Board of Directors Meeting

February 5, 2026

Houston Downtown Management District
Board of Directors Meeting
February 5, 2026

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MINUTES OF REGULAR MEETING OF
HOUSTON DOWNTOWN MANAGEMENT DISTRICT

December 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 December 11, 2025, at 12:00 p.m., in-person in the H-Town Conference Room of the Houston Downtown Management Districts office, located at 1221 McKinney Street, Suite 4250, Houston, TX 77010, and the roll was called of the duly appointed members of the Board, to-wit:

BOARD MEMBERS

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

and all of the above were present, with the exception of Directors Davis, Hughes, Jones, Kennedy, Liu, Llana, Merritt, Oliver, Reggie and Sanchez.

Also present were Kris Larson, President/CEO; Allen Douglas, COO & General Counsel, Jana Gunter, Director of Finance; and staff members Christal Ayala, David Cisneros, Marlon Connaly, Brett DeBord, Scott Finke, Allie Fraser, Jacque Gonzalez, Brendan Harrison, Cassie Hoeprich, Andres Laucirica, Amanda Marquez, Alyssa Mason, Jamie Perkins, and Ann Taylor, all with the District. Additional attendees included Clark Lord with Bracewell; Rupesh Koshy and Robert Williams from the City of Houston; Stephanie Burritt with Gensler; Anna Mod with Ryan and Shih-Tsung Wu with Opic Oil attended on behalf of the public.

DRAFT

WELCOME

Chair Ashby presided over the meeting and welcomed all directors, consultants, and other meeting attendees.

Quorum was established and the meeting began at approximately 12:17 PM.

PUBLIC COMMENT

Chair Ashby asked if anyone from the public had comments. There were no comments given from the public.

APPROVAL OF MINUTES

The Board considered approving the minutes of the November 13, 2025 regular board meeting. Chair Ashby asked for comments or revisions.

Hearing none, she then called for a motion; moved by Director Crawford; seconded by Director Foreman; and the November 13th minutes were approved, as presented.

ITEMS PERTAINING TO FINANCE AND ADMINISTRATIVE MATTERS

Approval of Financial Statements and Ratification of Expenditures

Richard Torres, Treasurer of the District, was invited to provide a recap of the interim financial statements and check registers for the period ending November 30, 2025. Treasurer Torres shared highlights of the November statements and check registers, then called for questions and comments. The Board raised neither.

Chair Ashby called for a motion accept the November financial statements and check registers. Director D'Rovencourt moved the motion, and Director Galvan seconded; and the financial statements and check registers for the period ending November 30, 2025 were accepted as presented.

Amendment to Information Form

Mr. Douglas referred to an amendment to the Notice To Purchasers Form, beginning on page 28 of the previously provided materials. He explained that the Notice To Purchasers is a form kept on file with Harris County that is given to new property owners within the District's boundaries, notifying them of the District's taxing authority.

He noted the proposed amendment reflects the newly adopted assessment rate of $0.1695, which the Board approved at the November 13th meeting. Concluding, Mr. Douglas stated that, upon approval, the updated Notice will remain on file with Harris County and be available to property owners within the District.

Questions were asked and answered, and a discussion followed. It was noted that the date on page 30, paragraph 3, needed to be updated to reflect the current Service Plan date. This date will be changed from November 12, 2020, to November 13, 2025.

A motion was called to accept updates to the Notice To Purchasers form in the proposed Amendment to Information Form, including the date revision on page 30. Director Meyer moved the motion, Director Alley seconded, and the Board approved the proposed amendments to the Notice to Purchasers form as revised.

PRESENTATION OF FINAL DRAFTS AND APPROVAL OF 2026 BUDGET

President Larson shared a presentation outlining the proposed 2026 budget. He reviewed the steps taken to compile the final draft budget, which included input from Board members from last fall's board meetings.

Next, he reviewed the 2025 spending summary and shared a graphic of the proposed 2026 spending. He noted that this will be the first year of the new Service Plan, and going forward, the budget will no longer be separated into Operations and Capital expenses. Questions were asked and answered, and a discussion followed.

Once all questions were answered and the discussion concluded, Chair Ashby called for a motion. Moved by Director Ramos, seconded by Director Galvan, the draft 2026 budget for the District was adopted and accepted as presented.

CONSENT AGENDA

Chair Ashby invited President Larson to present the Consent Agenda. President Larson explained that all items are included in the recently adopted 2026 budget. He stated that approval will allow staff to proceed with 2026 operations as outlined in the Administrative Policies and Procedures Policy. He noted that these items will be reevaluated during the mid-year budget review and then opened the floor for feedback and discussion on the items listed below:

Operations & Maintenance		**Page**
260101.01	Authorize expenditure for customized trash bags	48
260101.02	Authorize agreement and expenditure for trash collection management	49
260101.03	Authorize agreements and expenditures for deep cleaning pressure washing on sidewalks	50
260101.04	Authorize agreement and expenditures for bus stop and rail platform pressure washing	51
260101.05	Authorize expenditure for Operations Center rent	52
260101.06	Authorize expenditure for transient and lawn meter water costs	53
260101.07	Authorize agreement and expenditures for irrigation repairs	54
260101.08	Authorize expenditures for tree maintenance	55
260101.09	Authorize expenditure for Allen Parkway maintenance and repairs	56
260101.10	Authorize expenditures for electrical costs for Op Center, warehouse and various streetscape amenities	57
260101.11	Authorize agreement and expenditures for electrical maintenance and repairs	58
260101.12	Authorize expenditure for utility costs related to Trebly Park	59

Operations & Maintenance (cont.)		***Page***
260101.13	Authorize agreement and expenditure for bird abatement	60
260101.14	Authorize agreement and expenditures for safety office rent	61
260101.15	Authorize agreement and expenditures for safety officer for outreach team	62
260101.16	Authorize expenditure for off-duty HPD police program coordinators	63
260101.17	Authorize execution of agreement and reimbursement for park security	64
260101.18	Authorize expenditure for warehouse rent	65
260101.19	Authorize agreement and expenditures for banner program	66
260101.20	Authorize agreement and related expenditure for recycling program	67
260101.21	Authorize agreement and expenditures for wayfinding maintenance	68
260101.22	Authorize agreement and expenditure for paver repairs	69
260101.23	Authorize execution of agreement and related expenditure for fountain maintenance and repairs	70
260101.24	Authorize execution of agreement and reimbursement for fountain maintenance and repair	71
260101.25	Authorize agreements and expenditures for homeless outreach services	72
260101.26	Authorize expenditures for off-duty police officer program	73
260101.27	Authorize expenditures for the construction and implementation of the Main Street Promenade Project	74
260101.28	Authorize expenditures for the construction and implementation of the Downtown Overlay Project	75
260101.29	Authorize repair costs related to METRO paver areas	76
260101.30	Authorize the execution of agreements and expenditures pertaining to events and programming initiatives for Market Square Park	77
260101.31	Authorize the execution of agreements and expenditures pertaining to Main Street Promenade	78
260101.32	Authorize the execution of agreements and expenditures for collaborative activations and initiatives around Downtown: Lunar New Year, Art Car After Party, Dia de Los Muertos, Make Music Day, etc	79
260101.33	Authorize the execution of agreements and expenditures pertaining to events and programming initiatives for Event Sponsorships	80
260101.34	Authorize the execution of agreements and expenditures pertaining to events and programming initiatives for Trebly Park	81
260101.35	Authorize the execution of agreements and expenditures pertaining to events and programming initiatives for Holiday Promotions	82
Economic Development		***Page***
260101.36	Authorization of expenditures for Economic Development Reference Material/Research and Collateral Development	83
260101.37	Authorization of expenditures for Economic Development Regional Collaboration	84
260101.38	Authorization of expenditures for Thrive Storefront Grants	85
260101.39	Authorization of expenditures for the Alfresco Grant program	86
260101.40	Authorization of expenditures for Storefront Vinyl Public Art: Houston Reframed	87
Planning & Design		***Page***
260101.41	Authorize expenditures for Via Futbol Temporary Tactical Urbanism project for 2026 FIFA Men's World Cup	89
260101.42	Authorize expenditures with SWA Group for the design and engineering work for the Cool Connected Corridors project.	91

Engagement		***Page***
260101.43	Authorize the execution of agreements and expenditures pertaining to the Downtown District Activations + Art Program	93
260101.44	Authorize the execution of agreements and expenditures for residential programming	94
260101.45	Authorize the execution of agreements and expenditures for videography to support marketing programs	95
260101.46	Authorize agreements and expenditures for paid Media & Advertising	96
260101.47	Authorize the execution of an agreement and related expenditures for public relations services	97
260101.48	Authorize the execution of agreements and expenditures pertaining to Marketing/Place Branding for Cool + Connected Corridors	98
260101.49	Authorize the execution of agreements and related expenditures to maintain the Downtown web portal	99
260101.50	Authorize expenditures for *The List* and *Downtown Monthly Update*	100
260101.51	Authorize expenditures for *The Downtown Field Guide*	101
260101.52	Authorize the execution of agreements and expenditures for marketing creative and strategy	102
~~260101.53~~	~~Subscription costs and additional freelance creative outsourcing for specialized skills such as illustration~~ omitted	~~103~~
260101.54	Authorize the execution of agreements and expenditures for photography to support marketing programs	104
260101.55	Authorize the execution of agreements and expenditures for Promotional Items	105
260101.56	Authorize the execution of agreements and expenditures for Marketing / Park Promotions	106
260101.57	Authorize the execution of agreements and expenditures for District Collateral printing	107
260101.58	Authorize the execution of agreements and expenditures pertaining to Engagement Department Marketing & Communications Expenses	108
Administration		
260101.59	Authorize expenditures with Ft. Bend County for direct park and ride transit services from Sugar Land to Downtown	109
260101.60	Authorize expenditure for administration contractor	110
260101.61	Authorize expenditure for compilation services	112
260101.62	Authorize expenditure for liability and property risk coverage	113
260101.63	Authorize expenditure for audited financial statements for FY25	114
260101.64	Authorize expenditure for legal counsel	115

Chair Ashby asked if any of the above items needed to be pulled for discussion. Hearing none, a motion was made, moved by Director Crawford, seconded by Director Ramos, and the consent agenda was passed as presented.

PROGRAM AUTHORIZATIONS

Operations & Maintenance

Brett DeBord presented four items for Board consideration on behalf of the Operations & Maintenance team for budget year 2026:

(i) Authorize the President/CEO to enter into an agreement and related expenditures to Block By Block to manage the Clean Team and Downtown Public Safety Guide Programs in an amount not to exceed $7,443,000. Questions were raised and answered. Then

Chair Ashby called for a motion, moved by Director Foreman, seconded by Director Galvan, and the Board approved this request as presented.

(ii) Authorize the President/CEO to enter into an agreement and related expenditures with S.E.A.L. Security Services, Inc for private security and security cameras in an amount not to exceed $1,435,000. Questions were raised and answered. Then, Chair Ashby called for a motion, moved by Director Ramos, seconded by Director Galvan, and the Board approved this request as presented.

(iii) Authorize the President/CEO to execute a one-year agreement and related 2026 expenditures with Associated Landscape Services, LLC, and Yellowstone Landscape to perform landscape services and maintenance, in an amount not to exceed $200,000. No questions or discussion were raised. Chair Ashby called for a motion; moved by Director Huang; seconded by Director Jackson, and the Board approved this request as presented.

