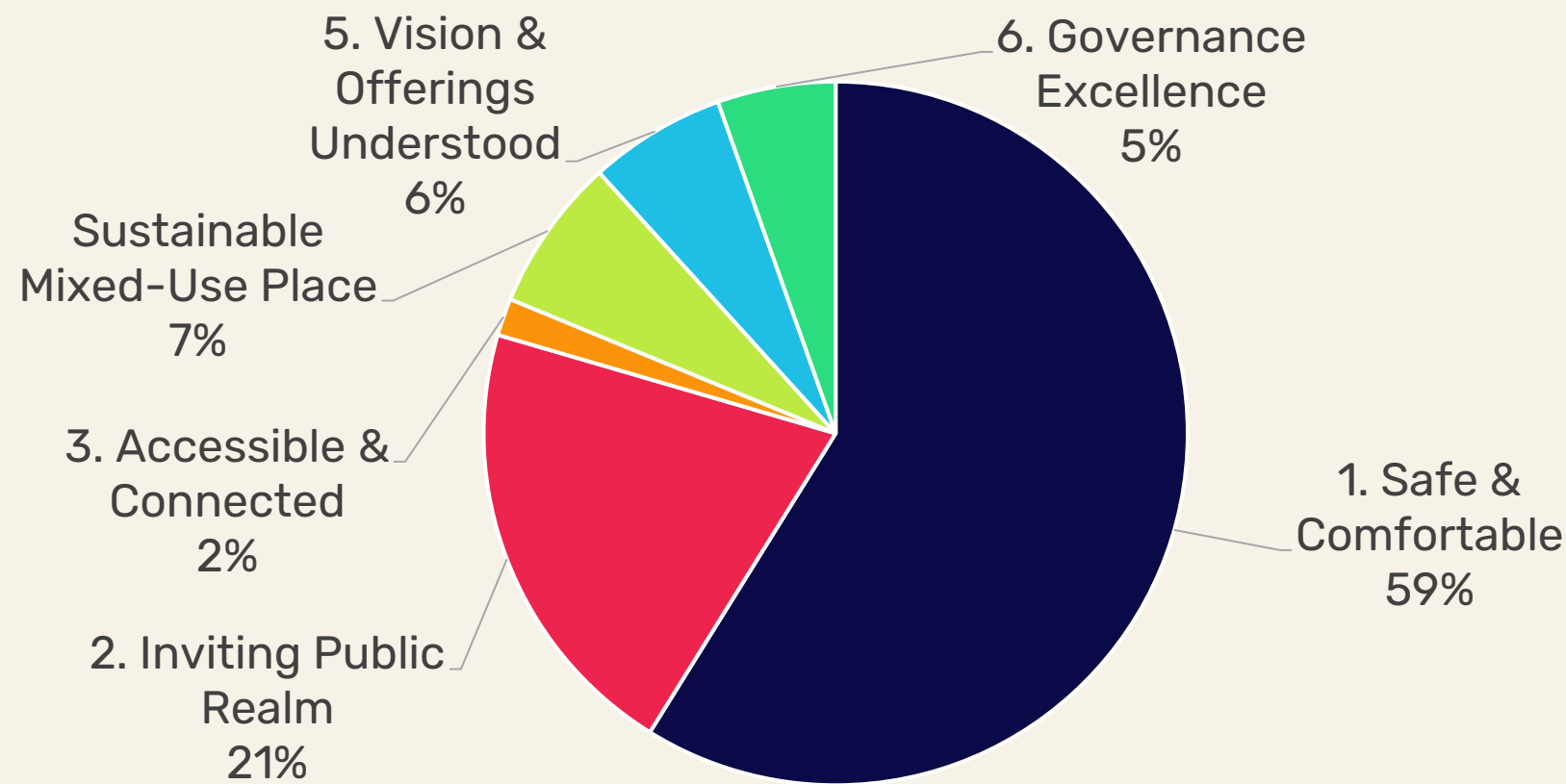
HDMD FINANCIAL SUMMARY

SEPTEMBER 2025

OCTOBER 9, 2025

**DOWNTOWN
HOUSTON+**

2025 AMENDED ANNUAL BUDGET



Total \$35,679,771

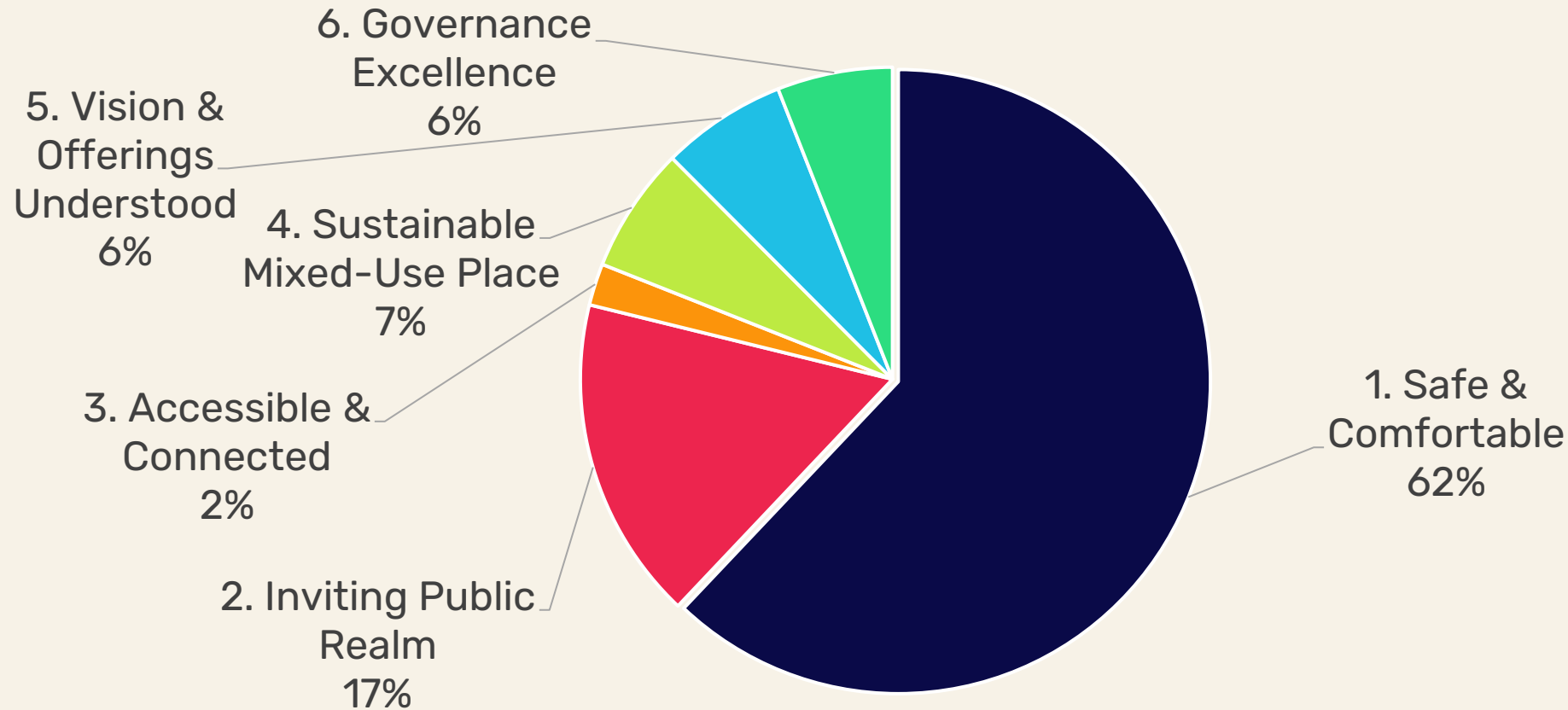
Operating: \$20,640,821 Amended Capital: \$15,038,950

YTD BALANCE SHEET

September 2025

- Assets
 - Cash Balance is \$777K
 - TexPool Investments \$10.8M
 - 2024 Assessments Due: \$30K or 99% have been collected.
- Liabilities
 - Reserves for Property Value Protests are \$1.0M
- Fund Balance
 - Unrestricted Operating Fund Balance is \$7.0M
 - Capital Restricted Fund Balance is \$3.9M

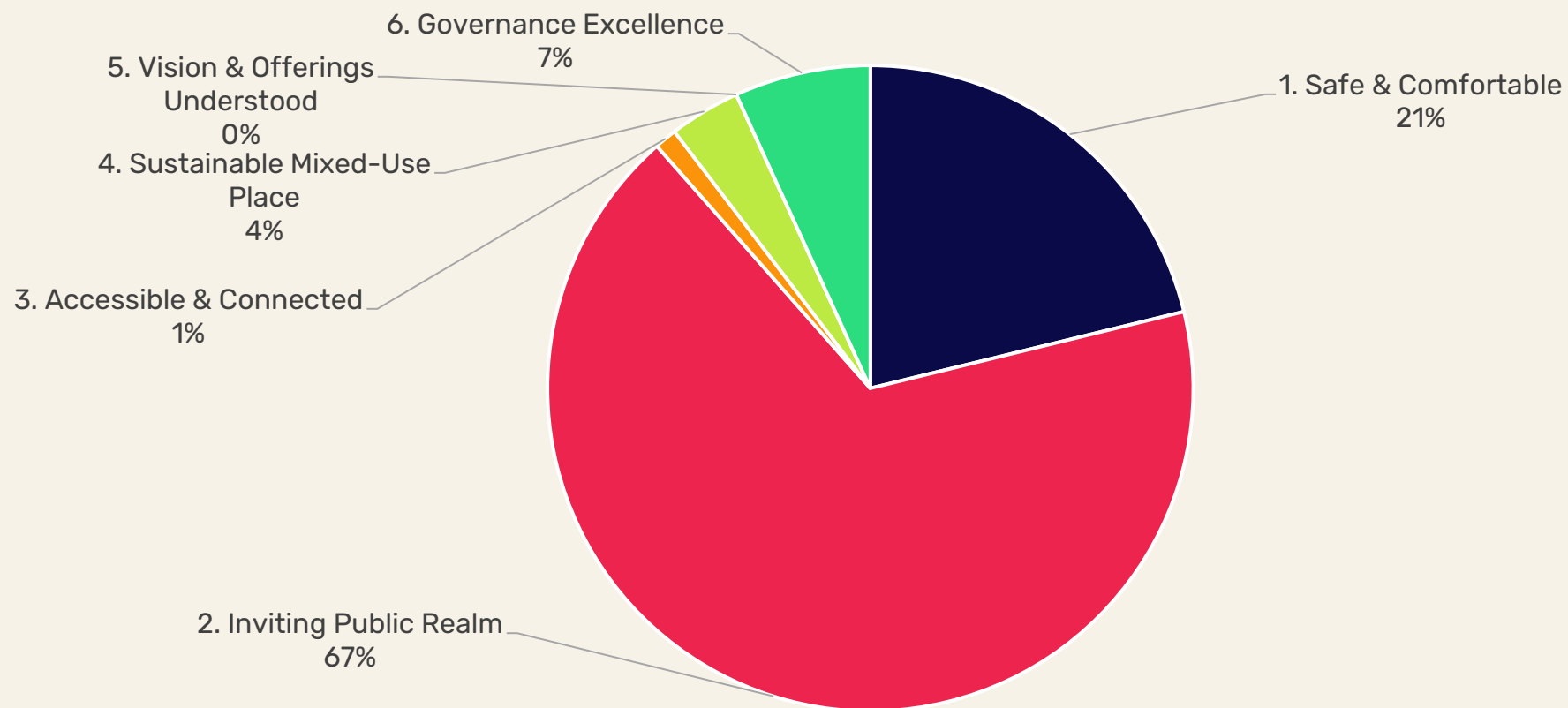
SEPTEMBER 2025 OPERATING SPENDING



Total \$11,842,192

Budget Expended 57% at September 30, 2025

SEPTEMBER 2025 CAPITAL SPENDING



Total \$2,933,512

Budget Expended 20% at September 30, 2025

SEPTEMBER 2025 BUDGET NOTES

Amended Revenues are \$5.8M under budget

- **\$5.2M or 90% attributed to Capital reimbursements from FTA/TxDot**
- **Project Revenue**
 - \$45K under budget – MSP Kiosk Petite Lucie opening delayed to December.
 - \$147K under budget – Sponsorships ramping up with a new team member dedicated to this effort.
 - Amended budget-Capital reimbursements: \$7M (FTA), \$4.83M (TxDot), \$400K (Metro Rail Line).
 - Main Street construction began in June: Mill & Overlay starts in December.
 - Capital Project Revenue \$5.2M under budget – FTA grant reimbursement paperwork is under review, \$1.6M pending.
- **Other Income**
 - \$164K under budget – FEMA funds for 2025 received early in 2024

SEPTEMBER 2025 BUDGET NOTES

Operating Expenses are \$2.6M under budget

- **Downtown Feels Safe & Comfortable**

- Accounts for 48% of the variance, primarily due to delayed invoicing from Block by Block and Seal Security

- **Public Realm is Charming**

- Represents 36% of the variance, driven by:
 - Lower-than-expected fountain repair and maintenance costs
 - Adjusted event schedules and timing of funding for holiday logistics
 - Unspent art programming and consulting funds

- **Vibrant, Sustainable Mixed-Use Place**

- Makes up 6% of the variance due to timing of DLI grants awarded are based on settlement of protests and court documents reflecting the new value.

SEPTEMBER 2025 BUDGET NOTES

- **Downtown's Vision and Offering Understood by All**

- Makes up 8% of the variance, with savings from Marketing contract revisions and complimentary work provided by vendors.

Amended Capital Expenses are \$4.9M under budget

- **Public Realm is Charming**

- Represents 83% of the variance, driven by:
 - Timing of project invoices for Main Street Promenade and Improved Pedestrian Connection

- **Vibrant Sustainable Mixed-Use Place**

- Contributes to 9% of the variance, due to the timing of the funding of the Retail Challenge (Thrive) Grants and the Downtown Living Initiative (DLI) rebates. Rebates are pending resolution of property protests and court documentation.

CHECK REGISTER

September 2025

- Total checks issued were \$2.3 million
 - Jerdon Enterprise - \$714K - Main Street Promenade
 - Block by Block - \$512K - contract services
 - Central Houston, Inc. - \$252K - August admin contract services
 - Seal Security Solutions - \$118K - contract services
 - DRA/TIRZ#3 - \$96K - DLI grant participation
 - BCAL SCE Property LP - \$76K - property tax refund
 - Lone Star Flags - \$51K - banners

**DOWNTOWN
HOUSTON+**



To Management
Houston Downtown Management District

Management is responsible for the accompanying financial statements of the Houston Downtown Management District (the District), which comprise the governmental fund balance sheets and statements of net position as of September 30, 2025 and 2024, and the related statements of activities for the months then ended, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

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

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

Sincerely,

nctp cpas, pllc

Houston, Texas
October 6, 2025

Houston Downtown Management District
Governmental Fund Balance Sheets and
Statement of Net Position
For the period ended September 2025, and September 2024

	2025			2024		
	Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)	HDMD Operating Year to Date	HDMD Capital Year to Date	Total (Memo Only)
Assets						
Cash	8,364,430	3,173,670	11,538,100	10,000,276	4,610,193	14,610,469
Assessments Due	28,240	2,063	30,303	236,079	19,278	255,356
Accounts Receivable	929,373	-	929,373	211,936	-	211,936
Prepaid Expense	45,256	-	45,256	26,235	-	26,235
Property & Equipment, Net	463,646	104,300	567,946	542,966	-	542,966
Right of Use Lease Assets, Net	2,186,627	-	2,186,627	2,501,406	-	2,501,406
Intercompany Rec/Pay	(615,981)	615,981	-	(1,217,401)	1,217,401	-
Total Assets	11,401,590	3,896,014	15,297,604	12,301,497	5,846,872	18,148,368
Liabilities						
Accounts Payable & Accrued Expenses	927,569	648	928,217	1,448,235	44,613	1,492,848
Lease Liabilities	2,424,754	-	2,424,754	2,701,346	-	2,701,346
Deferred Revenue	-	-	-	-	-	-
Reserve for Refunds due to Property Protests	1,013,230	41,467	1,054,697	1,075,134	66,508	1,141,643
Total Liabilities & Deferred Revenue	4,365,553	42,115	4,407,668	5,224,715	111,121	5,335,836
Fund Balances						
Unreserved, Undesignated	6,641,381	-	6,641,381	6,276,782	-	6,276,782
Unreserved, Designated for Catastrophy	394,656	-	394,656	800,000	-	800,000
Reserved for Capital Projects	-	3,853,899	3,853,899	-	5,735,750	5,735,750
	7,036,038	3,853,899	10,889,936	7,076,782	5,735,750	25,625,065
Total Liabilities, Deferred Revenue & Fund Balances	11,401,590	3,896,014	15,297,604	12,301,497	5,846,872	18,148,368

Houston Downtown Management District
Statement of Activities
For the period ended September 2025, and September 2024

	Operating YTD Actual	Capital YTD Actual	Total YTD Actual	Amended 2025 Budget	% Budget Received	% Year Elapsed	Notes
Revenue							
Assessment Revenue	-	-	-	17,168,132	0%	75%	
Operations Revenue	1,201,402	-	1,201,402	1,766,540	68%	75%	
Project Revenue	200,910	-	200,910	11,762,500	2%	75%	1
Other Income	57,151	-	57,151	220,316	26%	75%	2
Interest Income	439,429	106,823	546,252	832,025	66%	75%	
Total Revenues	\$ 1,898,892	\$ 106,823	\$ 2,005,715	\$ 31,749,513	6%	75%	
Expenses					% Budget Expended		
Downtown Feels Safe & Comfortable at All Times							
Collaboration to Maintain Low Crime Rate	2,894,095	-	2,894,095	4,545,784	64%	75%	3
Reduced Presence of Homeless & Street Persons	747,295	-	747,295	1,177,417	63%	75%	
Downtown Sidewalks are Comfortably Lighted	137,999	-	137,999	252,526	55%	75%	4
Downtown Clean & Well-Kept Appearance	3,449,463	-	3,449,463	6,006,162	57%	75%	3
Remove Signs of Disorder in Downtown	43,914	-	43,914	60,906	72%	75%	
Prepare for Emergencies	76,688	-	76,688	104,153	74%	75%	
	7,349,453	-	7,349,453	12,146,948	61%	75%	
Public Realm is Charming, Inviting, Beautiful & Celebrates the Life of the City							
Key Pedestrian Streets are Inviting	428,486	-	428,486	645,561	66%	75%	
Public Spaces Managed, Programmed, & Delightful	1,225,798	-	1,225,798	2,279,119	54%	75%	5
Place of Civic Celebration	332,572	-	332,572	1,341,872	25%	75%	6
	1,986,856	-	1,986,856	4,266,553	47%	75%	
Accessible to Region & Easy to Get Around							
Effective Transit Access More Places, More Hours	170,237	-	170,237	178,221	96%	75%	7
Convenient Circulation Without Personal Vehicle	-	-	-	-	N/A	75%	
Easy to Find Way Around	27,490	-	27,490	95,425	29%	75%	8
Connect Neighborhoods & Districts Inside/Outside Downtown	47,582	-	47,582	64,503	74%	75%	
Convenient, Understandable & Managed Parking	11,163	-	11,163	14,740	76%	75%	
	256,473	-	256,473	352,888	73%	75%	
Vibrant, Sustainable Mixed-Use Place							
Best Place to Work in Region	126,259	-	126,259	222,196	57%	75%	9
Exciting Neighborhoods to Live In	593,752	-	593,752	1,156,553	51%	75%	10
Competitive Shopping Place	38,330	-	38,330	57,695	66%	75%	
Remarkable Destination for Visitors	14,425	-	14,425	20,136	72%	75%	
	772,766	-	772,766	1,456,579	53%	75%	
Downtown's Vision & Offering Understood By All							
Market to Region	410,335	-	410,335	727,134	56%	75%	11
Promote Downtown's Ease of Use	62,864	-	62,864	84,604	74%	75%	
Vision/Development Framework Understood By All	204,697	-	204,697	358,529	57%	75%	12
Tools to Assist Continued Redevelopment	33,291	-	33,291	46,291	72%	75%	
Develop & Main Information to Support Downtown	57,921	-	57,921	80,870	72%	75%	
	769,108	-	769,108	1,297,428	59%	75%	
District Governance & Service Known for Excellence							
Engage Stakeholders in Decision Making	579,483	-	579,483	957,106	61%	75%	13
Communications to Owners, Tenants & Others	76,284	-	76,284	111,619	68%	75%	
Preservation of District's Capital Assets	51,769	-	51,769	51,700	100%	75%	14
	707,536	-	707,536	1,120,425	63%	75%	
Capital Improvement & Expenditures							
Downtown Feels Safe & Comfortable	-	621,430	621,430	1,150,620	54%	75%	15
Public Realm is Charming, Inviting & Beautiful	-	1,974,748	1,974,748	12,440,304	16%	75%	16
Accessible to Region & Easy to Get Around	-	32,952	32,952	169,989	19%	75%	17
Vibrant, Sustainable Mixed-Use Place	-	104,507	104,507	887,272	12%	75%	18
Downtown's Vision & Offering Understood By All	-	-	-	-	N/A	75%	
Capital Replacement Expenditure	-	199,876	199,876	390,765	51%	75%	19
	-	2,933,512	2,933,512	15,038,950	20%	75%	
Total Expenses	11,842,192	2,933,512	14,775,704	35,679,771	41%	75%	
Depreciation Expense	85,388	18,774	104,162	125,129	83%	75%	
Fund Balance Allocation				3,245,387			
Excess of Revenue Over Expenses GAAP Basis	(10,028,688)	(2,845,464)	(12,874,152)	(810,000)			

Houston Downtown Management District
Statement of Activities
For the period ended September 2025, and September 2024

	Operating YTD Actual	Capital YTD Actual	2025 Total YTD Actual	2024 Total YTD Actual	Fav (Unfav) Variance	% Var
Revenue						
Assessment Revenue	-	-	-	-	-	N/A
Operations Revenue	1,201,402	-	1,201,402	585,883	615,519	105%
Project Revenue	200,910	-	200,910	187,869	13,041	7%
Other Income	57,151	-	57,151	16,924	40,226	238%
Interest Income	439,429	106,823	546,252	718,838	(172,586)	-24%
Total Revenues	\$ 1,898,892	\$ 106,823	\$ 2,005,715	\$ 1,509,514	\$ 496,201	33%
Expenses						
Downtown Feels Safe & Comfortable at All Times						
Collaboration to Maintain Low Crime Rate	2,894,095	-	2,894,095	2,478,554	(214,843)	-9%
Reduced Presence of Homeless & Street Persons	747,295	-	747,295	700,174	(47,121)	-7%
Downtown Sidewalks are Comfortably Lighted	137,999	-	137,999	146,162	8,164	6%
Downtown Clean & Well-Kept Appearance	3,449,463	-	3,449,463	3,512,935	63,472	2%
Remove Signs of Disorder in Downtown	43,914	-	43,914	51,804	7,891	15%
Prepare for Emergencies	76,688	-	76,688	414,646	337,958	82%
	7,349,453	-	7,349,453	7,304,276	(45,178)	-1%
Public Realm is Charming, Inviting, Beautiful & Celebrates the Life of the City						
Key Pedestrian Streets are Inviting	428,486	-	428,486	418,567	(9,919)	-2%
Public Spaces Managed, Programmed, & Delightful	1,225,798	-	1,225,798	1,477,086	251,288	17%
Place of Civic Celebration	332,572	-	332,572	654,599	322,027	49%
	1,986,856	-	1,986,856	2,550,252	563,396	22%
Accessible to Region & Easy to Get Around						
Effective Transit Access More Places, More Hours	170,237	-	170,237	14,945	(155,292)	-1039%
Convenient Circulation Without Personal Vehicle	-	-	-	-	-	N/A
Easy to Find Way Around	27,490	-	27,490	52,419	24,929	48%
Connect Neighborhoods & Districts Inside/Outside Downtown	47,582	-	47,582	47,855	273	1%
Convenient, Understandable & Managed Parking	11,163	-	11,163	9,544	(1,619)	-17%
	256,473	-	256,473	124,763	(131,710)	-106%
Vibrant, Sustainable Mixed-Use Place						
Best Place to Work in Region	126,259	-	126,259	271,280	145,021	53%
Exciting Neighborhoods to Live In	593,752	-	593,752	676,574	82,822	12%
Competitive Shopping Place	38,330	-	38,330	14,238	(24,092)	-169%
Remarkable Destination for Visitors	14,425	-	14,425	12,823	(1,602)	-12%
	772,766	-	772,766	974,914	202,149	21%
Downtown's Vision & Offering Understood By All						
Market to Region	410,335	-	410,335	429,337	19,002	4%
Promote Downtown's Ease of Use	62,864	-	62,864	73,226	10,362	14%
Vision/Development Framework Understood By All	204,697	-	204,697	326,069	121,372	37%
Tools to Assist Continued Redevelopment	33,291	-	33,291	20,192	(13,100)	-65%
Develop & Main Information to Support Downtown	57,921	-	57,921	17,326	(40,594)	-234%
	769,108	-	769,108	866,151	97,042	11%
District Governance & Service Known for Excellence						
Engage Stakeholders in Decision Making	579,483	-	579,483	602,296	22,812	4%
Communications to Owners, Tenants & Others	76,284	-	76,284	45,706	(30,578)	-67%
Preservation of District's Capital Assets	51,769	-	51,769	46,972	(4,796)	-10%
	707,536	-	707,536	694,974	(12,561)	-2%
Capital Improvement & Expenditures						
Downtown Feels Safe & Comfortable	-	621,430	621,430	176,741	(444,688)	-252%
Public Realm is Charming, Inviting & Beautiful	-	1,974,748	1,974,748	198,949	(1,775,799)	-893%
Accessible to Region & Easy to Get Around	-	32,952	32,952	14,247	(18,705)	-131%
Vibrant, Sustainable Mixed-Use Place	-	104,507	104,507	56,726	(47,781)	-84%
Downtown's Vision & Offering Understood By All	-	-	-	-	-	N/A
Capital Replacement Expenditure	-	199,876	199,876	118,709	(81,167)	-68%
	-	2,933,512	2,933,512	565,372	(2,368,140)	-419%
Total Expenses	11,842,192	2,933,512	14,775,704	13,080,702	(1,695,002)	-13%
Depreciation Expense	85,388	18,774	104,162	68,386	(35,776)	-52%
Excess of Revenue Over Expenses GAAP Basis	(10,028,688)	(2,845,464)	(12,874,152)	(11,639,574)	(1,234,578)	11%

Houston Downtown Management District

Budget Notes (Capital Budget Amended in May, 2025)

For the Nine Months Ended September 30, 2025

Revenue Overview.