(iv) Authorize the President/CEO to execute a one-year agreement and related 2026 expenditures with Color Specialists Landscaping, Inc. for floral plantings and maintenance, in an amount not to exceed $670,000. Questions were raised and answered. Then, Chair Ashby called for a motion, moved by Director Ramos; seconded by Director Boykins, and the Board approved this item as presented.

Economic Development

David Cisneros was invited to share a presentation and request on behalf of the Capital Projects team, for Board consideration and approval of the following:

(i) Authorize an expenditure in the amount of $150,000 to produce an Office Recruitment and Retention strategy in 2026. Questions were asked, answered, and a discussion ensued. Ms. Hoeprich identified an error in the requested dollar amount and clarified that the correct amount for this request is $100,000. The correction to the dollar amount was noted.

Chair Ashby called for a motion, moved by Director Crawford; seconded by Director Foreman, and the Board approved this item as amended with the corrected dollar amount of $100,000.

PROJECT SPOTLIGHTS

Capital Projects Overview

Chair Ashby invited Brett DeBord to deliver a presentation on the latest Capital Projects updates. Mr. DeBord shared a slide deck highlighting the status of the Main Street Promenade and the downtown street resurfacing project. Questions were asked and answered, and a discussion ensued. Action from the Board was not required.

2025 Holiday Décor & Events Programming

Amanda Marquez was called on to give a presentation on 2025 Holiday Décor and Events Programming. Ms. Marquez shared a slide deck highlighting the new Holiday Décor pieces, attractions, and scheduled events in downtown. Questions were asked and answered, and a discussion ensued. Action from the Board was not required.

Cool, Connected Corridors

Cassie Hoeprich concluded the project spotlight with an update on the Cool, Connected Corridors project. Her presentation outlined the project's current status and the next steps for 2026. Questions were asked and answered, and a discussion ensued. Action from the Board was not required.

OTHER BUSINESS

Chair Ashby noted there will not be a meeting in January and that the next Board meeting is scheduled for February 5, 2026. There being no further business to come before the Board, the meeting was adjourned at 1:33 PM.

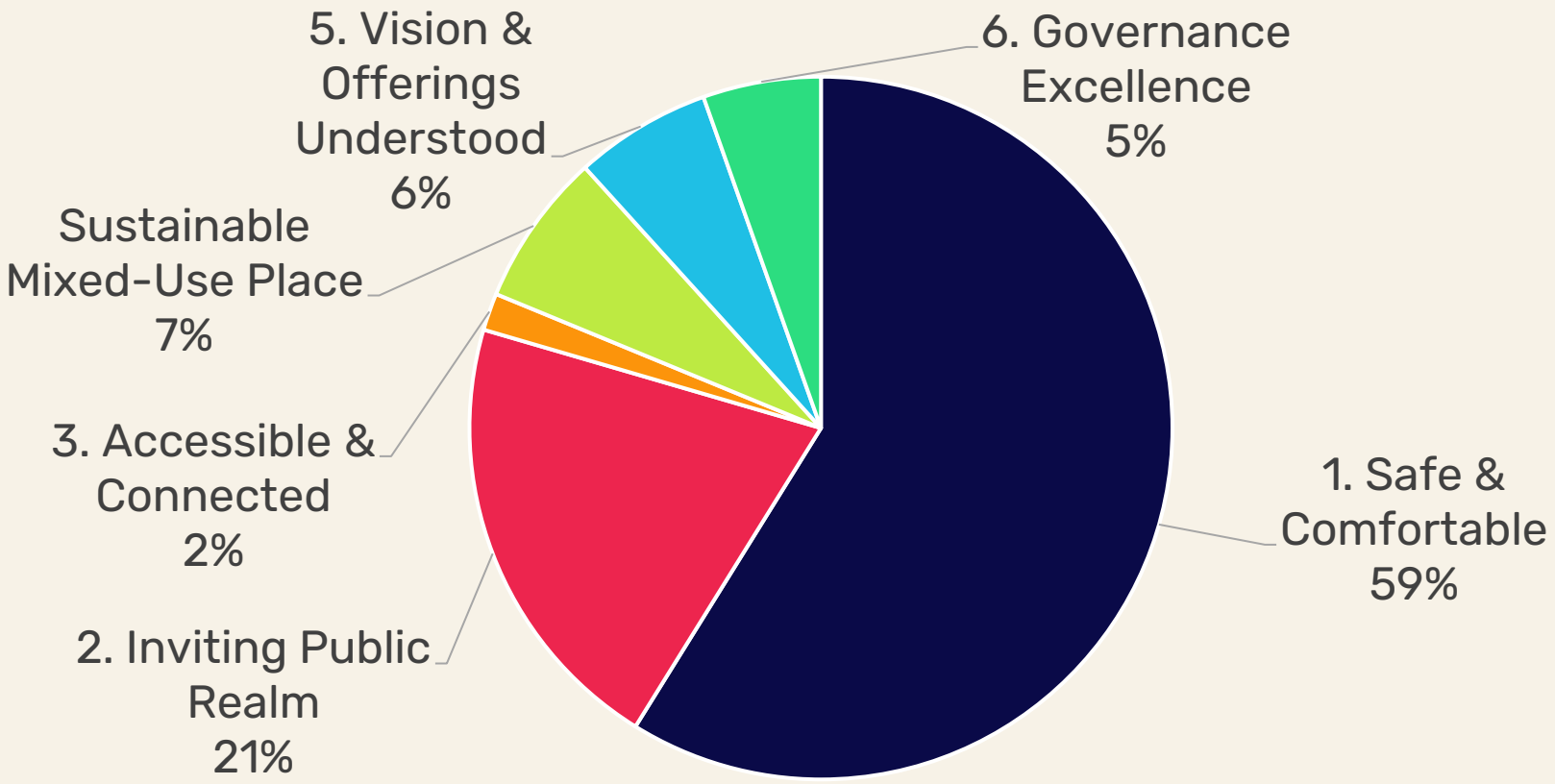
Marian Harper, Secretary
Houston Downtown Management District

HDMD FINANCIAL SUMMARY DECEMBER 2025

FEBRUARY 5, 2026

DOWNTOWN HOUSTON+

2025 AMENDED ANNUAL BUDGET



Total $35,679,771

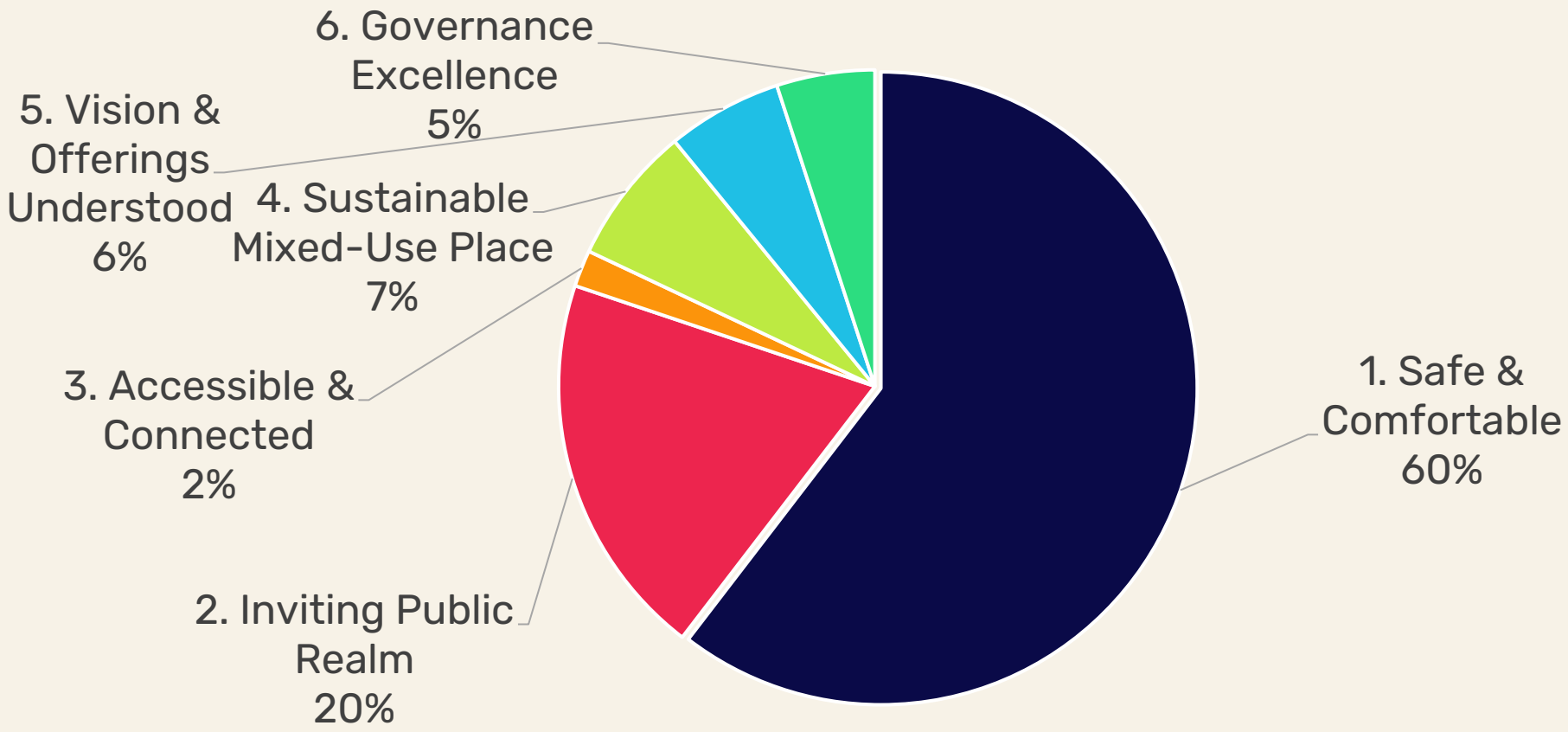
Operating: $20,640,821 Amended Capital: $15,038,950

YTD BALANCE SHEET

December 2025

- Assets
  - Cash Balance is $505K
  - TexPool Investments $2.9M
  - 2025 Assessments Due: $20.7M
- Liabilities
  - Reserves for Property Value Protests are $4.0M
- Fund Balance
  - Unrestricted Operating Fund Balance is $19.0M
  - Capital Restricted Fund Balance is $3.1M