- 1) **Project Revenue:** Market Square Park Kiosk rent and utilities reimbursement income is \$45K under budget due to delays in the construction of the kiosk; the kiosk is scheduled to open in December. Sponsorships, a new revenue line item, are under budget \$147K, though efforts are ongoing with a new staff member dedicated to outreach. Capital Project Revenue now includes reimbursements from FTA (\$7M for More Space Main Street construction), TxDOT (\$4.83M for the Mill and Overlay of downtown streets), and Metro (\$400K for paver repairs along the rail line). Construction began on Main Street in June, with Mill and Overlay scheduled for December. Capital Project Revenue is under budget \$5.2M including \$1.6M pending reimbursement from the FTA.
- 2) **Other Income:** Revenue is \$164K below plan due to FEMA reimbursements originally budgeted for 2025 being received before year-end 2024.

Operating Budget

Expenses

- 3) **Goals 1a-Collaboration to Maintain Low Crime Rate, and 1d-Downtown Clean & Well-Kept Appearance:** Expenses under budget due to a one-month delay in invoicing from Block by Block.
- 4) **Goal 1c-Downtown Sidewalks are Comfortably Lighted:** Street lighting costs are \$64K under budget due to delayed City invoicing for 2024.
- 5) **Goal 2b-Public Spaces, Managed, Programmed and Delightful:** Fountain repairs and park maintenance are \$122K under budget; Downtown events are \$183K under budget due to scheduling changes. Staffing costs are \$67K under budget.
- 6) **Goal 2c-Place of Civic Celebration:** Banner and pole & pot maintenance costs are \$29K under budget. Holiday logistics and installation are \$496K under budget, with expectations to utilize the full allocation by year-end. \$31K in budgeted funds for art programming and consultants remain unspent.
- 7) **Goal 3a-Effective Transit Access More Places, More Hours:** The Fort Bend Transit grant of \$150K was fully funded in January and makes up 93% of the annual budget for this line item.
- 8) **Goal 3c-Easy to Find Way Around:** Wayfinding maintenance expenses are \$61K under budget due to invoicing delays.
- 9) **Goal 4a-Best Place to Work in Region:** Economic Development is \$40K under budget: Quarterly Market Reports (\$8K), Marketing (\$16K), Reference Materials and Research (\$16K), Staffing expenses are \$5K over budget.
- 10) **Goal 4b-Exciting Neighborhoods to Live In:** DLI payments are \$109K under budget due to the timing; rebates are delayed until protests are settled and court documents are submitted. Payments are expected to align with the budget in 2025.
- 11) **Goal 5a-Market to Region:** Marketing expenses are \$108K under budget, driven by \$27K in contract savings. Additional variances: web portal (\$9K under), social media (\$8K under), Field Guide (\$8K not yet spent), promotional items (\$10K under), media/advertising (\$29K under), photography (\$15K under), strategy/creative (\$10K under). Staffing is \$5K over budget.
- 12) **Goal 5c-Vision Understood by All:** Planning expenses for Cool Corridors are \$68K under budget, and streetscape designs are \$20K less than planned.
- 13) **Goal 6a-Engage Stakeholders in Decision Making:** \$13K over budget, driven by unplanned expenses related to summer interns.
- 14) **Goal 6c-Preservation of District's Capital Assets:** Insurance renewals were completed in January and remained within budget.

Amended Capital Budget - In 2025, HDMD allocated Admin Contractor expense for Capital Projects.

- 15) **Downtown Feels Safe & Comfortable:** Renewal of flock cameras is planned for October 2025, budgeted at \$144K.
- 16) **Public Realm is Charming:** Main Street Promenade construction is \$2.4M under budget. Pedestrian connections are \$493K under budget, Mill & Overlay is \$958K under budget due to TxDOT delays, and paver stock is \$242K under plan.
- 17) **Accessible to Region & Easy to Get Around:** Expenses are \$133K under budget. Forecasts include \$100K for Southeast Sidewalks and \$33K for wayfinding signs.
- 18) **Vibrant, Sustainable Mixed-Use Place:** Retail Challenge (Thrive) Grants are \$450K under budget, with \$373K awarded but pending reimbursement paperwork from awardees. DLI grants allocated to Capital are \$15K under budget due to protests not yet settled. Staffing is \$22K over budget due to unplanned hire of a Senior Program Administrator for the grants program.
- 19) **Capital Replacement Expenditures:** Replacement expenses are \$117K under budget. Total year-to-date spending for repairs and replacements is \$261K.

Operating-HDMD--Operating Fund-HDMD

Check register

September 2025

Date	Vendor	Document no.	Amount
9/1/2025	VEN-00631--601 TRAVIS OWNER LLC	36048	16,960.19
9/1/2025	VEN-00681--AT&T COMMUNICATIONS TX LTD	36049	2,247.64
9/1/2025	VEN-00855--BCAL SCD Property LP	36050	75,774.30
9/1/2025	VEN-00508--BOP HOUSTON HOTEL LLC	36051	10,792.04
9/1/2025	VEN-00646--CPI MARQ CATALYSY OWNER LP	36052	7,050.66
9/1/2025	VEN-00581--DAVID OR KATHLEEN LINTNER	36053	256.50
9/1/2025	VEN-00566--Fairfield Block 334 LP	36054	2,968.67
9/1/2025	VEN-00486--First Date LLC	36055	357.63
9/1/2025	VEN-00671--FKM PARTNERSHIP LTD	36056	544.35
9/1/2025	VEN-00692--JEFFERSON SMITH LLC	36057	4,523.01
9/1/2025	VEN-00650--LCE LAW OFFICE BUILDING INC	36058	705.66
9/1/2025	VEN-00649--LYRIC CENTRE ENTERPRISES	36059	954.36
9/1/2025	VEN-00648--LYRIC CENTRE LLC	36060	2,128.24
9/1/2025	VEN-00555--MILLICO LP	36061	170.82
9/1/2025	VEN-00856--MPT of Houston RE Steward LLC	36062	1,623.71
9/1/2025	VEN-00857--MPT of Houston-Steward LLC	36063	2,310.38
9/1/2025	VEN-00590--SCD BLOCK 317 LLC	36064	1,247.13
9/1/2025	VEN-00858--SJ Medical Center LLC	36065	10,358.66
9/1/2025	VEN-00620--SPUS9 HSTN South Tower, LP	36066	6,556.68
9/1/2025	VEN-00859--Susan Winokur or Paul Leach	36067	181.61
9/1/2025	VEN-00694--SWVP HOUSTON HOTEL LLC	36068	13,484.09
9/1/2025	VEN-00289--UTS, LLC	36069	4,083.75
9/2/2025	VEN-00530--Antoine Holmes		487.50
9/2/2025	VEN-00021--Bracewell		1,562.50
9/2/2025	VEN-00525--Brandon Kpotie		780.00
9/2/2025	VEN-00444--BRENDAN HARRISON		39.61
9/2/2025	VEN-00526--Charles Franklin		1,040.00
9/2/2025	VEN-00569--Christina LaFour		260.00
9/2/2025	VEN-00519--David Russell		520.00
9/2/2025	VEN-00517--Franklin Burnett		260.00
9/2/2025	VEN-00088--Houston Business Journal		1,056.00
9/2/2025	VEN-00102--Incontrol Construction LLC		4,150.00
9/2/2025	VEN-00532--Ivan Sosa-Castillo		520.00
9/2/2025	VEN-00527--Jacob Pena		260.00
9/2/2025	VEN-00520--Jennifer Kennedy		692.75
9/2/2025	VEN-00595--Joe O'Neal		520.00
9/2/2025	VEN-00528--Joell Matthews		260.00
9/2/2025	VEN-00126--Keith Gould		52.47

9/2/2025	VEN-00523--Marcus Labbe		260.00
9/2/2025	VEN-00529--Moises Alfaro		1,040.00
9/2/2025	VEN-00185--Pfeiffer & Son, LTD.		5,577.26
9/2/2025	VEN-00504--Today's Landscape		27,866.50
9/4/2025	VEN-00032--Central Houston, Inc	36023	252,425.62
9/5/2025	VEN-00151--Main Street Market Square (Downtown Redevelopment Aut 36025		34,797.00
9/5/2025	VEN-00151--Main Street Market Square (Downtown Redevelopment Aut 36024		61,552.00
9/9/2025	VEN-00380--ABC Home & Commercial services		145.00
9/9/2025	VEN-00530--Antoine Holmes		260.00
9/9/2025	VEN-00324--Associated Landscape Services LLC		27,725.15
9/9/2025	VEN-00404--AT&T		1,364.63
9/9/2025	VEN-00386--Blumenthal		250.00
9/9/2025	VEN-00525--Brandon Kpotie		780.00
9/9/2025	VEN-00526--Charles Franklin		520.00
9/9/2025	VEN-00569--Christina LaFour		260.00
9/9/2025	VEN-00519--David Russell		487.50
9/9/2025	VEN-00330--Directv		104.98
9/9/2025	VEN-00517--Franklin Burnett		260.00
9/9/2025	VEN-00075--Geocentric LLC		2,200.00
9/9/2025	VEN-00323--Gulf Coast Pavers, Inc		30,000.00
9/9/2025	VEN-00081--Hamilton Plumbing Services		1,857.32
9/9/2025	VEN-00082--Hardy & Hardy		4,400.00
9/9/2025	VEN-00102--Incontrol Construction LLC		21,862.00
9/9/2025	VEN-00532--Ivan Sosa-Castillo		520.00
9/9/2025	VEN-00527--Jacob Pena		260.00
9/9/2025	VEN-00520--Jennifer Kennedy		666.75
9/9/2025	VEN-00595--Joe O'Neal		1,040.00
9/9/2025	VEN-00528--Joell Matthews		260.00
9/9/2025	VEN-00146--Lincoln Colwell		1,830.00
9/9/2025	VEN-00147--Lone Star Flags		4,149.00
9/9/2025	VEN-00523--Marcus Labbe		520.00
9/9/2025	VEN-00529--Moises Alfaro		780.00
9/9/2025	VEN-00179--Orkin		161.00
9/9/2025	VEN-00259--The Davey Tree Expert Company		1,750.00
9/9/2025	VEN-00260--The Harris Center For Mental Health and IDD		22,541.67
9/9/2025	VEN-00271--Touch Agree Property		3,934.20
9/9/2025	VEN-00276--Triik Motorsports		1,000.00
9/9/2025	VEN-00277--Triple R Brothers		175.56
9/9/2025	VEN-00279--TXU Energy		8,055.53
9/16/2025	VEN-00547--717 TEXAS LP	36027	39,656.56
9/16/2025	VEN-00530--Antoine Holmes		260.00
9/16/2025	VEN-00525--Brandon Kpotie		780.00

9/16/2025	VEN-00526--Charles Franklin	520.00
9/16/2025	VEN-00569--Christina LaFour	260.00
9/16/2025	VEN-00331--City Of Houston - HPARD	229.83
9/16/2025	VEN-00393--CKP Communications Group LLC	3,572.00
9/16/2025	VEN-00372--Coopwoods Air Conditioning Inc.	2,940.90
9/16/2025	VEN-00374--CoStar Realty Information, Inc.	1,687.26
9/16/2025	VEN-00606--ECO-COUNTER CORP	3,240.00
9/16/2025	VEN-00517--Franklin Burnett	260.00
9/16/2025	VEN-00082--Hardy & Hardy	3,550.00
9/16/2025	VEN-00527--Jacob Pena	260.00
9/16/2025	VEN-00520--Jennifer Kennedy	696.00
9/16/2025	VEN-00595--Joe O'Neal	520.00
9/16/2025	VEN-00528--Joell Matthews	260.00
9/16/2025	VEN-00523--Marcus Labbe	780.00
9/16/2025	VEN-00721--Mario Maldonado	520.00
9/16/2025	VEN-00529--Moises Alfaro	1,040.00
9/16/2025	VEN-00200--Raffle Parking Company	900.00
9/16/2025	VEN-00219--Seal Security Solutions, LLC	117,585.44
9/16/2025	VEN-00245--Swank Motion Pictures	6,290.00
9/16/2025	VEN-00854--Targetti USA	2,230.73
9/16/2025	VEN-00251--Texas Outhouse	598.58
9/16/2025	VEN-00270--TMS South, Inc	92.74
9/16/2025	VEN-00276--TriK Motorsports	1,960.77
9/16/2025	VEN-00754--Viking Fence Co.	705.41
9/16/2025	VEN-00754--Viking Fence Co.	444.04
9/16/2025	VEN-00754--Viking Fence Co.	444.04
9/16/2025	VEN-00754--Viking Fence Co.	444.04
9/16/2025	VEN-00754--Viking Fence Co.	324.84
9/16/2025	VEN-00754--Viking Fence Co.	412.58
9/16/2025	VEN-00754--Viking Fence Co.	413.95
9/16/2025	VEN-00754--Viking Fence Co.	444.04
9/16/2025	VEN-00754--Viking Fence Co.	330.79
9/16/2025	VEN-00754--Viking Fence Co.	563.25
9/16/2025	VEN-00754--Viking Fence Co.	646.69
9/16/2025	VEN-00754--Viking Fence Co.	413.81
9/22/2025	VEN-00012--AT&T Teleconference Services	799.08
9/22/2025	VEN-00497--BIII GStreet LLC	21,529.18
9/22/2025	VEN-00321--Block by Block	512,105.49
9/22/2025	VEN-00021--Bracewell	22,343.75
9/22/2025	VEN-00425--Centra 417 San Jacinto LLC	3,125.00
9/22/2025	VEN-00044--Crest Printing	250.00
9/22/2025	VEN-00082--Hardy & Hardy	4,400.00

9/22/2025	VEN-00102--Incontrol Construction LLC	2,240.00
9/22/2025	VEN-00104--International Downtown Association	10,000.00
9/22/2025	VEN-00447--Jordan Dunn-Ridgill	6,400.00
9/22/2025	VEN-00166--Miner, LTD	566.90
9/22/2025	VEN-00170--Moonstar Cinema Services	5,752.80
9/22/2025	VEN-00172--NCTP-CPAS PPLC*	1,800.00
9/22/2025	VEN-00185--Pfeiffer & Son, LTD.	12,578.71
9/22/2025	VEN-00651--RCN Technologies	105.00
9/22/2025	VEN-00819--TEI PLANNING AND DESIGN	5,800.00
9/22/2025	VEN-00563--TEXAS PRIDE DISPOSAL	2,086.81
9/22/2025	VEN-00259--The Davey Tree Expert Company	1,400.00
9/22/2025	VEN-00271--Touch Agree Property	2,572.80
9/22/2025	VEN-00534--Vestis Group, Inc	221.02
9/22/2025	VEN-00299--We 68 LLC	5,325.83
9/22/2025	VEN-00302--Westpark Communications, L.P.	89.00
9/22/2025	VEN-00781--Wonky Power Records	2,000.00
9/29/2025	VEN-00403--AARON HERNANDEZ	158.93
9/29/2025	VEN-00530--Antoine Holmes	780.00
9/29/2025	VEN-00525--Brandon Kpotie	1,300.00
9/29/2025	VEN-00861--Carpenter Decorating Co.	12,618.00
9/29/2025	VEN-00526--Charles Franklin	1,560.00
9/29/2025	VEN-00569--Christina LaFour	520.00
9/29/2025	VEN-00519--David Russell	780.00
9/29/2025	VEN-00606--ECO-COUNTER CORP	-3,240.00
9/29/2025	VEN-00081--Hamilton Plumbing Services	1,054.28
9/29/2025	VEN-00532--Ivan Sosa-Castillo	1,560.00
9/29/2025	VEN-00527--Jacob Pena	520.00
9/29/2025	VEN-00595--Joe O'Neal	520.00
9/29/2025	VEN-00528--Joell Matthews	260.00
9/29/2025	VEN-00119--Johnson Controls Security Solutions	696.06
9/29/2025	VEN-00523--Marcus Labbe	1,040.00
9/29/2025	VEN-00721--Mario Maldonado	780.00
9/29/2025	VEN-00529--Moises Alfaro	2,080.00
9/29/2025	VEN-00200--Raffle Parking Company	900.00
9/29/2025	VEN-00292--Victor Stanley	9,375.00
		1,554,411.51

Capital-HDMD--Capital Fund-HDMD
Check register
September 2025

Date	Vendor	Document no.	Amount
9/2/2025	VEN-00185--Pfeiffer & Son, LTD.		1,923.52
9/9/2025	VEN-00147--Lone Star Flags		50,650.00
9/22/2025	VEN-00115--Jerdon Enterprise, LP		714,285.42
			766,858.94

ACTION ITEM	Authorize expenditures for 2025 professional Tax Collector/Assessor services.
SERVICE PLAN	2026-2035
Account Code	915.600
Budget & Year	\$50,000
REQUEST	Not to exceed \$50,000
DESCRIPTION	For the past several years, Utility Tax Services (UTS) has acted as assessor/collector of the District's annual assessments. In this capacity, the services include: 1) preparing and maintaining a base year assessment roll; 2) noticing property owners of public hearings concerning the initial and supplemental assessment rolls and representing the District at public hearings; 3) preparing and mailing annual assessment bills; and 4) collecting assessments.
DISCUSSION	The District entered into a perpetual contract with Utility Tax Services in 2023 <i>(with option to terminate given 30-days prior written notice)</i>. HCAD began certifying 2025 property valuations in September with assessment invoices set to be mailed in November. The District requires the assessor-collector services to participate in: 1. preparing/maintaining the assessment roll; 2. noticing property owners of public hearings concerning the initial and/or supplemental assessment rolls <i>(if any, and as needed)</i>; 3. preparing/sending invoices to District taxpayers for the 2025 tax year Assessment roll; and 4. collecting assessments.
DBE Participation	Individuals wishing to provide assessor/collector services to special districts must be licensed by and registered with the Texas Board of Tax Professional Examiners. Utility Tax Services is not certified as a DBE.

ACTION ITEM	Approve a resolution of support for an HDMD Application to Economic Development Administration's (EDA) Economic Readiness Disaster Recovery Funding Opportunity for a Warehouse District Infrastructure Assessment and Design Project.
DESCRIPTION	The EDA has made funding available for engineering studies in communities which had disaster declarations in 2024 (i.e., Hurricane Beryl). These studies should identify essential resiliency projects that protect the existing community and enable future economic investment in the area. HDMD has identified the Warehouse District as an eligible community for a study. This study would build on the HDMD-funded Warehouse District Plan (2021) and stands to address gaps in resiliency infrastructure that will not be provided through the City of Houston's North Canal project or TXDOT's North Highway Improvement Project.
DISCUSSION	HDMD seeks to complete a sub-area preliminary engineering report (PER) to identify a comprehensive series of infrastructure upgrades inclusive of streetscape improvements and water, wastewater, and storm sewer infrastructure within the Warehouse District. The study area for this effort will be bound by approximately White Oak Bayou to the south, Main Street to the west, Lyons Avenue to the north, and the Union Pacific Railroad tracks to the east. The study will complement all proposed North Canal and North Houston Highway Improvement Project (NHHIP) improvements. Funding allocated by the EDA for this study emphasizes infrastructure improvements that will increase economic development outcomes through future private investment within this area. The result of the study will be a prioritized program of public infrastructure projects with detailed narrative scopes of work, illustrative cross-sections and plan view schematics, cost estimates (inclusive of all future project phases), and a funding and implementation strategy. Project prioritization should include monetized benefits but will also be inclusive of weighing and criteria developed in coordination with HDMD staff. Stakeholder input will be utilized through at least three stakeholder meetings and the utilization of a project steering committee. More succinctly, the aim of this project is to identify, prioritize and initiate the most economically productive infrastructure projects to strengthen and stabilize the Warehouse District as a neighborhood. Completion of design and identification of funding for these projects will be future phases.

The total cost for this project is estimated at \$1.225 million, with a required 20% local match, which will be \$225,000. The match funding will be provided by from the Downtown Redevelopment Authority/TIRZ#3. However, the HDMD is the most qualified entity to submit the application. In order to keep the application streamlined, the DRA will transfer funds to HDMD prior to any expenditure.

DBE Participation

TBD – pending procurement process.

A RESOLUTION SUPPORTING THE HOUSTON DOWNTOWN MANAGEMENT DISTRICT'S (DISTRICT) APPLICATION TO THE ECONOMIC DEVELOPMENT ADMINISTRATION

WHEREAS, the U.S. Economic Development Administration (EDA) has issued a Notice of Funding Opportunity for eligible units of local government to apply for funding under the Fiscal Year 2025 Disaster Supplemental Grant Program;

WHEREAS, these funds may be used to support a Readiness Path application for the development of recovery strategies and other economic development capacity-building activities;

WHEREAS, the Houston Downtown Management District, part of the Gulf Coast Economic Development District, has a demonstrated need for targeted economic development efforts; and

WHEREAS, the District is a political subdivision of the State of Texas, created by the Texas Legislature, with the statutory purpose to develop, encourage, and maintain employment, commerce, transportation, housing, tourism, recreation, arts, entertainment, economic development, safety, and the public welfare.

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

1. The District commits to securing up to a 20% local match toward the proposed project, affirming that such funds are committed, available as needed, and unencumbered and unrestricted.
2. The Board of Directors authorizes the development and submission of the grant application, and further authorizes the Board Chair to execute all necessary documents in connection therewith.

DULY PASSED AND APPROVED by a majority vote of the Board of Directors of the Houston Downtown Management District on this 9th day of October 2025.

Leslie Garcia Ashby
Board Chair

Marian Harper
Board Secretary

ACTION ITEM	Authorize \$125,000 for the RFP process and professional services agreement related to the program development of the "Via Futbol" Temporary Roadway Conditions project for the 2026 FIFA Men's World Cup.
SERVICE PLAN	2021-2025
Account Code	773-300 774-400
Budget & Year	\$76,000 2025 \$50,000 2025
REQUEST	\$125,000
DESCRIPTION	District staff requests authorization of \$125,000 for a professional services agreement to develop the comprehensive program for the "Via Futbol" Temporary Roadway Conditions in Downtown Houston. This program development will create temporary, safe, and ADA-compliant pedestrian pathways ("Via Futbol" passages) to connect FIFA World Cup fans and all Houstonians between key Downtown and EaDo destinations. The scope of work for this program development will provide detailed directions for the highest-level installation and safety compliance of temporary roadway conditions. This may include but is not limited to: • Barricades and pedestrian protection • ADA ramps and accessible pathways • Groundplane murals and graphic enhancements • Temporary wayfinding signage • Temporary shade structures and kiosks This initiative was conceived of in collaboration with TEI Planning at the request of the Houston Sports Authority. The proposed passaged leverage our legacy projects, including the ongoing Main Street Promenade, Cool Connected Corridors, and Downtown retail grant programs. By focusing these temporary enhancements on corridors and areas already slated for or undergoing permanent improvements, we ensure the "Via Futbol" passages center and reinforce these long-term community investments. This project has the strong support of the City of Houston and the Mayor's Office.

DISCUSSION

The firm to execute this program development will be selected through a competitive Request for Proposal (RFP) process. We anticipate that HDMD board members will participate in the review panel to ensure the selection of a highly qualified team that can meet the project's ambitious timeline and safety requirements.

DBE PARTICIPATION

TBD

ACTION ITEM	Authorize 2025 expenditure with Flock Safety to operate and maintain a network of cameras.
SERVICE PLAN	2021-2025
Account Code	591-101
Budget & Year	\$144,000 2025
REQUEST	Not to exceed \$ 144,000
DESCRIPTION	Expenditure will cover the maintenance and operational costs associated with the Flock cameras strategically placed throughout downtown for one year.
DISCUSSION	This authorization amount will pay for the 2nd year of the downtown flock camera system that assists the Houston Police Department in monitoring and responding to situations and incidents that occur near and in downtown. The system includes 48 cameras that read license plates and send real-time alerts to HPD concerning vehicles that have active criminal cases open. The Flock cameras serve as an additional tool in our shared toolbelt of programs to continue to strive to keep downtown as safe as possible.
M/WBE Participation	Flock Safety is not a MWBE contractor.