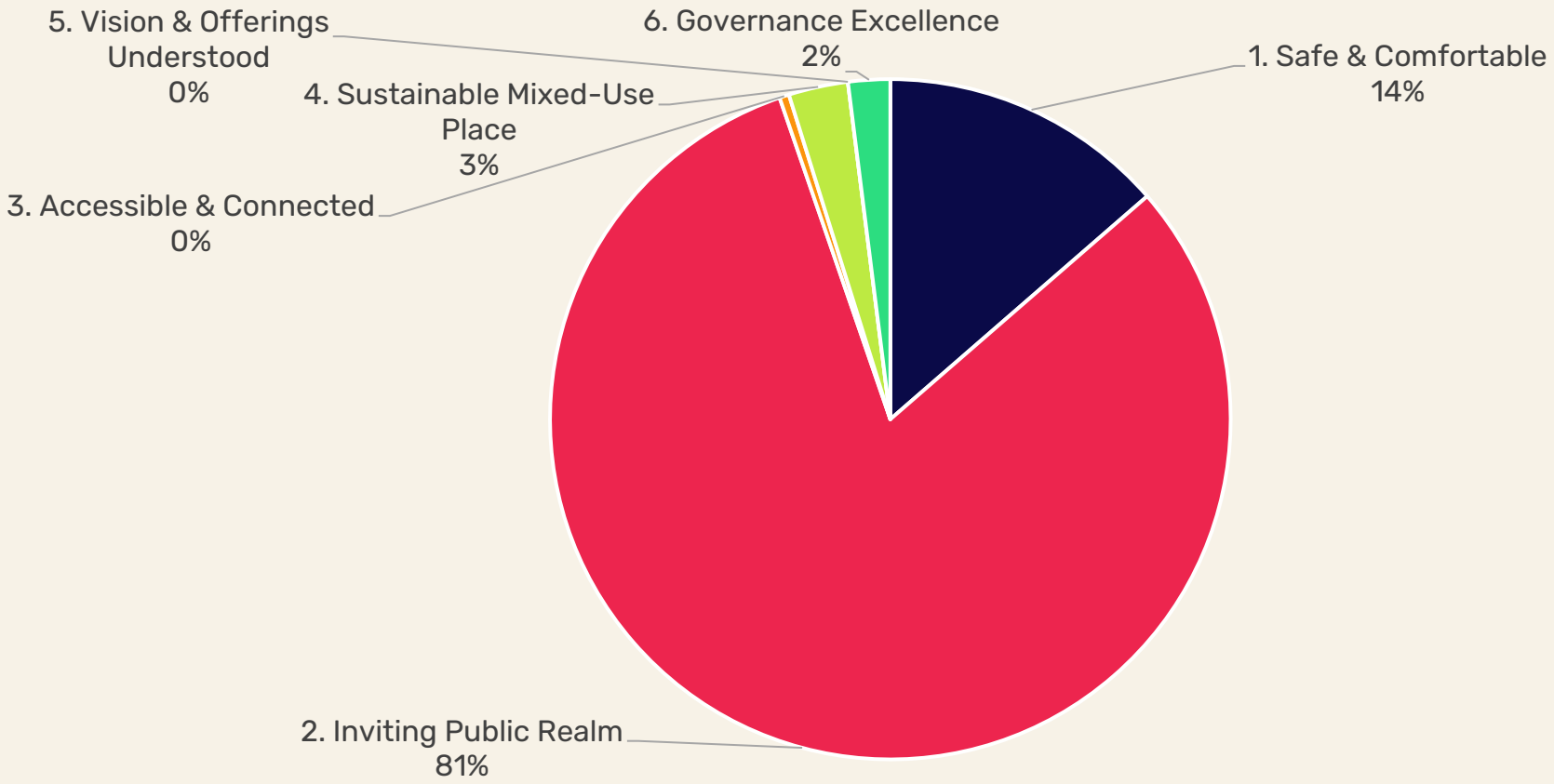
DECEMBER 2025 OPERATING SPENDING



Total $19,061,498

Budget Expended 92% at December 31, 2025

DECEMBER 2025 CAPITAL SPENDING



Total $8,527,041

Budget Expended 57% at December 31, 2025

DECEMBER 2025 BUDGET NOTES

Amended Revenues are $5.6M under budget

- **Assessment Revenue**
  - Total invoicing $21.9M, with $3.5M reserved, netting $18.4M.
  - Based on 2024 certified value of $12.9B.
  - **$1.2M above budget.**

- **Project Revenue**
  - Amended budget-Capital reimbursements: $7M (FTA), $4.83M (TxDot), $400K (Metro Rail Line).
  - Main Street construction began in June: Mill & Overlay started in December.
  - Capital Project Revenue **$6.6M under budget** – FTA grant receivable of $4.9M recorded.

DECEMBER 2025 BUDGET NOTES

Operating Expenses are $1.6M under budget

- **Downtown Feels Safe & Comfortable**
  - ➢ Accounts for 40% of the variance and has ended the year under budget by 5%

- **Public Realm is Charming**
  - ➢ Represents 32% of the variance, driven by:
    - o Lower-than-expected fountain repair and maintenance costs
    - o Adjusted event schedules and timing of funding for holiday logistics
    - o Unspent art programming and consulting funds

- **Downtown's Vision and Offering Understood by All**
  - ➢ Makes up 11% of the variance, with savings from Marketing contract revisions and complementary work provided by vendors, and timing of expenses for Cool Corridors and Streetscape Designs

DECEMBER 2025 BUDGET NOTES

Amended Capital Expenses are $6.5M under budget

- **Public Realm is Charming**
  - ➢ Represents 85% of the variance, driven by:
    - o Timing of project invoices for Main Street Promenade and Improved Pedestrian Connection

- **Vibrant Sustainable Mixed-Use Place**
  - ➢ Contributes to 10% of the variance, due to the timing of the funding of the Retail Challenge (Thrive) Grants ($343K has been awarded).

CHECK REGISTER

December 2025

- Total checks issued were $4.4 million

  - Jerdon Enterprise - $1.7M – Main Street Promenade
  - Block by Block - $563K – contract services
  - SWA Group - $344K – Cool Corridors
  - Central Houston, Inc. - $326K – November admin contract services
  - Color Specialist Landscaping - $253K – contract services
  - Coalition for the Homeless - $250K– funding to support housing
  - Seal Security Solutions, LLC - $114K – contract services

2025 Investment Report

4Q – 10/1/2025 thru 12/31/2025

	10/1/2025			Net Changes	12/31/2025		
	Oper	Capt	Total		Oper	Capt	Total
JP Morgan Chase	$384K	$391K	$775K	($270K)	$426K	$79K	$505K
TexPool Prime*	$7,978K	$2,783K	$10,761K	($7,903K)	$2,634K	$224K	$2,858K
Total Cash	$8,362K	$3,174K	$11,536K	($8,173K)	$3,060K	$303K	$3,363K

*Avg. Daily Yield: 4.12%

DOWNTOWN HOUSTON+

CPAs
OPERATIONAL & FINANCIAL CONSULTING

To Management
Houston Downtown Management District

Management is responsible for the accompanying financial statements of the Houston Downtown Management District (the District), which comprise the governmental fund balance sheets and statements of net position as of December 31, 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
January 30, 2026

Houston Downtown Management District
Governmental Fund Balance Sheets and
Statement of Net Position
For the period ended December 2025, and December 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	3,060,843	302,564	3,363,407	3,625,552	5,543,694	9,169,246
Assessments Due	20,655,137	-	20,655,137	17,585,136	1,327,112	18,912,248
Accounts Receivable	825,962	4,872,544	5,698,507	577,228	135,671	712,899
Prepaid Expense	71,235	120,000	191,235	26,235	129,750	155,985
Property & Equipment, Net	553,386	309,542	862,928	549,034	123,074	672,108
Right of Use Lease Assets, Net	2,107,932	-	2,107,932	2,422,712	-	2,422,712
Intercompany Rec/Pay	1,245,512	(1,245,512)	-	115,940	(115,940)	-
Total Assets	28,520,007	4,359,139	32,879,145	24,901,837	7,143,361	32,045,198
Liabilities						
Accounts Payable & Accrued Expenses	3,152,164	1,229,669	4,381,833	2,951,002	305,403	3,256,405
Lease Liabilities	2,352,809	-	2,352,809	2,633,912	-	2,633,912
Deferred Revenue	-	-	-	-	-	-
Reserve for Refunds due to Property Protests	4,020,922	-	4,020,922	2,261,828	147,333	2,409,161
Total Liabilities & Deferred Revenue	9,525,895	1,229,669	10,755,564	7,846,741	452,736	8,299,478
Fund Balances						
Unreserved, Undesignated	18,570,669	-	18,570,669	16,652,393	-	16,652,393
Unreserved, Designated for Catastrophy	423,443	-	423,443	402,703	-	402,703
Reserved for Capital Projects	-	3,129,470	3,129,470	-	6,690,624	6,690,624
	18,994,112	3,129,470	22,123,582	17,055,096	6,690,624	23,745,720
Total Liabilities, Deferred Revenue & Fund Balances	28,520,007	4,359,139	32,879,145	24,901,837	7,143,361	32,045,198

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

	Operating YTD Actual	Capital YTD Actual	Total YTD Actual	Amended 2025 Budget	% Budget Received	% Year Elapsed	Notes
Revenue							
Assessment Revenue	18,391,737	-	18,391,737	17,168,132	107%	100%	1
Operations Revenue	1,856,651	-	1,856,651	1,766,540	105%	100%	
Project Revenue	319,450	4,872,544	5,191,994	11,762,500	44%	100%	2
Other Income	61,292	-	61,292	220,316	28%	100%	3
Interest Income	482,280	140,628	622,908	832,025	75%	100%	4
Total Revenues	**$ 21,111,409**	**$ 5,013,172**	**$ 26,124,581**	**$ 31,749,513**	82%	100%	
					% Budget Expended		
Expenses							
Downtown Feels Safe & Comfortable at All Times							
Collaboration to Maintain Low Crime Rate	4,323,048	-	4,323,048	4,545,784	95%	100%	
Reduced Presence of Homeless & Street Persons	1,150,841	-	1,150,841	1,177,417	98%	100%	
Downtown Sidewalks are Comfortably Lighted	248,046	-	248,046	252,526	98%	100%	
Downtown Clean & Well-Kept Appearance	5,619,841	-	5,619,841	6,006,162	94%	100%	
Remove Signs of Disorder in Downtown	66,505	-	66,505	60,906	109%	100%	
Prepare for Emergencies	109,531	-	109,531	104,153	105%	100%	
	11,517,813	-	11,517,813	12,146,948	95%	100%	
Public Realm is Charming, Inviting, Beautiful & Celebrates the Life of the City							
Key Pedestrian Streets are Inviting	660,610	-	660,610	645,561	102%	100%	
Public Spaces Managed, Programmed, & Delightful	1,940,681	-	1,940,681	2,279,119	85%	100%	5
Place of Civic Celebration	1,158,694	-	1,158,694	1,341,872	86%	100%	6
	3,759,984	-	3,759,984	4,266,553	88%	100%	
Accessible to Region & E asy to Get Around							
Effective Transit Access More Places, More Hours	181,610	-	181,610	178,221	102%	100%	
Convenient Circulation Without Personal Vehicle	-	-	-	-	N/A	100%	
Easy to Find Way Around	87,495	-	87,495	95,425	92%	100%	
Connect Neighborhoods & Districts Inside/Outside Downtown	71,163	-	71,163	64,503	110%	100%	
Convenient, Understandable & Managed Parking	15,594	-	15,594	14,740	106%	100%	
	355,862	-	355,862	352,888	101%	100%	
Vibrant, Sustainable Mixed-Use Place							
Best Place to Work in Region	209,292	-	209,292	222,196	94%	100%	
Exciting Neighborhoods to Live In	1,059,098	-	1,059,098	1,156,553	92%	100%	
Competitive Shopping Place	56,802	-	56,802	57,695	98%	100%	
Remarkable Destination for Visitors	23,133	-	23,133	20,136	115%	100%	
	1,348,326	-	1,348,326	1,456,579	93%	100%	
Downtown's Vision & Offering Understood By All							
Market to Region	649,273	-	649,273	727,134	89%	100%	7
Promote Downtown's Ease of Use	90,745	-	90,745	84,604	107%	100%	
Vision/Development Framework Understood By All	250,023	-	250,023	358,529	70%	100%	8
Tools to Assist Continued Redevelopment	50,713	-	50,713	46,291	110%	100%	
Develop & Main Information to Support Downtown	82,027	-	82,027	80,870	101%	100%	
	1,122,781	-	1,122,781	1,297,428	87%	100%	
District Governance & Service Known for Excellence							
Engage Stakeholders in Decision Making	794,297	-	794,297	957,106	83%	100%	9
Communications to Owners, Tenants & Others	109,162	-	109,162	111,619	98%	100%	
Preservation of District's Capital Assets	53,273	-	53,273	51,700	103%	100%	
	956,732	-	956,732	1,120,425	85%	100%	
Capital Improvement & Expenditures							
Downtown Feels Safe & Comfortable	-	1,161,025	1,161,025	1,150,620	101%	100%	
Public Realm is Charming, Inviting & Beautiful	-	6,916,026	6,916,026	12,440,304	56%	100%	10
Accessible to Region & Easy to Get Around	-	39,088	39,088	169,989	23%	100%	11
Vibrant, Sustainable Mixed-Use Place	-	241,009	241,009	887,272	27%	100%	12
Downtown's Vision & Offering Understood By All	-	-	-		N/A	100%	
Capital Replacement Expenditure	-	169,893	169,893	390,765	43%	100%	13
	-	8,527,041	8,527,041	15,038,950	57%	100%	
Total Expenses	**19,061,498**	**8,527,041**	**27,588,539**	**35,679,771**	77%	100%	
Depreciation Expense	109,648	48,532	158,180	125,129	126%	100%	
Fund Balance Allocation				3,245,387			
Excess of Revenue Over Expenses GAAP Basis	**1,940,263**	**(3,562,401)**	**(1,622,138)**	**(810,000)**			