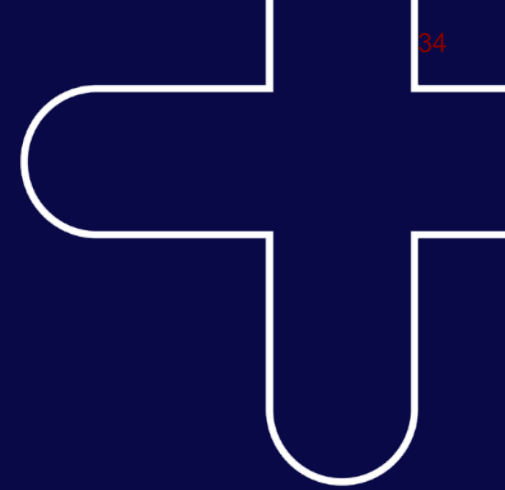
DH+ Grocery Feasibility Study



**DOWNTOWN
HOUSTON+**

OCTOBER 9, 2025

Why Does Grocery Deserve Our Attention?



Why Does Grocery Deserve our Attention?

What is Happening in Downtown?

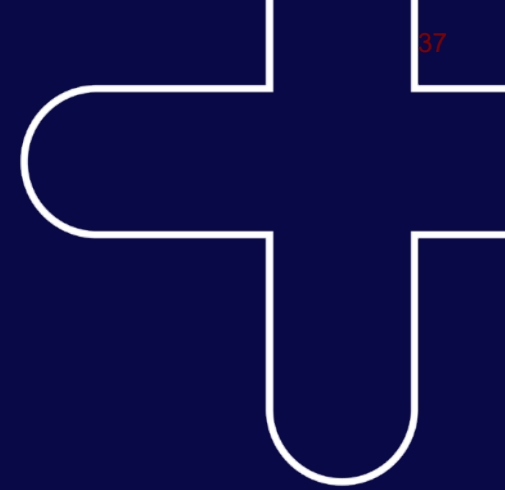
1. The Downtown Living Initiative (DLI) helped increase the supply of **residential units** in Downtown to 8,222. Entire sections of Downtown have been repositioned into dense, residential neighborhoods. Vacancy is at a 6-year-low...
2. The GRB Convention Center, our sports stadia, Downtown parks, and the Theater District have seen significant increase in **visitor traffic**. Downtown now sees over 40MM annual visits from 9 million unique visitors...
3. Downtown has ten Fortune 500 headquarters, with millions of square feet of occupied Class-A office, and an average daytime **office worker** population of 80K+. Houston leads the nation in return-to-work...
4. Downtown Houston contains over 46% of the total hotel rooms inside-the-loop, with a total of 8,944 hotel keys. Thousands of daily **hotel guests** swell the overnight population of Downtown Houston throughout the year...

And yet... the private sector has been completely unable, or unwilling, to develop new grocery options in Downtown Houston.

Grocery Feasibility Study Target Outcomes

1. Assess Current Grocery Patterns and Product Availability
2. Size the Market Opportunity for Grocery in Downtown
3. Study our Peer Cities and Successful Operators
4. Layer grocery insights with the 2025 Retail Strategy, the Downtown Residential Survey, and create recommendations for action.

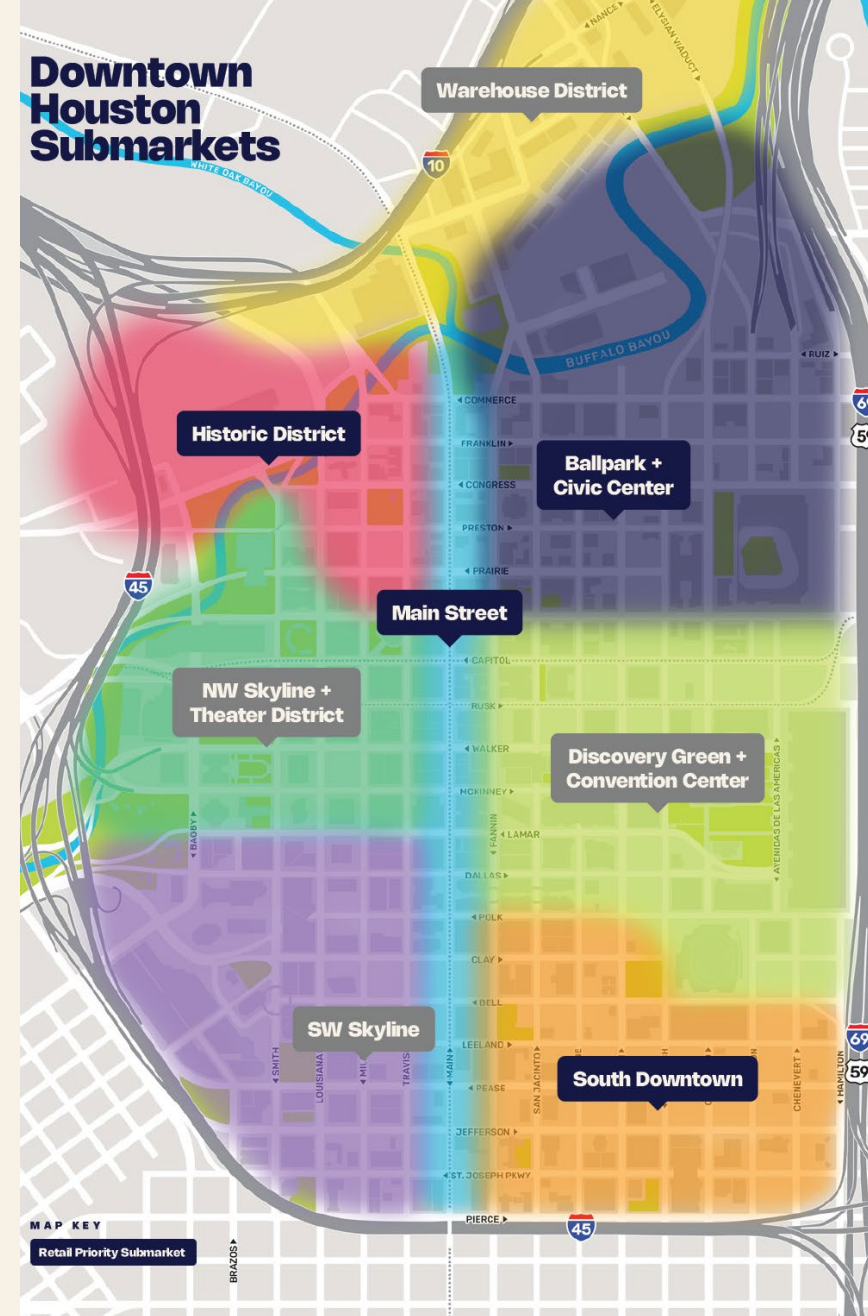
The Downtown Houston+ Retail Strategy



DH+ Retail Strategy Revisit

Priority Geographies:

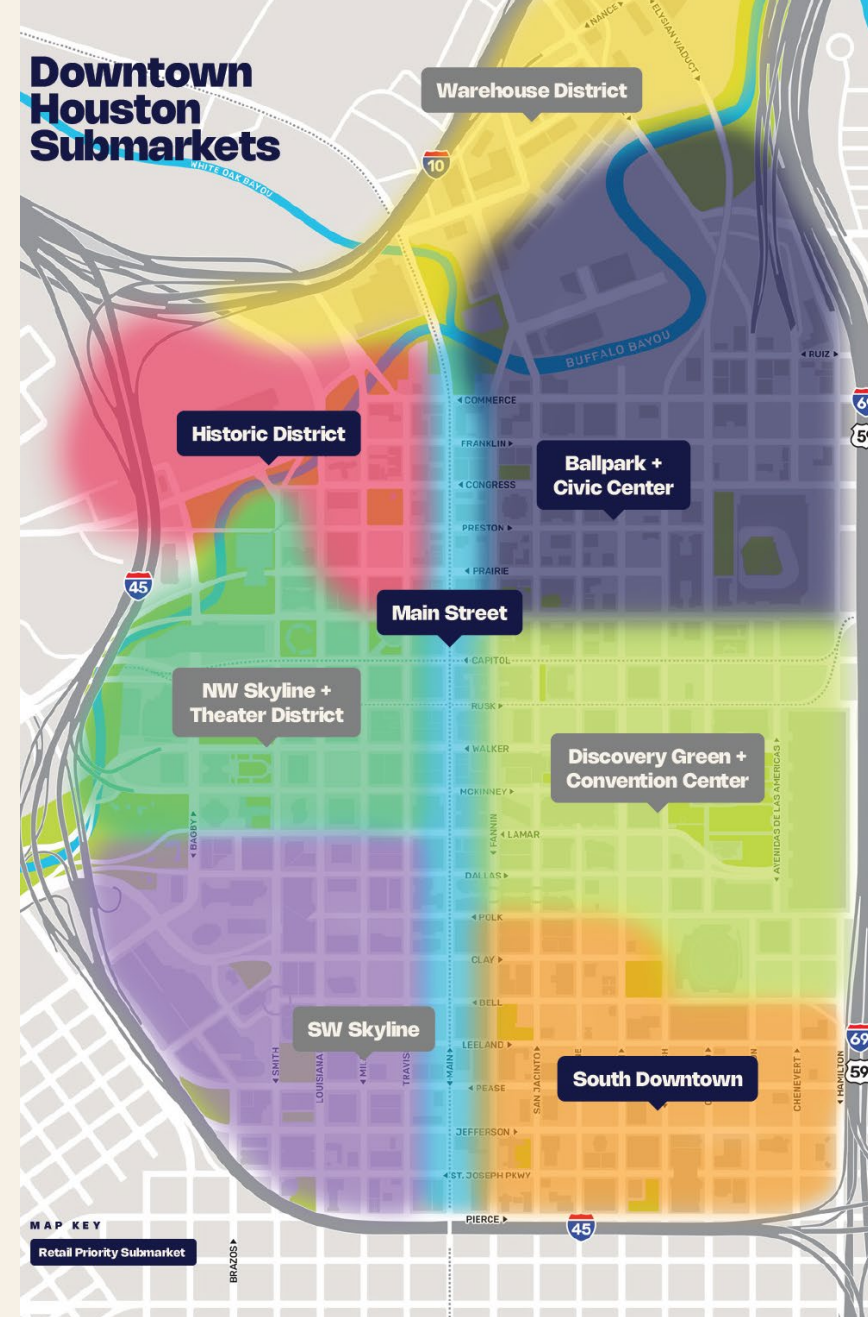
- Significant Residential Population
- Anchored by Public Realm Investments
- Daytime and Nighttime Demand Drivers
- Availability of Developable Land & Buildings



DH+ Retail Strategy Revisit

Priority Geographies:

- Historic District/Market Square
- Main Street Promenade
- Ballpark + Civic Center
- South Downtown



DH+ Retail Strategy Revisit

The Retail Realities of Our Era

- 1. Office workers are not a reliable driver of future economic activity.**
The Downtown retail ecosystem cannot solely rely on this customer base for stability. Lessened office traffic following the COVID-19 pandemic has been far more impactful on retailers that have focused on the office worker than on retailers that target a wider range of customer types.
- 2. Residential development has been transformative in recent years.**
Total residential inventory Downtown had a strong 9.1% YOY increase in 2024. Absorption of this new product has been impressive, however more units are needed to support a more-complete retail ecosystem.
- 3. Downtown businesses need to serve multiple customer segments.**
80,000 office workers, 10,000+ residents, 40MM annual visits. Retail businesses must position themselves to capture a blend of these customer types to be successful.
- 4. Downtown's Trade Area is larger than typically represented.**
A more accurate trade area for Downtown includes much of the inner loop neighborhoods including EaDo, the East End, Third Ward, Midtown, and the Near North Side. The neighborhoods located east of Downtown are especially retail-deprived and look to Downtown for services and F&B.

DH+ Retail Strategy Revisit

Grocery Recommendations

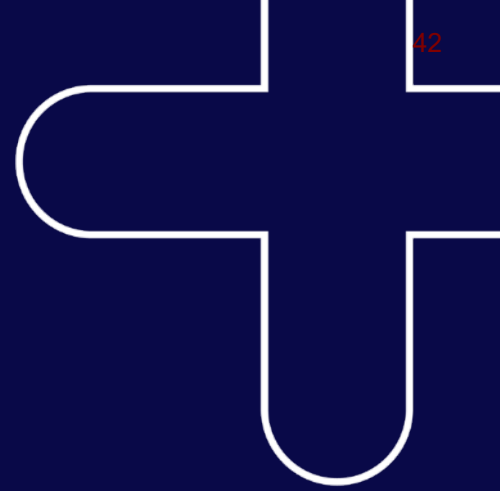
Focus on Small-Format Infill Grocery

Downtown Houston+ should execute a strategy of supporting small, embedded grocery stores along Main St. or in the Historic District to address the retail needs of both residents and visitors to these high-traffic areas. The stores will serve as natural gathering points within the core districts of Downtown, and provide fresh foods and essential home products that are not readily available today.

Focus on Large Format New Construction

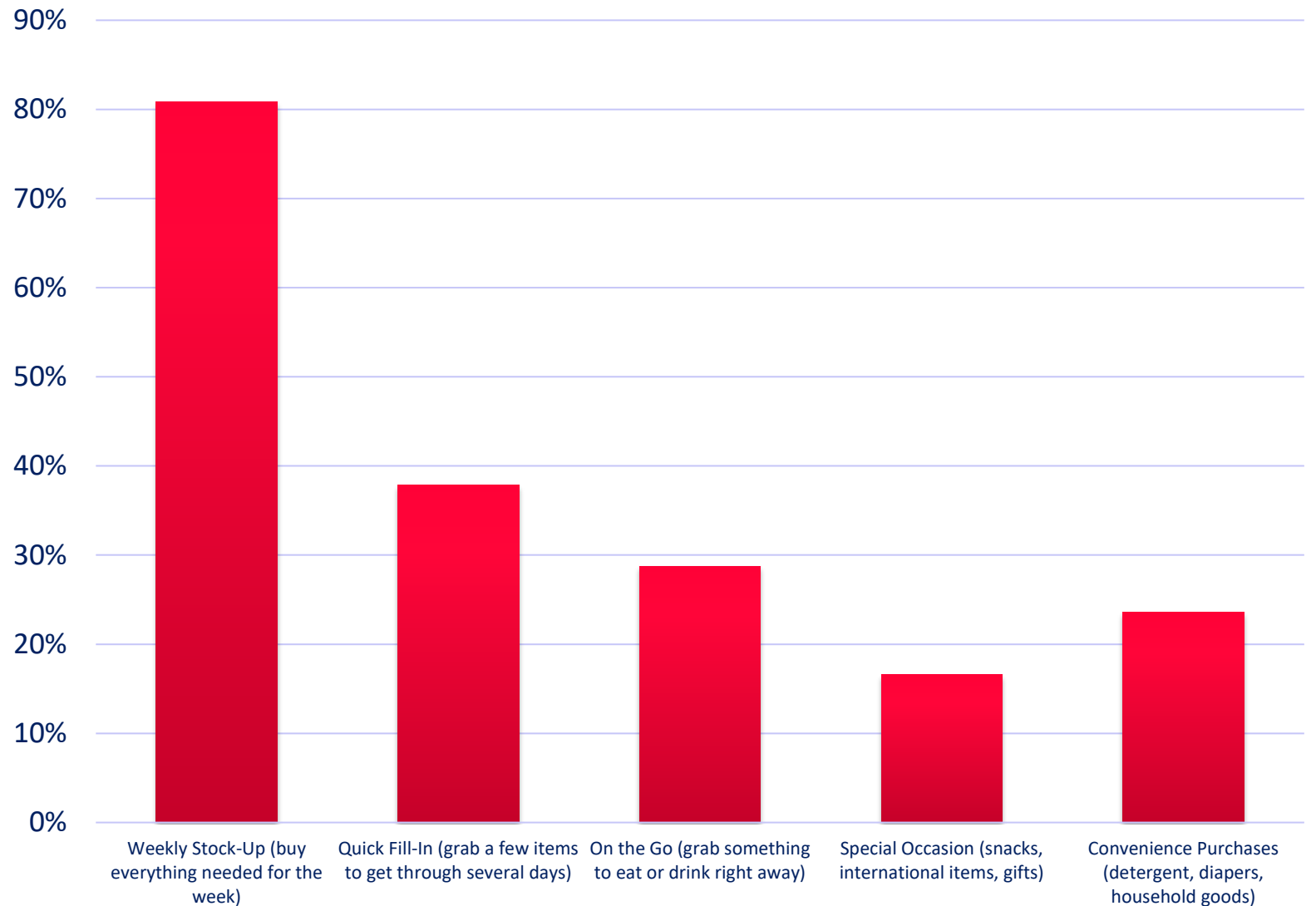
The Civic-Ballpark neighborhood and South Downtown geographies have both the residential population and available parcels to potentially pursue the attraction of a large-format retail store. The adjacencies to Midtown, EaDo, and 3rd Ward imply a larger trade area that can be captured. There are many surface lots available that present opportunities for ground-up large format retailing with good access and circulation.

What is the Current State of Downtown Grocery?



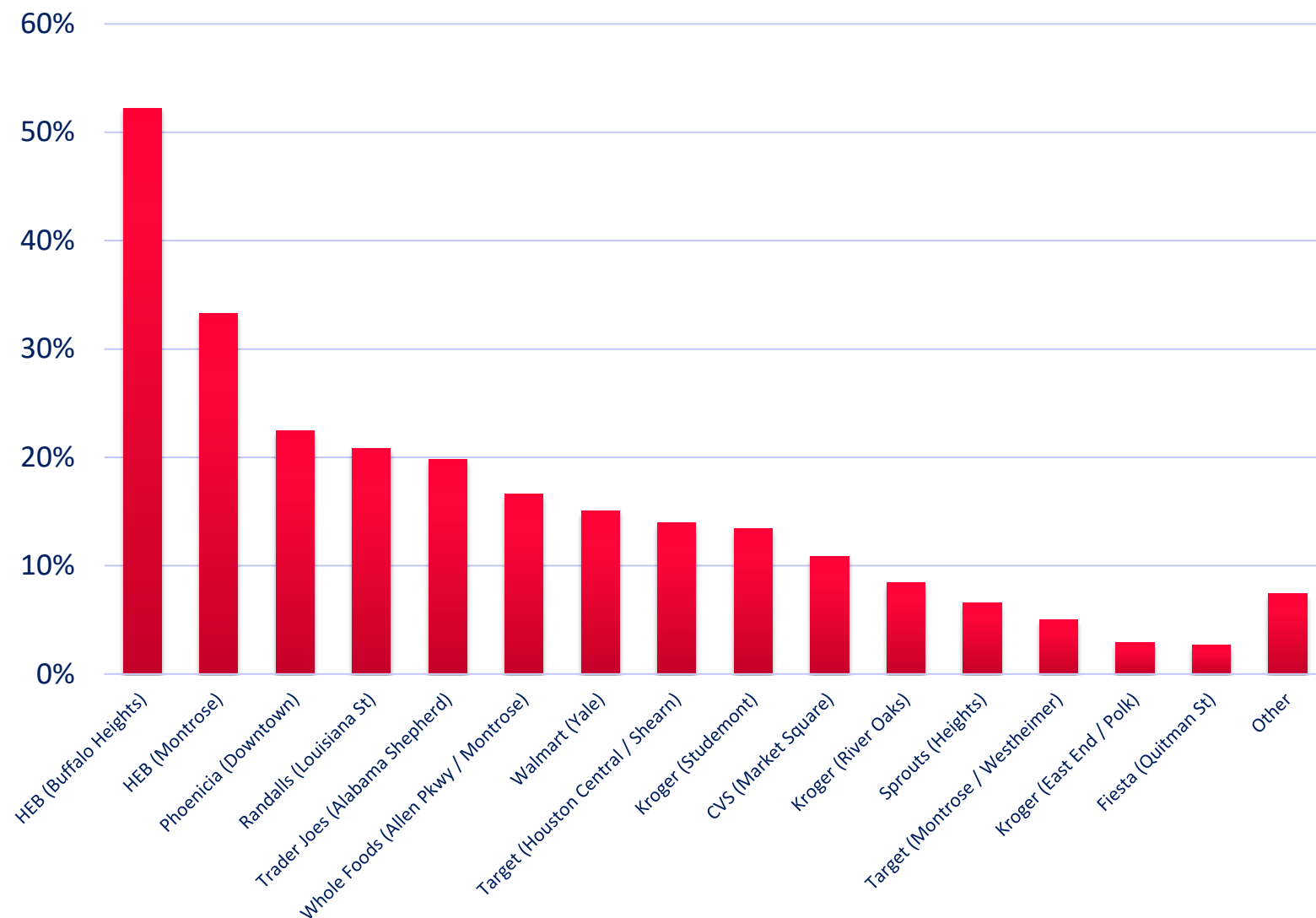
Residential Survey Results

What type of grocery experience would you like to be more available in Downtown Houston?



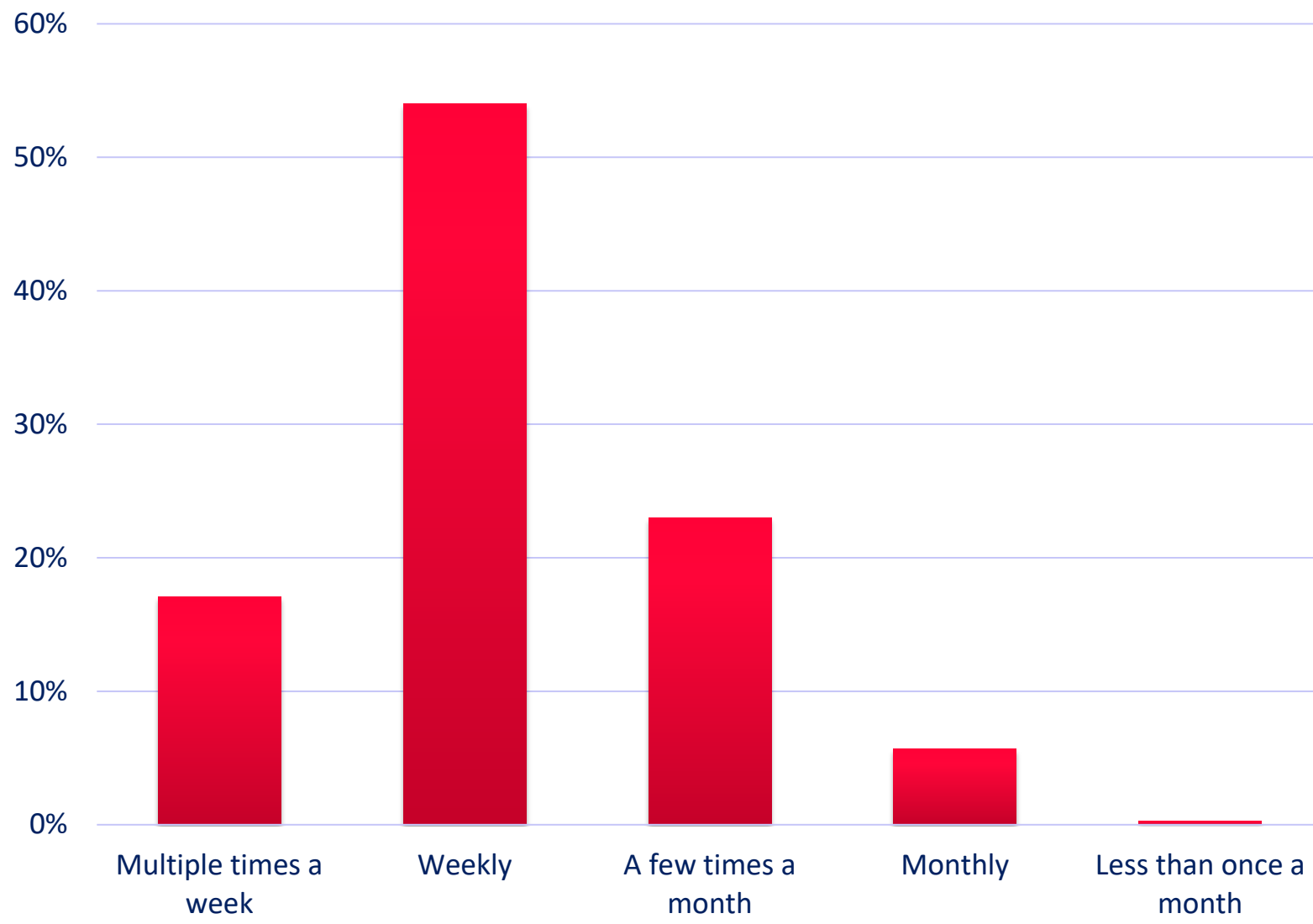
Residential Survey Results

Where do you
currently shop for
groceries? (Choose
up to 3)