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

	Operating YTD Actual	Capital YTD Actual	2025 Total YTD Actual	2024 Total YTD Actual	Fav (Unfav) Variance	% Var
Revenue						
Assessment Revenue	18,391,737	-	18,391,737	17,180,027	1,211,710	7%
Operations Revenue	1,856,651	-	1,856,651	998,303	858,347	86%
Project Revenue	319,450	4,872,544	5,191,994	225,417	94,033	42%
Other Income	61,292	-	61,292	207,149	(145,857)	-70%
Interest Income	482,280	140,628	622,908	859,425	(236,517)	-28%
Total Revenues	**$ 21,111,409**	**$ 5,013,172**	**$ 26,124,581**	**$ 19,470,321**	**$ 6,654,260**	**34%**
Expenses			$ -			
Downtown Feels Safe & Comfortable at All Times						
Collaboration to Maintain Low Crime Rate	4,323,048	-	4,323,048	3,787,550	(419,413)	-11%
Reduced Presence of Homeless & Street Persons	1,150,841	-	1,150,841	1,069,410	(81,431)	-8%
Downtown Sidewalks are Comfortably Lighted	248,046	-	248,046	207,682	(40,365)	-19%
Downtown Clean & Well-Kept Appearance	5,619,841	-	5,619,841	5,231,105	(388,736)	-7%
Remove Signs of Disorder in Downtown	66,505	-	66,505	78,371	11,866	15%
Prepare for Emergencies	109,531	-	109,531	734,037	624,506	85%
	11,517,813	-	11,517,813	11,108,155	(409,657)	-4%
Public Realm is Charming, Inviting, Beautiful & Celebrates the Life of the City						
Key Pedestrian Streets are Inviting	660,610	-	660,610	624,711	(35,898)	-6%
Public Spaces Managed, Programmed, & Delightful	1,940,681	-	1,940,681	1,958,652	17,971	1%
Place of Civic Celebration	1,158,694	-	1,158,694	1,275,768	117,074	9%
	3,759,984	-	3,759,984	3,859,131	99,147	3%
Accessible to Region & E asy to Get Around						
Effective Transit Access More Places, More Hours	181,610	-	181,610	23,396	(158,213)	-676%
Convenient Circulation Without Personal Vehicle	-	-	-	-	-	N/A
Easy to Find Way Around	87,495	-	87,495	93,992	6,497	7%
Connect Neighborhoods & Districts Inside/Outside Downtown	71,163	-	71,163	70,951	(212)	0%
Convenient, Understandable & Managed Parking	15,594	-	15,594	13,418	(2,176)	-16%
	355,862	-	355,862	201,758	(154,104)	-76%
Vibrant, Sustainable Mixed-Use Place						
Best Place to Work in Region	209,292	-	209,292	397,993	188,701	47%
Exciting Neighborhoods to Live In	1,059,098	-	1,059,098	1,043,049	(16,049)	-2%
Competitive Shopping Place	56,802	-	56,802	20,974	(35,829)	-171%
Remarkable Destination for Visitors	23,133	-	23,133	20,343	(2,791)	-14%
	1,348,326	-	1,348,326	1,482,358	134,032	9%
Downtown's Vision & Offering Understood By All						
Market to Region	649,273	-	649,273	812,256	162,983	20%
Promote Downtown's Ease of Use	90,745	-	90,745	103,112	12,367	12%
Vision/Development Framework Understood By All	250,023	-	250,023	598,893	348,869	58%
Tools to Assist Continued Redevelopment	50,713	-	50,713	31,733	(18,980)	-60%
Develop & Main Information to Support Downtown	82,027	-	82,027	24,365	(57,662)	-237%
	1,122,781	-	1,122,781	1,570,359	447,577	29%
District Governance & Service Known for Excellence						
Engage Stakeholders in Decision Making	794,297	-	794,297	879,367	85,070	10%
Communications to Owners, Tenants & Others	109,162	-	109,162	67,843	(41,319)	-61%
Preservation of District's Capital Assets	53,273	-	53,273	46,972	(6,300)	-13%
	956,732	-	956,732	994,182	37,451	4%
Capital Improvement & Expenditures						
Downtown Feels Safe & Comfortable	-	1,161,025	1,161,025	77,861	(1,083,164)	-1391%
Public Realm is Charming, Inviting & Beautiful	-	6,916,026	6,916,026	484,920	(6,431,106)	-1326%
Accessible to Region & Easy to Get Around	-	39,088	39,088	14,247	(24,841)	-174%
Vibrant, Sustainable Mixed-Use Place	-	241,009	241,009	85,471	(155,538)	-182%
Downtown's Vision & Offering Understood By All	-	-	-	-	-	N/A
Capital Replacement Expenditure	-	169,893	169,893	201,941	32,048	16%
	-	8,527,041	8,527,041	864,439	(7,662,601)	-886%
Total Expenses	**19,061,498**	**8,527,041**	**27,588,539**	**20,080,383**	**(7,508,156)**	**-37%**
Depreciation Expense	109,648	48,532	158,180	96,324	(61,856)	-64%
Excess of Revenue Over Expenses GAAP Basis	**1,940,263**	**(3,562,401)**	**(1,622,138)**	**(706,386)**	**(915,752)**	**130%**

Houston Downtown Management District
Budget Notes (Capital Budget Amended in May, 2025)
For the Year Ended December 31, 2025

Revenue Overview.

1) **Assessment Revenue:** Assessment Revenue was invoiced in November based on the 2024 certified value of $12.9B. Total invoicing of $21.9M, net $3.5M held in reserves, resulted in net revenue of $18.4M which is $1.2M above budget.

2) **Project Revenue:** Market Square Park kiosk rent and utilities reimbursements are $65K below budget due to construction delays; the kiosk is now scheduled to open in March 2026. Sponsorship income, a new revenue line item, is $197K under budget, though outreach efforts are ongoing with a newly assigned staff member. The Capital Project Revenue budget category 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 on Main Street began in June, with Downtown Overlay Project scheduled for December. Overall, Capital Project Revenue is $6.5M below budget, including $4.9M in pending reimbursements from the FTA.

3) **Other Income:** Revenue is $159K below plan due to FEMA reimbursements originally budgeted for 2025 being received before year-end

4) **Interest Income:** Interest Income is $209K below budget due to lower-than-expected rates and timing of investments.

Operating Budget

Expenses

5) **Goal 2b-Public Spaces, Managed, Programmed and Delightful:** Fountain repairs and park maintenance are $64K under budget, while downtown event costs are $199K under due to scheduling changes. Staffing is $53K under budget.

6) **Goal 2c-Place of Civic Celebration:** Banner, pole, and pot maintenance costs are $30K below budget. Allen Parkway maintenance funded by DRA is $2K over budget. Holiday logistics and installation are $73K under budget. Holiday programming is $51K below budget, and $55K for art programming and consultant costs remain unspent.

7) **Goal 5a-Market to Region:** Marketing expenses are $100K under budget, driven by $35K in contract savings. Additional variances: web portal and downtown e-blast ($21K under), Field Guide ($2K not yet spent), promotional items ($3K under), media/advertising ($20K under), photography and video ($11K under), park promotions ($5K under) and strategy/creative ($3K under). Staffing is $22K over budget.

8) **Goal 5c-Vision Understood by All:** Planning expenses for Cool Corridors are $69K under budget, and streetscape designs are $50K below plan.

9) Goal 6a-Engage Stakeholders in Decision Making: Administrative expenses which include departmental allocations for stakeholder engagement, legal, assessment collection, audit and acccounting fees and insurance came in below budget $163K

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

10) **Public Realm is Charming:** Main Street Promenade construction is $2.1M under budget. Pedestrian connections are $141K under, Mill & Overlay is $2.7K under due to TxDOT delays, and paver stock is $402K under plan.

11) **Accessible to Region & Easy to Get Around:** Expenses are $133K under budget, including $100K for Southeast Sidewalks and $33K for wayfinding signs.

12) **Vibrant, Sustainable Mixed-Use Place:** Retail Challenge (Thrive) Grants are $683K under budget, with $343K awarded but pending reimbursement paperwork. DLI grants allocated to Capital are $8K under due to unresolved protests. Staffing is $44K over budget because of an unplanned hire of a Senior Program Administrator for the grants program.

13) **Capital Replacement Expenditures:** Replacement expenses are $218K under budget. Total year-to-date spending for repairs and replacements totals $157K.