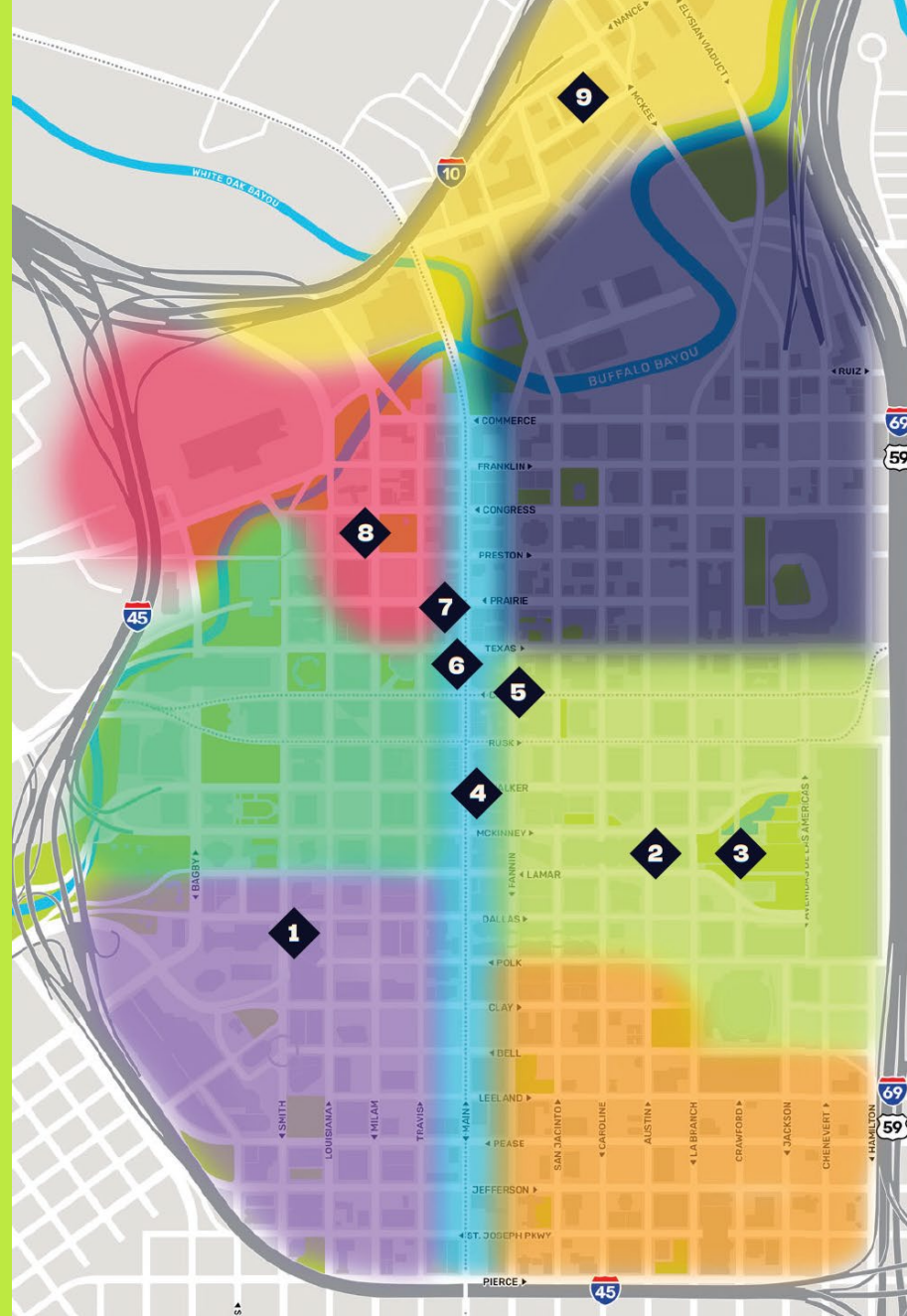
Residential Survey Results

How often do you
typically shop for
groceries?



Current Grocery Inventory

There are currently nine businesses in Downtown Houston that sell grocery items



1. Einstein Bros Market
2. Phoenicia Specialty Foods
3. Grove Market and Provisions
4. Main Food Store
5. Fannin Food Mart
6. District 7 Restaurant & Market
7. 914 Prairie
8. CVS Market Square
9. Blacks Bodega

Current Grocery Inventory

DH+ conducted a field survey of all Downtown grocery options



Current Grocery Inventory

Grocery Options were rated by product availability

Store	Items	0 = Non Existent	1 = Minimal / Limited	2 = Adequate	3 = Exceptional
Fannin Food Mart NE Corner of Capitol & Fannin At Grade	Produce	0			
	Meats	0			
	Prepackaged meals (Canned Foods, Ramen, Frozen Meals)				
	Snacks / Junk Food				3
	Bottled Beverages				3
	Beer / Wine				3
	Tobacco Products				3
	Medicine, Cosmetics / Toiletries				3
	Paper / Plastic Products (Paper Towels, Paper Plates / Plastic Cups, Utensils)	0			
	Pet Food			2	
	Automotive / Hardware		1		
	Baby Formula / Diapers	0			
	Cleaning Supplies / Solvents	0			
	Dairy		1		3
	Hot Food				3

Current Grocery Inventory

Highest Product Availability in Downtown

- Snack and Junk Food (2.8)
- Bottled Beverages (2.4)
- Medicine/Cosmetics and Toiletries (2.2)

Lowest Product Availability in Downtown

- Meats (0.3)
- Baby Products (0.4)
- Hardware (0.4)

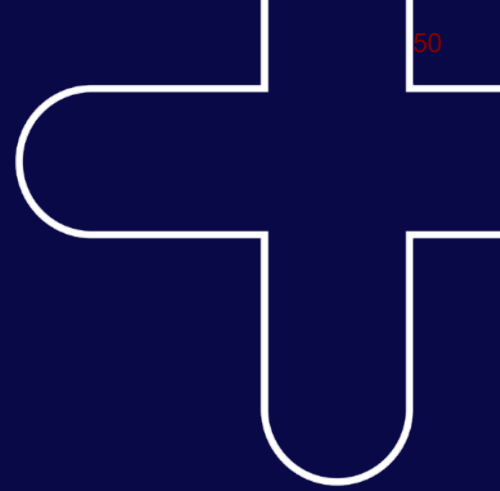
Strongest Product Offering by Store

- Phoenicia Specialty Foods (2.5)
- Main Food Store (2.5)
- CVS Market Square (2.0)

Weakest Product Offering by Store

- Grove Market and Provisions (0.9)
- District Market (1.0)
- Einstein Bros Market (1.0)

What is the Downtown Grocery Opportunity?



The Grocery Opportunity

“Downtown Houston residents spend an estimated \$17.2MM* annually on groceries outside of Downtown”



**Calculated from 2024 BLS Data on grocery spending, adjusted for household size and incomes in Downtown Houston, and weighted by market-share of grocery options.*

The Grocery Opportunity

An average urban grocery store needs \$500-\$750 PSF in annual sales. Meaning from the \$17.2MM of untapped residential grocer spend alone...

Downtown Houston has the purchasing power to support up to 34,000 SF of additional grocery product.

Grocery	Typical SF
Trader Joes	10,000 – 14,000 SF
Aldi	12,000 – 20,000 SF
Royal Blue	2,500 – 3,000 SF
Foxtrot	3,000 – 4,000 SF
Phoenicia	28,000 SF

What Works in Other Places?

Case Study:



"Called a bodega by some, a corner store by others, Royal Blue is a modern urban grocery store in downtown Austin that has just what you need, where you need it, and when you need it."



Case Study:



Keys to Success

(As told to David and Cassie
by Craig Staley, Founder)

Location & Operations

- 7 urban locations, less than 3,000 SF, all underneath multifamily buildings
- Need 1,500 residents within a 5-minute walkshed
- Very lean staff, only 3 or 4 employee-managers per store. Active ownership
- Products within stores are significantly customized, even only blocks apart

Ideal Customer Mix

25% Office Workers

25% Downtown Visitors

50% Residents

Shelf Products

- Mixed-price points and quality. Fancy Olives, Cheetos, Cleaning Supplies
- Large and thoughtful wine and beer selection. Significant % of shelf space

Prepared Foods

- Grab-N-Go: High-quality but uncomplicated, prepared at shared commissary
- Hot Food: Simple popular offerings. Pizza-by-the-slice, tacos, sandwiches
- Consistent daily lunch specials like an \$8 Burger, Thai Bowl Thursdays
- Coffee program is full and meets hipster standards, uses local roasted beans

Case Study:



H-E-B Heights, 2019
2 Stories, 92,000 sf



Grocery Feasibility: What is Next?

Grocery Feasibility Insights

1. We Have More Existing Grocery Than Is Realized

The existing bodega and market network solves many of the immediate needs for residents, but these businesses need help.

=> *Coaching, product diversification, and strategic repositioning*

2. There is Demand to Support Additional Grocery

The estimated \$17.2MM of grocery leakage from residents alone, is large enough to support new Downtown grocery businesses.

=> *Advocacy and messaging that aligns with market realities*

3. Leadership is Needed to Shepherd Growth

Through the support of the HDMD and DRA, DH+ needs to serve as the vision-setter and facilitator of future of grocery investment.

=> *Dealmaking inducements to seed grocery investment*

Grocery Feasibility Next Steps

1. Focus on Key Geographic Nodes

There are three submarkets in Downtown Houston with 1,500 residents in a 5-minute walkshed: Historic District/Market Square (1,611), Upper Main Street Promenade (2,338), and South Downtown (2,194).

2. Focus on Specific Types of Grocery

Knowing the scale of unmet demand, current resident shopping habits, and the products currently underrepresented: Downtown should focus on smaller-footprint markets with fresh produce, meats, and quality prepared foods.

3. Address Barriers to Investment

Aside from perceived lack of demand, operators are wary of buildout costs, circulation and parking issues, and public safety. These barriers can be addressed through strategic interventions.

Questions?



DOWNTOWN HOUSTON+

STRATEGIC ALIGNMENT PLAN UPDATES

October 2025

GOAL 1

Champion major projects, initiatives and investments that improve Downtown.

1.4 Plan collaboratively for Downtown’s evolving edges, connections, and major attractions.

Highlight: In September, a significant milestone was reached for the Cool Connected Corridors initiative as the HDMD Board authorized funding for the design of public realm improvements along Texas Avenue and sections of McKinney and Preston Streets. This project, a key initiative from the Public Realm Action Plan, will result in a cohesive design language for pedestrian-friendly enhancements—including trees, native plants, shade, lighting, and wayfinding elements—to create vibrant links between Downtown's major destinations. The design work will be executed by The SWA Group, selected through a competitive RFQ process, with the goal of implementing the physical improvements in time for the June 2026 World Cup events. Complementing this effort, our retail grant and programming focus is also being directed toward these key corridors to increase their overall vibrancy and activation.

Participating Agency:



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: DTH+ submitted a \$560K grant application to METRO for a Downtown Houston ADA Access Improvement project. It aims to enhance first- and last-mile connectivity to transit stops and key local destinations by: (1) replacing substandard infrastructure with ADA-compliant curb ramps, (2) restriping crosswalks at intersections where it's faded, and (3) improving accessibility at intersection crosswalks for people of all abilities and ages within HDMD's boundaries. This project will enhance access to METRO services by supporting a multimodal transportation system that better serves those with limited mobility. Notice of award is pending.

Participating Agencies:



GOAL 2

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

2.2 Cultivate nature across Downtown, including its urban forest, planters, and other greenspace elements.

Highlight: In September, the Main Street Promenade reached a major milestone with the planting of 23 new trees along the west side of the 100, 300 and 400 blocks. These sycamores, elms and oaks are part of 85 new additions, more than doubling the existing tree count on Main Street. In all, the project introduces four new tree species and increases plant diversity by 35% with new native landscaping. As the tree canopy matures, it will provide five times more shade, mitigate heat, and make Downtown's signature corridor a greener, more walkable place.

Participating Agencies:



2.7 Expand collaboration and explore novel approaches to maintain a low crime rate and make Downtown feel safe.

Highlight: CHI members from leading design and planning firms gathered for an all-day charette at the Historic Julia Ideson building. Their assignment brief: Empty sidewalks make cities feel less safe, and despite a crime rate lower than the city's overall, Downtown's perceived safety falls short of its reality. To level up people's impressions of Downtown, DTH+ aims to induce more life at the street level. The session sparked inter-firm collaboration and fresh ideation to forge street-level experiences that not only make the office environment more enriching, but that can elevate perceptions of Downtown to meet its world-class stature.

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: The design and engineering of the Downtown Overlay Project, which entails resurfacing 80+ blocks of roadway within Downtown, is complete and will soon roll into the construction implementation phase. A construction pre-bid meeting is scheduled for Tuesday, October 7. The pre-bid meeting will provide interested contractors with project insight from the engineers and design consultants and grant an opportunity to ask questions and gather key information. Proposing Contractor's bids are due on October 22, with a tentative construction start date of December 1 and project completion in May 2026.

Participating Agencies:



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

Highlight: DTH+ is excited to announce the launch of *Houston Reframed*, a new temporary public art initiative that will transform ten storefront windows across Downtown Houston into large-scale art installations. Designed to showcase the strength and diversity of Houston's creative community, the project invites local artists and galleries to submit works that reflect the city's culture, neighborhoods, and people. The Request for Submissions was released in late September and is currently open with applications due October 20. Selected artworks will be adapted for vinyl and installed in high-visibility pedestrian areas, enlivening underutilized storefronts while creating a vibrant, walkable art experience. This initiative underscores DTH+'s commitment to supporting local talent, reimagining public space, and enhancing the Downtown experience for residents and visitors alike.

Participating Agency:



GOAL 4

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

4.11 Foster a thriving storefront economy, prioritizing recruitment efforts, where possible, to fill available properties that have favorable co-tenancy on key corridors.

Highlight: In partnership with Concentric Community Advisors, Downtown Houston+ recently completed a comprehensive Grocery Feasibility Study for Downtown Houston. The focus of this work was an analysis of current market conditions, future opportunities, and areas of focus for expanding the grocery offering in Downtown. The study concludes that the current combination of residential, office worker, and visitor demand would support additional grocery investment. Results of the study were presented to the DH+ Thrive Committee in September in advance of a full publication of the study's conclusions and recommendations in October.

Participating Agencies:



4.13 Assist Downtown businesses owners and managers in navigating municipal regulatory processes.

Highlight: As part of the Main Street Promenade, DTH+ is coordinating infrastructure upgrades for four adjacent properties, taking advantage of construction to modernize systems efficiently. Work includes new fire service, utility connections, and potential sewer and balcony support installation, giving property owners durable infrastructure without the need for future demolition. By integrating private property improvements into the Promenade's scope, the project delivers a renewed public realm while also strengthening building operations and minimizing future disruptions for years ahead.

Participating Agencies:



GOAL 5

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

5.3 Evolve and optimize the CHI Membership model to expand audience and increase stakeholder engagement.

Highlight: Over the past several months, the CHI Membership Task Force met to explore a potential redesign of the membership model. Discussions emphasized the need for deeper engagement to strengthen retention and more opportunities to welcome new members. With a newly assembled membership team already bringing fresh energy, ideas, and positive changes through improved events, stronger communication, and increased interaction, the task force recommended continuing this direction and pausing efforts to redesign the model until the team has had a year to demonstrate impact. A 2026 engagement strategy will be presented at the December CHI Board meeting.

Participating Agency:



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

Highlight: Business press ranged from Westin Hotel Downtown's multimillion-dollar renovation; an international law firm O'Melveny & Myers LLP expanding in TC Energy Tower with a Gensler-designed, \$12 million build-out; to Houston's first indoor pickleball center, Pickle Mania opening in Lyric Market. On the culture beat, Untitled Art Fair made its first venture outside Miami at the GRB, and Bungalow claimed the former Sambuca space. After moderating a panel of Downtown chefs at the August CHI Member Breakfast, Houston Chronicle Food Writer Bao Ong profiled the 25 best restaurants in Downtown Houston, alphabetically from Barbacana to Xochi. Houston culinary hero Ope Amosu's ChòpnBlòk, after launching as a POST Market food stall, became Houston's sole restaurant to make NYTimes Top 50 restaurants in the US list.

Participating Agencies:



Engagements

81102

Total

Homeless Count

164

Average

Sidewalk Cleaning

4.17

Average

Garbage Disposed (Tons)

1268

Total

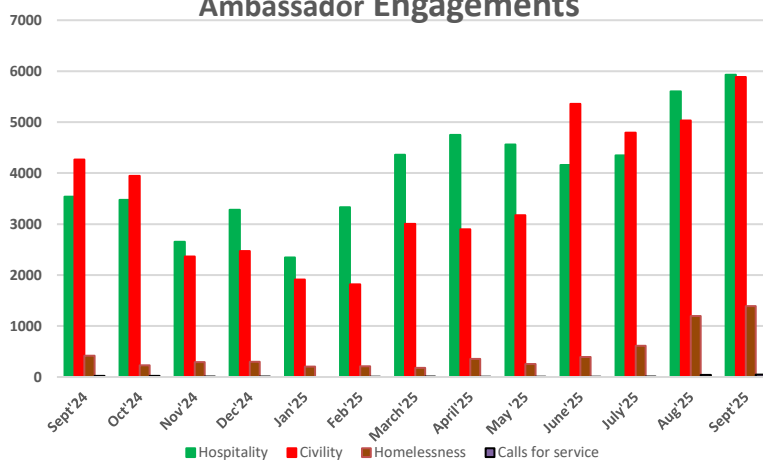
BF Clean/Graffiti/Bio

138802/5617/12782

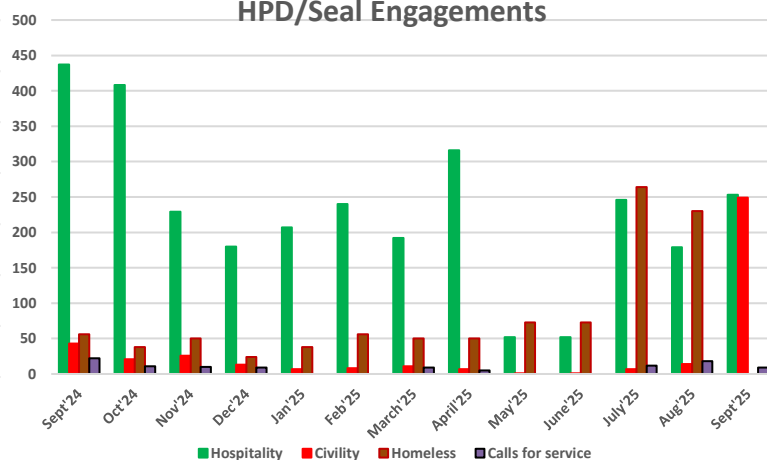
Total

Safety & Quality Control

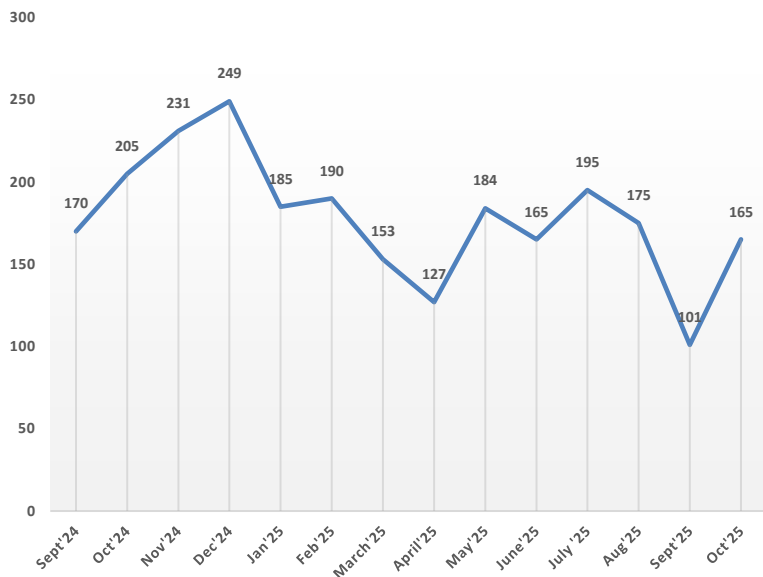
Ambassador Engagements



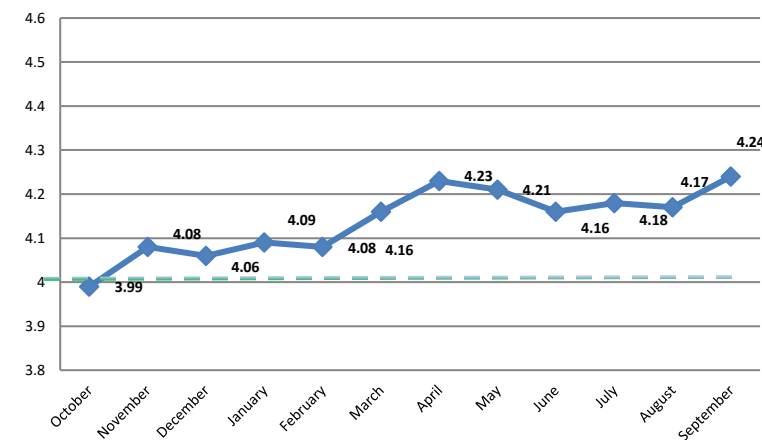
HPD/Seal Engagements



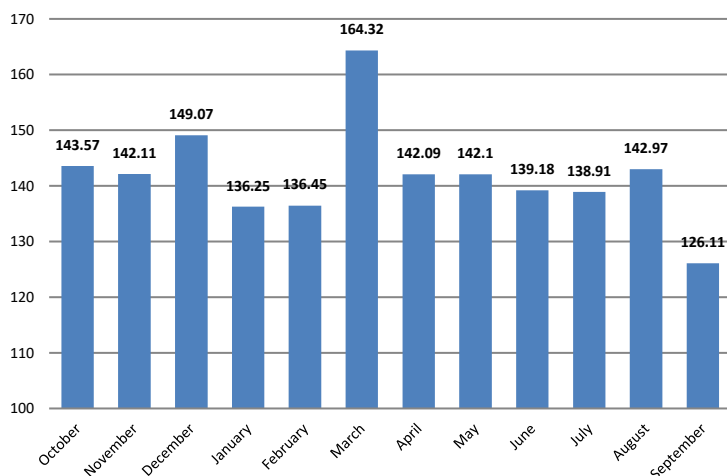
Homeless Count



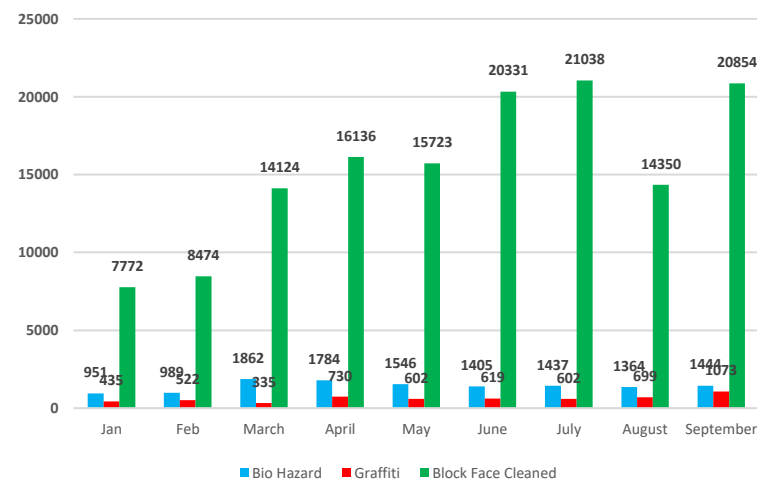
Sidewalk Cleaning



Garbage Disposed (Tons)



Tasks Completed



Engagement Metrics

September 2025

FOLLOWERS BY AGE

18-24 25-34 35-44 45-54 55-64 65+



FOLLOWERS BY GENDER

Female Male



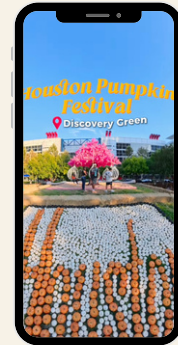
SOCIAL METRICS

	Instagram	Facebook	X	TikTok	LinkedIn
Total Reach	163,220	164,829	2,367	12,259	3,482
Total Impressions	844,773	652,810	23,652	190,000	5,671
Total Followers	197,814 (511 New Followers)	157,347 (1,600 New Followers)	172,756 (134 New Followers)	9,257 (665 New Followers)	5,164 (83 New Followers)

TOP CONTENT OF THE MONTH

Houston Pumpkin Festival

Plays	261,134
Likes	5,580
Comments	287
Shares	470
Saves	1,086
Total Reach	190,244



TOP 3 VIEWED PAGES

1

Calendar

14,510 Views

Unique Visitors 7,359 Views/User 1.97 Avg. Time 44s

2

Tunnels

13,673 Views

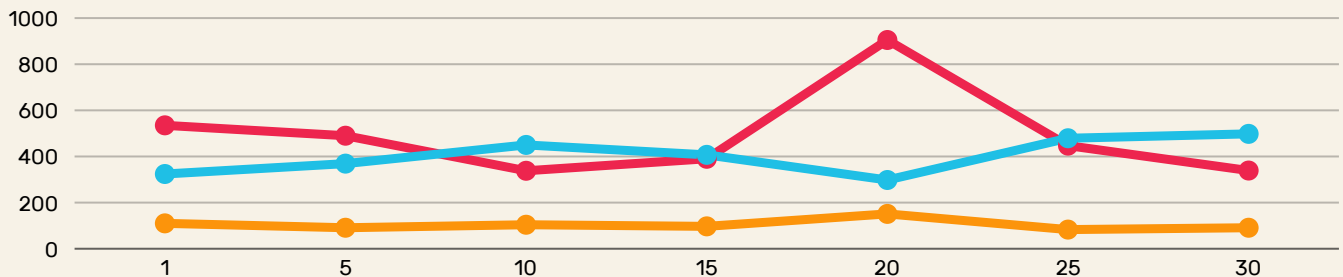
Unique Visitors 6,565 Views/User 1.71 Avg. Time 54s

3

Market Square Park

3,075 Views

Unique Visitors 2,223 Views/User 1.38 Avg. Time 26s



Event Metrics

September 2025



**TOTAL EVENT
ATTENDANCE**

746

**MARKET
SQUARE PARK**

295

**TREBLY
PARK**



**GAME ON
CHECKOUTS**

148

**MARKET
SQUARE PARK**

65

**TREBLY
PARK**