Company name: Central Houston
Report name: Check register
Created on: 1/30/2026
Location: District--HDMD and Funds

Bank	Date	Vendor	Document no.	Amount	Cleared
HDMD Operating 3643	**Account no: 1890323643**				
	12/16/2025	VEN-00926--1801 Smith Street Owner LLC	36125	11,611.12	In transit
	12/29/2025	VEN-00934--712 Jones Realty LLC		2,253.73	12/31/2025
	12/9/2025	VEN-00380--ABC Home & Commercial services		154.43	12/31/2025
	12/16/2025	VEN-00630--ALH PROPERTIES NO TWENTY LP	36126	8,544.73	In transit
	12/29/2025	VEN-00530--Antoine Holmes		260.00	12/31/2025
	12/17/2025	VEN-00530--Antoine Holmes		520.00	12/31/2025
	12/16/2025	VEN-00530--Antoine Holmes		520.00	12/31/2025
	12/9/2025	VEN-00530--Antoine Holmes		260.00	12/31/2025
	12/2/2025	VEN-00530--Antoine Holmes		520.00	12/31/2025
	12/29/2025	VEN-00324--Associated Landscape Services LLC		35,680.15	12/31/2025
	12/9/2025	VEN-00324--Associated Landscape Services LLC		27,725.15	12/31/2025
	12/2/2025	VEN-00324--Associated Landscape Services LLC		3,080.00	12/31/2025
	12/29/2025	VEN-00404--AT&T		1,368.58	12/31/2025
	12/17/2025	VEN-00404--AT&T		1,103.66	12/31/2025
	12/16/2025	VEN-00404--AT&T		943.33	12/31/2025
	12/9/2025	VEN-00404--AT&T		1,368.58	12/31/2025
	12/29/2025	VEN-00408--Avalon Music		2,000.00	12/31/2025
	12/16/2025	VEN-00408--Avalon Music		1,000.00	12/31/2025
	12/2/2025	VEN-00408--Avalon Music		2,200.00	12/31/2025
	12/17/2025	VEN-00497--BIII GStreet LLC		21,529.18	12/31/2025
	12/18/2025	VEN-00933--BIII GSTREET, LLC, REBEES EXPERIE	36140	97,422.06	In transit
	12/18/2025	VEN-00321--Block by Block		562,627.58	12/31/2025
	12/29/2025	VEN-00525--Brandon Kpotie		780.00	12/31/2025
	12/17/2025	VEN-00525--Brandon Kpotie		780.00	12/31/2025
	12/16/2025	VEN-00525--Brandon Kpotie		780.00	12/31/2025
	12/9/2025	VEN-00525--Brandon Kpotie		585.00	12/31/2025
	12/2/2025	VEN-00525--Brandon Kpotie		1,560.00	12/31/2025
	12/31/2025	VEN-00921--Buildcam LLC		352.05	12/31/2025
	12/2/2025	VEN-00861--Carpenter Decorating Co.		2,950.00	12/31/2025
	12/17/2025	VEN-00425--Centra 417 San Jacinto LLC		3,125.00	12/31/2025
	12/4/2025	VEN-00032--Central Houston, Inc	36123	326,186.50	12/31/2025
	12/29/2025	VEN-00526--Charles Franklin		780.00	12/31/2025
	12/17/2025	VEN-00526--Charles Franklin		520.00	12/31/2025
	12/16/2025	VEN-00526--Charles Franklin		520.00	12/31/2025
	12/9/2025	VEN-00526--Charles Franklin		1,105.00	12/31/2025
	12/2/2025	VEN-00526--Charles Franklin		1,560.00	12/31/2025
	12/17/2025	VEN-00569--Christina LaFour		260.00	12/31/2025
	12/16/2025	VEN-00569--Christina LaFour		260.00	12/31/2025
	12/9/2025	VEN-00569--Christina LaFour		260.00	12/31/2025
	12/2/2025	VEN-00569--Christina LaFour		780.00	12/31/2025
	12/16/2025	VEN-00331--City Of Houston - HPARD		4.13	12/31/2025
	12/2/2025	VEN-00393--CKP Communications Group LLC		2,000.00	12/31/2025
	12/29/2025	VEN-00322--Color Specialist Landscaping, Inc		27,250.50	12/31/2025
	12/17/2025	VEN-00322--Color Specialist Landscaping, Inc		17,438.60	12/31/2025
	12/16/2025	VEN-00322--Color Specialist Landscaping, Inc		208,079.60	12/31/2025
	12/2/2025	VEN-00372--Coopwoods Air Conditioning Inc.		994.89	12/31/2025
	12/16/2025	VEN-00374--CoStar Realty Information, Inc.		1,687.26	12/31/2025
	12/9/2025	VEN-00646--CPI MARQ CATALYST OWNER LP	36124	7,050.66	In transit

Company name: Central Houston
Report name: Check register
Created on: 1/30/2026
Location: District--HDMD and Funds

Bank	Date	Vendor	Document no.	Amount	Cleared
	12/17/2025	VEN-00044--Crest Printing		133.50	12/31/2025
	12/2/2025	VEN-00044--Crest Printing		1,877.50	12/31/2025
	12/16/2025	VEN-00922--Datafy LLC		30,000.00	12/31/2025
	12/17/2025	VEN-00519--David Russell		520.00	12/31/2025
	12/9/2025	VEN-00519--David Russell		260.00	12/31/2025
	12/2/2025	VEN-00519--David Russell		780.00	12/31/2025
	12/16/2025	VEN-00327--DirecTV		112.57	12/31/2025
	12/9/2025	VEN-00351--Dog Waste Depot		559.88	12/31/2025
	12/16/2025	VEN-00862--DPR Eighteen25, LLC	36127	3,094.88	In transit
	12/29/2025	VEN-00056--Egidio Narvaez Photographer		5,980.00	12/31/2025
	12/17/2025	VEN-00056--Egidio Narvaez Photographer		3,680.00	12/31/2025
	12/2/2025	VEN-00056--Egidio Narvaez Photographer		2,420.00	12/31/2025
	12/16/2025	VEN-00927--Eugene Pillot LTD	36128	99.78	In transit
	12/22/2025	VEN-00566--Fairfield Block 334 LP	36141	2,968.67	In transit
	12/22/2025	VEN-00566--Fairfield Block 334 LP	Voided - 36054	-2,968.67	12/31/2025
	12/16/2025	VEN-00928--FBCME LLC	36129	689.47	12/31/2025
	12/29/2025	VEN-00517--Franklin Burnett		260.00	12/31/2025
	12/16/2025	VEN-00517--Franklin Burnett		260.00	12/31/2025
	12/2/2025	VEN-00517--Franklin Burnett		260.00	12/31/2025
	12/4/2025	VEN-00887--Gaspachos LLC		160.21	12/31/2025
	12/2/2025	VEN-00887--Gaspachos LLC		-160.21	12/31/2025
	12/2/2025	VEN-00725--Gulf Coast Entertainment		5,000.00	12/31/2025
	12/9/2025	VEN-00323--Gulf Coast Pavers, Inc		36,000.00	12/31/2025
	12/9/2025	VEN-00081--Hamilton Plumbing Services		450.00	12/31/2025
	12/2/2025	VEN-00081--Hamilton Plumbing Services		255.00	12/31/2025
	12/17/2025	VEN-00082--Hardy & Hardy		2,612.50	12/31/2025
	12/16/2025	VEN-00082--Hardy & Hardy		9,500.00	12/31/2025
	12/9/2025	VEN-00082--Hardy & Hardy		7,812.50	12/31/2025
	12/2/2025	VEN-00083--Harris County Treasurer		10,370.00	12/31/2025
	12/16/2025	VEN-00584--HORNBERGER BROS PPTIES INC	36130	2,282.00	12/31/2025
	12/16/2025	VEN-00709--HOUSTON HOUSE LP	36131	37,206.26	In transit
	12/16/2025	VEN-00633--HOUSTON OFFICE ACQUISITION 202	36132	15,883.70	In transit
	12/29/2025	VEN-00102--Incontrol Construction LLC		680.00	12/31/2025
	12/17/2025	VEN-00102--Incontrol Construction LLC		11,225.00	12/31/2025
	12/16/2025	VEN-00102--Incontrol Construction LLC		4,710.00	12/31/2025
	12/9/2025	VEN-00102--Incontrol Construction LLC		19,978.00	12/31/2025
	12/29/2025	VEN-00656--IRENE LUNA		107.08	12/31/2025
	12/29/2025	VEN-00532--Ivan Sosa-Castillo		780.00	12/31/2025
	12/17/2025	VEN-00532--Ivan Sosa-Castillo		520.00	12/31/2025
	12/16/2025	VEN-00532--Ivan Sosa-Castillo		520.00	12/31/2025
	12/9/2025	VEN-00532--Ivan Sosa-Castillo		260.00	12/31/2025
	12/2/2025	VEN-00532--Ivan Sosa-Castillo		1,040.00	12/31/2025
	12/29/2025	VEN-00527--Jacob Pena		260.00	12/31/2025
	12/17/2025	VEN-00527--Jacob Pena		260.00	12/31/2025
	12/16/2025	VEN-00527--Jacob Pena		260.00	12/31/2025
	12/2/2025	VEN-00527--Jacob Pena		520.00	12/31/2025
	12/17/2025	VEN-00114--Jenna Beasley		49.68	12/31/2025
	12/29/2025	VEN-00520--Jennifer Kennedy		702.50	12/31/2025
	12/29/2025	VEN-00520--Jennifer Kennedy		722.00	12/31/2025

Company name: Central Houston
Report name: Check register
Created on: 1/30/2026
Location: District--HDMD and Funds

Bank	Date	Vendor	Document no.	Amount	Cleared
	12/16/2025	VEN-00520--Jennifer Kennedy		1,188.50	12/31/2025
	12/2/2025	VEN-00520--Jennifer Kennedy		1,424.00	12/31/2025
	12/29/2025	VEN-00115--Jerdon Enterprise, LP		1,008,004.77	12/31/2025
	12/29/2025	VEN-00595--Joe O'Neal		1,040.00	12/31/2025
	12/17/2025	VEN-00595--Joe O'Neal		1,040.00	12/31/2025
	12/16/2025	VEN-00595--Joe O'Neal		1,040.00	12/31/2025
	12/9/2025	VEN-00595--Joe O'Neal		260.00	12/31/2025
	12/2/2025	VEN-00595--Joe O'Neal		2,340.00	12/31/2025
	12/16/2025	VEN-00502--John Mills-McCoin		350.00	12/31/2025
	12/29/2025	VEN-00119--Johnson Controls Security Solutions		730.87	12/31/2025
	12/9/2025	VEN-00447--Jordan Dunn-Ridgill		1,100.00	12/31/2025
	12/29/2025	VEN-00126--Keith Gould		50.51	12/31/2025
	12/2/2025	VEN-00126--Keith Gould		58.31	12/31/2025
	12/16/2025	VEN-00639--LA GRANGE ACQUISITION LP	36133	6,042.14	In transit
	12/16/2025	VEN-00146--Lincoln Colwell		1,760.00	12/31/2025
	12/16/2025	VEN-00495--Linebarger Goggan Blair & Sampson,	36134	377.78	In transit
	12/16/2025	VEN-00929--Lisa L Stout	36135	9.27	In transit
	12/16/2025	VEN-00147--Lone Star Flags		14,202.50	12/31/2025
	12/18/2025	VEN-00871--LVA4 Houston Greenstreet Lp	Voided - 36082	-97,422.06	12/31/2025
	12/16/2025	VEN-00925--Lysaker Photography		5,000.00	12/31/2025
	12/16/2025	VEN-00676--M2 HOUSTON DOWNTOWN LLC	36136	3,311.29	In transit
	12/4/2025	VEN-00151--Main Street Market Square (Downtov	36122	85,804.00	12/31/2025
	12/29/2025	VEN-00523--Marcus Labbe		1,105.00	12/31/2025
	12/17/2025	VEN-00523--Marcus Labbe		520.00	12/31/2025
	12/16/2025	VEN-00523--Marcus Labbe		260.00	12/31/2025
	12/9/2025	VEN-00523--Marcus Labbe		520.00	12/31/2025
	12/2/2025	VEN-00523--Marcus Labbe		1,040.00	12/31/2025
	12/16/2025	VEN-00721--Mario Maldonado		195.00	12/31/2025
	12/9/2025	VEN-00721--Mario Maldonado		520.00	12/31/2025
	12/17/2025	VEN-00159--Maurice Duhon Jr		350.00	12/31/2025
	12/16/2025	VEN-00930--Midtown Scouts Square Property LP	36137	614.35	In transit
	12/29/2025	VEN-00529--Moises Alfaro		1,040.00	12/31/2025
	12/29/2025	VEN-00529--Moises Alfaro		1,300.00	12/31/2025
	12/16/2025	VEN-00529--Moises Alfaro		1,560.00	12/31/2025
	12/2/2025	VEN-00529--Moises Alfaro		2,080.00	12/31/2025
	12/16/2025	VEN-00923--Mommy Poppins		1,000.00	12/31/2025
	12/17/2025	VEN-00170--Moonstar Cinema Services		6,453.10	12/31/2025
	12/2/2025	VEN-00170--Moonstar Cinema Services		1,570.00	12/31/2025
	12/16/2025	VEN-00829--Muck Rack LLC		6,000.00	12/31/2025
	12/17/2025	VEN-00604--Nancy Jones		260.00	12/31/2025
	12/2/2025	VEN-00604--Nancy Jones		260.00	12/31/2025
	12/29/2025	VEN-00174--Neon Electric Corporation		2,064.00	12/31/2025
	12/16/2025	VEN-00890--New answerNet Inc. dba Westpark Communications		93.18	12/31/2025
	12/29/2025	VEN-00179--Orkin		179.83	12/31/2025
	12/16/2025	VEN-00179--Orkin		82.00	12/31/2025
	12/9/2025	VEN-00179--Orkin		161.00	12/31/2025
	12/9/2025	VEN-00752--Over the Top Events		500.00	12/31/2025
	12/2/2025	VEN-00752--Over the Top Events		500.00	12/31/2025
	12/17/2025	VEN-00185--Pfeiffer & Son, LTD.		13,125.37	12/31/2025

Company name: Central Houston
Report name: Check register
Created on: 1/30/2026
Location: District--HDMD and Funds

Bank	Date	Vendor	Document no.	Amount	Cleared
	12/16/2025	VEN-00185--Pfeiffer & Son, LTD.		16,901.52	12/31/2025
	12/9/2025	VEN-00185--Pfeiffer & Son, LTD.		6,036.66	12/31/2025
	12/9/2025	VEN-00192--Power Pest Corp dba Texas Bird Services		8,289.00	12/31/2025
	12/2/2025	VEN-00200--Raffle Parking Company		900.00	12/31/2025
	12/16/2025	VEN-00831--Republic EV		7,667.99	12/31/2025
	12/17/2025	VEN-00665--Richard Berrios		275.00	12/31/2025
	12/16/2025	VEN-00804--RLJ C HOUSTON HUMBLE LP	36138	6,011.43	12/31/2025
	12/17/2025	VEN-00212--Ronald Cooks		275.00	12/31/2025
	12/22/2025	VEN-00590--SCD BLOCK 317 LLC	36142	1,247.13	In transit
	12/22/2025	VEN-00590--SCD BLOCK 317 LLC	Voided - 36064	-1,247.13	12/31/2025
	12/9/2025	VEN-00219--Seal Security Solutions, LLC		114,016.64	12/31/2025
	12/29/2025	VEN-00226--Southern Daily News		600.00	12/31/2025
	12/29/2025	VEN-00229--Special Events Houston		20,120.00	12/31/2025
	12/9/2025	VEN-00318--STERLING EXPRESS SERVICES		150.00	12/31/2025
	12/29/2025	VEN-00785--Talon Construction LLC		9,485.00	12/31/2025
	12/16/2025	VEN-00924--Texas Eats First, LLC		2,500.00	12/31/2025
	12/9/2025	VEN-00251--Texas Outhouse		598.58	12/31/2025
	12/17/2025	VEN-00563--TEXAS PRIDE DISPOSAL		2,093.29	12/31/2025
	12/29/2025	VEN-00260--The Harris Center For Mental Health and IDD		22,541.67	12/31/2025
	12/9/2025	VEN-00915--The Informal Grub		38,460.00	12/31/2025
	12/16/2025	VEN-00265--Thomas Printworks		3,666.09	12/31/2025
	12/1/2025	VEN-00265--Thomas Printworks	36121	11,382.26	12/31/2025
	12/16/2025	VEN-00269--TML Intergovernmental Risk Pool		1,504.23	12/31/2025
	12/9/2025	VEN-00504--Today's Landscape		23,208.74	12/31/2025
	12/17/2025	VEN-00271--Touch Agree Property		2,572.80	12/31/2025
	12/9/2025	VEN-00271--Touch Agree Property		3,934.20	12/31/2025
	12/29/2025	VEN-00275--Treebeards		2,235.00	12/31/2025
	12/17/2025	VEN-00276--Trik Motorsports		6,656.10	12/31/2025
	12/9/2025	VEN-00276--Trik Motorsports		4,410.50	12/31/2025
	12/9/2025	VEN-00279--TXU Energy		6,753.49	12/31/2025
	12/17/2025	VEN-00743--UNIVISION		480.00	12/31/2025
	12/2/2025	VEN-00743--UNIVISION		4,400.00	12/31/2025
	12/16/2025	VEN-00289--UTS, LLC	36139	4,083.75	12/31/2025
	12/29/2025	VEN-00290--Verizon Wireless		641.60	12/31/2025
	12/9/2025	VEN-00290--Verizon Wireless		641.58	12/31/2025
	12/16/2025	VEN-00534--Vestis Group, Inc		226.38	12/31/2025
	12/4/2025	VEN-00534--Vestis Group, Inc		223.50	12/31/2025
	12/29/2025	VEN-00754--Viking Fence Co.		391.13	12/31/2025
	12/29/2025	VEN-00754--Viking Fence Co.		391.13	12/31/2025
	12/29/2025	VEN-00754--Viking Fence Co.		391.13	12/31/2025
	12/17/2025	VEN-00299--We 68 LLC		5,224.65	12/31/2025
	12/29/2025	VEN-00305--Young Audiences, Inc. of Houston		1,860.00	12/31/2025
	12/2/2025	VEN-00305--Young Audiences, Inc. of Houston		1,800.00	12/31/2025
Total for HDMD Operating 3643				**3,036,360.02**	
HDMD Capital x3635 - Account no: 1890323635					
	12/29/2025	VEN-00364--Coalition for the Homeless		250,000.00	12/31/2025
	12/17/2025	VEN-00044--Crest Printing		690.00	12/31/2025
	12/29/2025	VEN-00369--Environmental Design INC		12,378.75	12/31/2025

Company name: Central Houston
Report name: Check register
Created on: 1/30/2026
Location: District--HDMD and Funds

Bank	Date	Vendor	Document no.	Amount	Cleared
	12/2/2025	VEN-00115--Jerdon Enterprise, LP		680,167.67	12/31/2025
	12/9/2025	VEN-00174--Neon Electric Corporation		2,498.00	12/31/2025
	12/9/2025	VEN-00185--Pfeiffer & Son, LTD.		5,921.16	12/31/2025
	12/29/2025	VEN-00664--Piper Faust		35,575.00	12/31/2025
	12/29/2025	VEN-00664--Piper Faust		35,575.00	12/31/2025
	12/17/2025	VEN-00244--SWA Group		231,000.00	12/31/2025
	12/2/2025	VEN-00244--SWA Group		113,435.38	12/31/2025
	12/29/2025	VEN-00785--Talon Construction LLC		5,720.00	12/31/2025
	12/9/2025	VEN-00504--Today's Landscape		6,742.41	12/31/2025
Total for HDMD Capital x3635				**1,379,703.37**	
			TOTAL	**$4,416,063.39**	

HOUSTON DOWNTOWN MANAGEMENT DISTRICT
INVESTMENT REPORT, AUTHORIZATION AND REVIEW
FOR THE PERIOD OCTOBER 1, 2025 THROUGH DECEMBER 31, 2025

FUND	BEGINNING BAL. BOOK VALUE	BEGINNING BAL. MARKET VALUE	GAIN (LOSS) TO MARKET FILE	INTEREST EARNED / ACCRUED THIS PERIOD	NET DEPOSITS OR (WITHDRAWALS)	ENDING BALANCE BOOK VALUE	ENDING BALANCE MARKET VALUE	ENDING BALANCE % OF PORTFOLIO	AVG DAILY YIELD	AVG WAM
HDMD										
OPERATING ACCOUNTS JP MORGAN CHASE										
OPERATING	384,478.04	384,478.04	0.00	4,179.01	37,634.90	426,291.95	426,291.95	12.67%	3.46%	1.00
CAPITAL	390,963.25	390,963.25	0.00	0.00	(312,101.50)	78,861.75	78,861.75	2.34%	N/A	1.00
TOTAL	775,441.29	775,441.29	0.00	4,179.01	(274,466.60)	505,153.70	505,153.70	15.02%		1.00
POOLED FUNDS - TEXPOOL										
OPERATING	7,978,070.23	7,978,070.23	0.00	56,480.69	(5,400,000.00)	2,634,550.92	2,634,550.92	78.33%	4.12%	52.00
CAPITAL	2,782,706.93	2,782,706.93	0.00	15,995.57	(2,575,000.00)	223,702.50	223,702.50	6.65%	4.12%	52.00
TOTAL	10,760,777.16	10,760,777.16	0.00	72,476.26	(7,975,000.00)	2,858,253.42	2,858,253.42	84.98%		
TOTAL HDMD	11,536,218.45	11,536,218.45	0.00	76,655.27	(8,249,466.60)	3,363,407.12	3,363,407.12	100.00%		

COMPLIANCE STATEMENT

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

REVIEW

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

SIGNATURE

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

Report from the Chair regarding the CEO's 2025 Performance Review

(verbal update / no materials)

Block by Block Program Presentation

(no material, in-meeting presentation)

ACTION ITEM	Authorize 2026 expenditure to pilot a replacement lighting program for the existing vehicular wayfinding signage in Downtown.
SERVICE PLAN	2026-2035
Account Code	595.800
Budget & Year	$150,000 2026
REQUEST	Not to exceed $150,000
DESCRIPTION	This action allows the District to purchase and install replacement lighting for the vehicular wayfinding signs that were initially installed in 2015-2016.
DISCUSSION	The Vehicular Wayfinding Refurbishment Project was completed in late 2016, and the light fixtures installed are beginning to have minor issues. This lighting pilot program is intended to evaluate newer technologies and implementation methods that can be applied to the existing infrastructure, enabling a smoother and more efficient transition from the current lighting system to updated fixtures.
M/WBE Participation	TBD

Project Spotlight: Via Futbol

(no material, in-meeting presentation)


Our
TOP 20
DOWNTOWN HOUSTON+
Central Houston
downtown district
Downtown Redevelopment Authority

What is the Top 20?

A tool to lead with transparency, predictability, and accountability, developed through an inclusive forum

1. Annual Goal Setting
2. Action Planning
3. Prioritization
4. Alignment & Selection
5. Public Launch
6. Tracking & Reporting



What makes the Top 20?



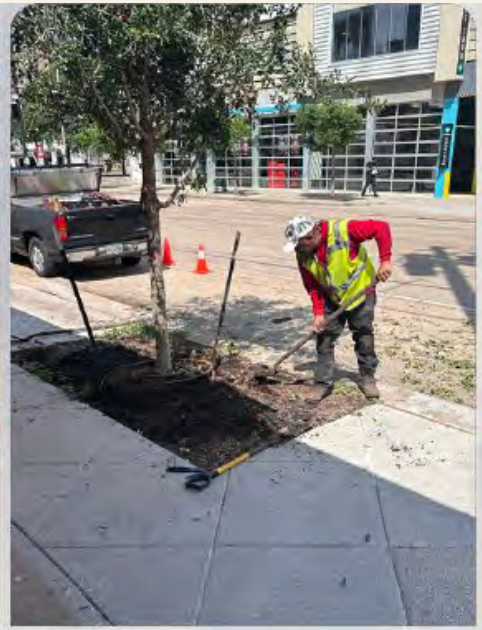
Advances strategic priority



Important to our Boards and stakeholders



Enables us to do more to improve Downtown



Produces a visible indication of progress



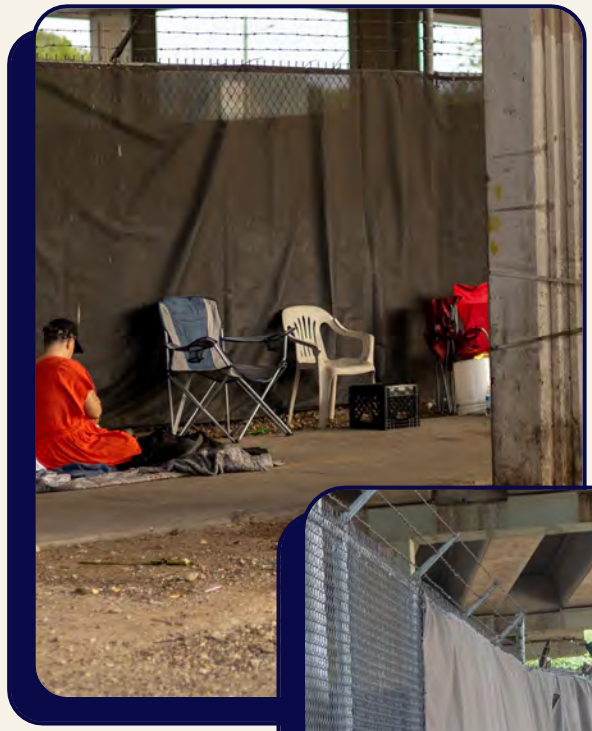
Makes Downtown a better, safer place for more people

Continue to coordinate and implement the Mayor's initiative to end street homelessness in Downtown

downtown district

Ending Street Homelessness

- Coordinate with City of Houston, Coalition for the Homeless & numerous law enforcement agencies
- Advocate at federal, state and local levels for funding and partnership
- Support upcoming opening of 419 Emancipation facility & civility ordinance enforcement





Census → Outreach → Housing → Enforcement → Closure Maintenance

Complete the Main Street Promenade and resurface major streets before the FIFA Men's World Cup

downtown district

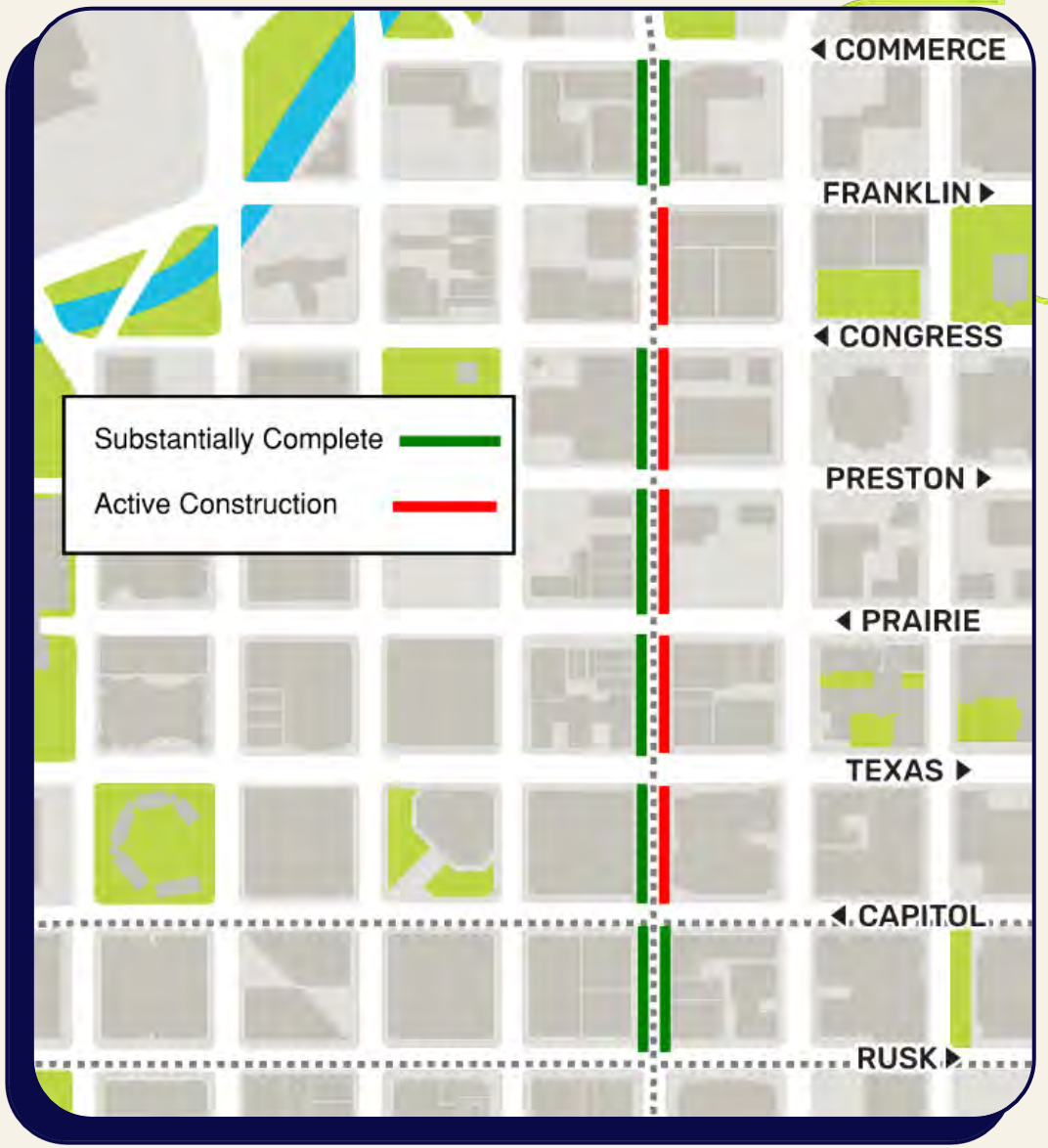
Downtown Overlay Project

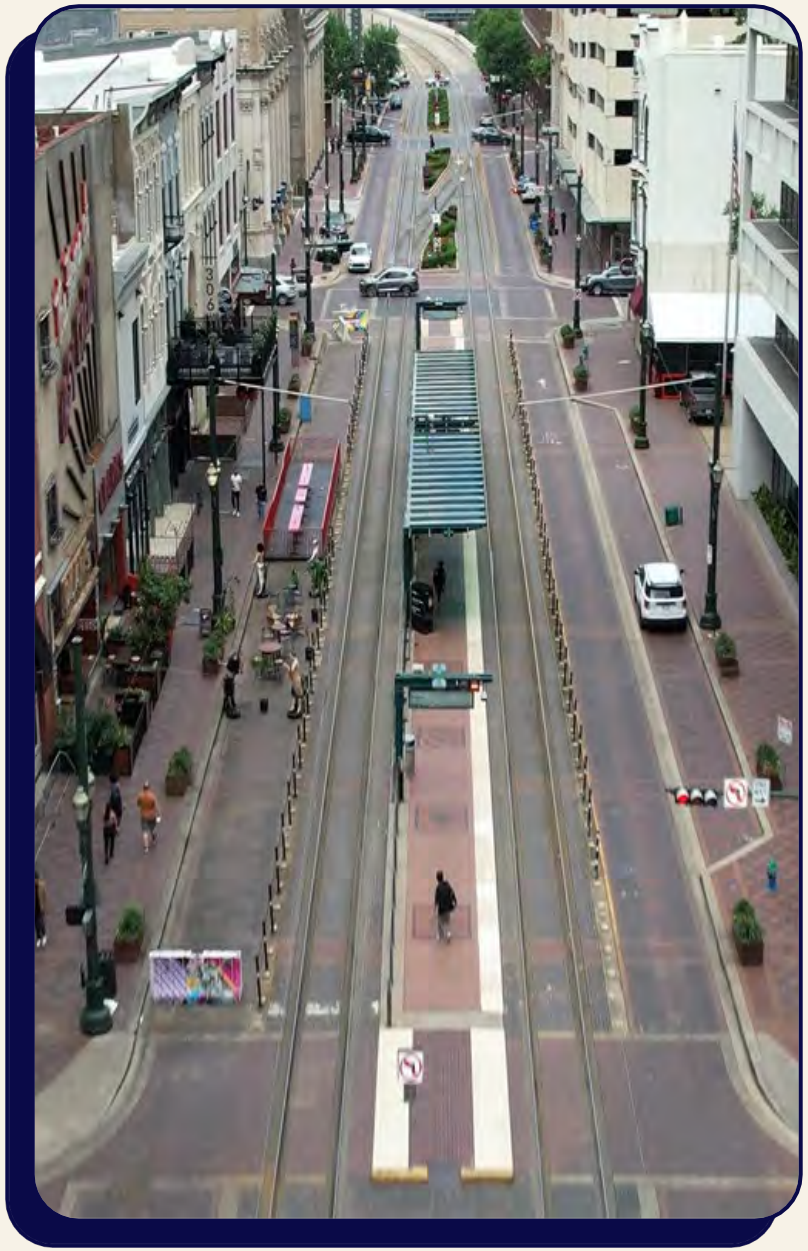
- Resurface streets to address poor roadway conditions
  - New asphalt surface
  - Base repairs
  - Drainage improvements
  - Striping
- 85+ Blocks
- 30+ Intersections
- Completion May 2026

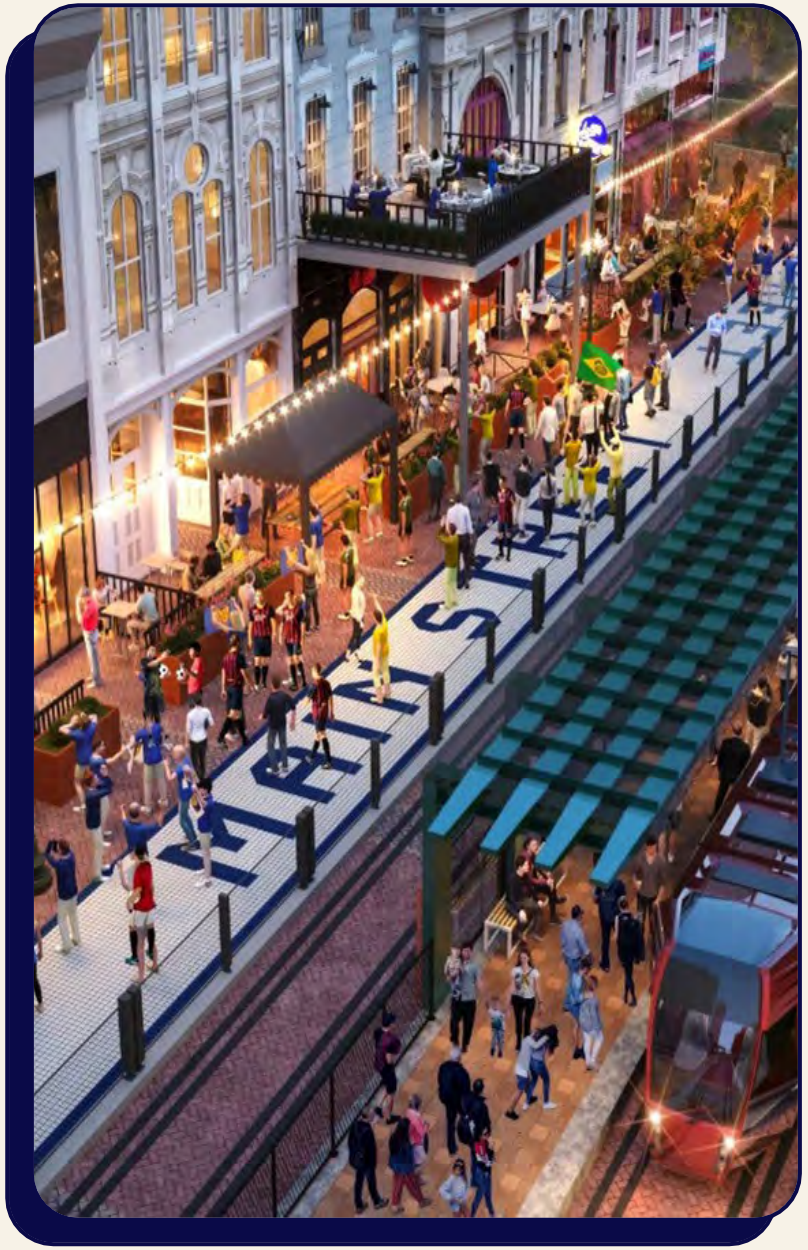


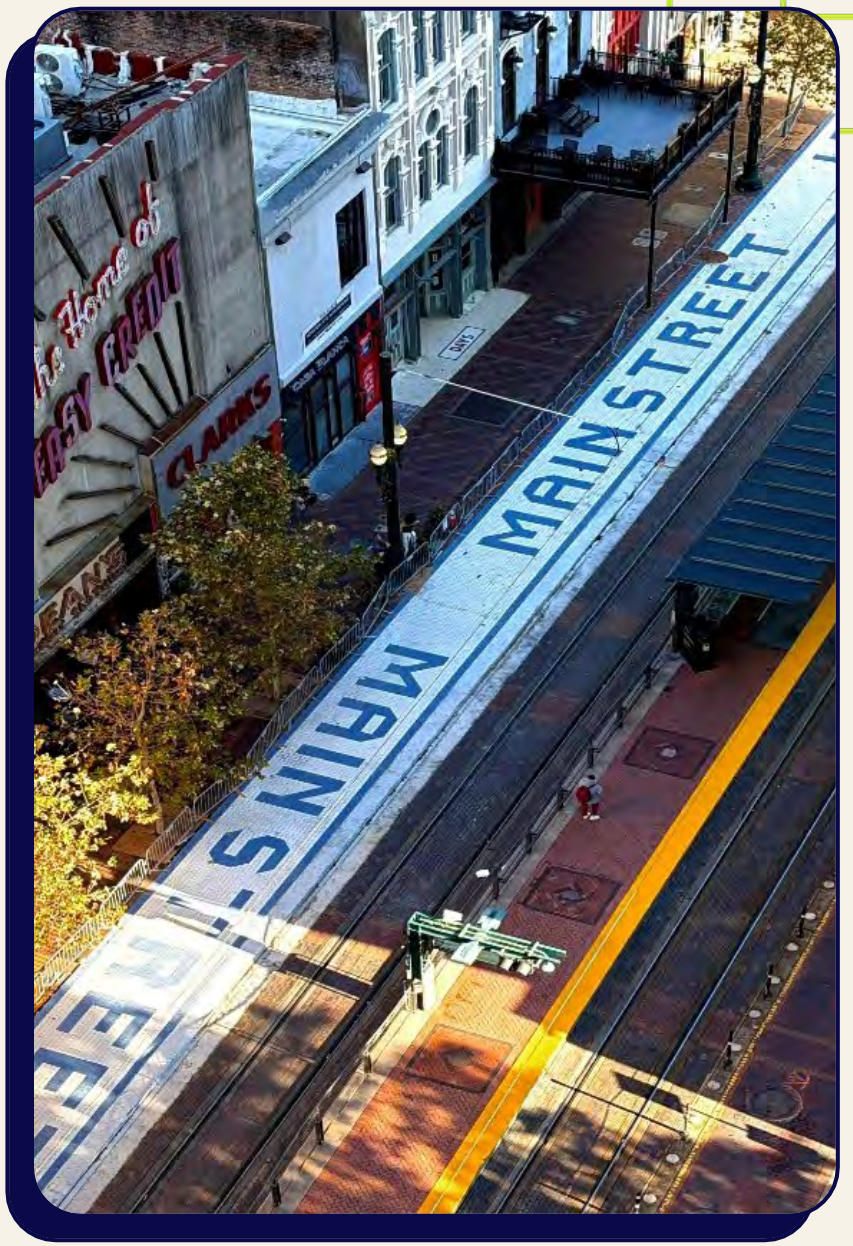
Main Street Promenade Progress

- Street reconstruction
  - Widen pedestrian realm
  - Improve street crossings
  - Support local businesses
- 154% increase in trees and plantings
- 4 permanent shade structures
- To be managed, programmed and maintained by HDMD
- H-GAC Grant: $12M
- Completion May 2026






MAIN STREET

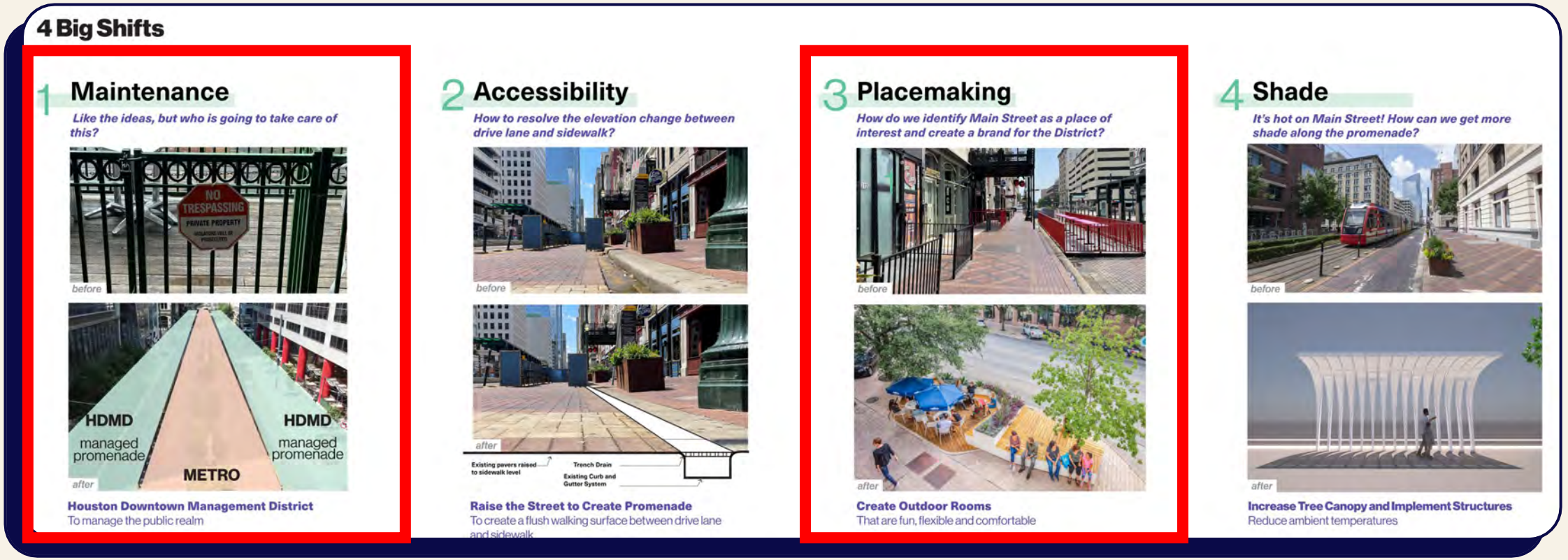

MAIN STREET

Introduce a Comprehensive Place Management Strategy to Position Main Street Promenade for Success

downtown district

Main Street Promenade
Place Management Strategy

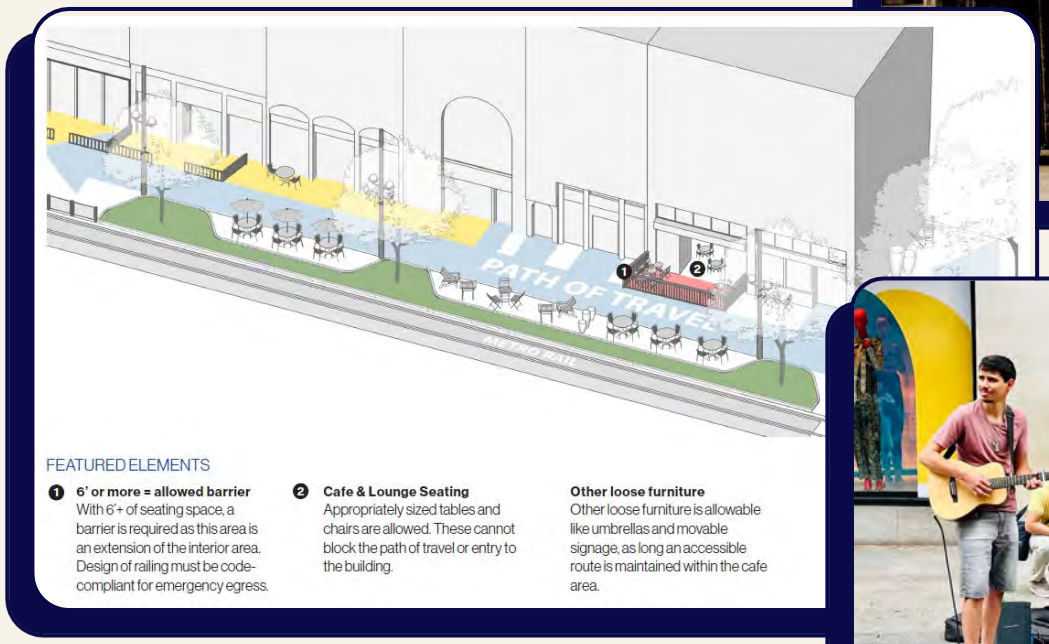
The “Big Shifts” promised with the Main Street Promenade project were informed by years of community engagement and include two that require more than physical improvements . . .



Main Street Promenade Place Management Strategy

- Through a **new ordinance with the City of Houston**, DTH+ will be able to accomplish these “Big Shifts” by:
  - **Increasing maintenance & security** services
  - **Serving as the licensing entity for all sidewalk café permits**
  - **Creating and enforcing design guidelines** for sidewalk café elements
  - **Implementing DTH+ events and programming,** such as pub crawls and markets, and **overseeing licenses for third-party events and programming**







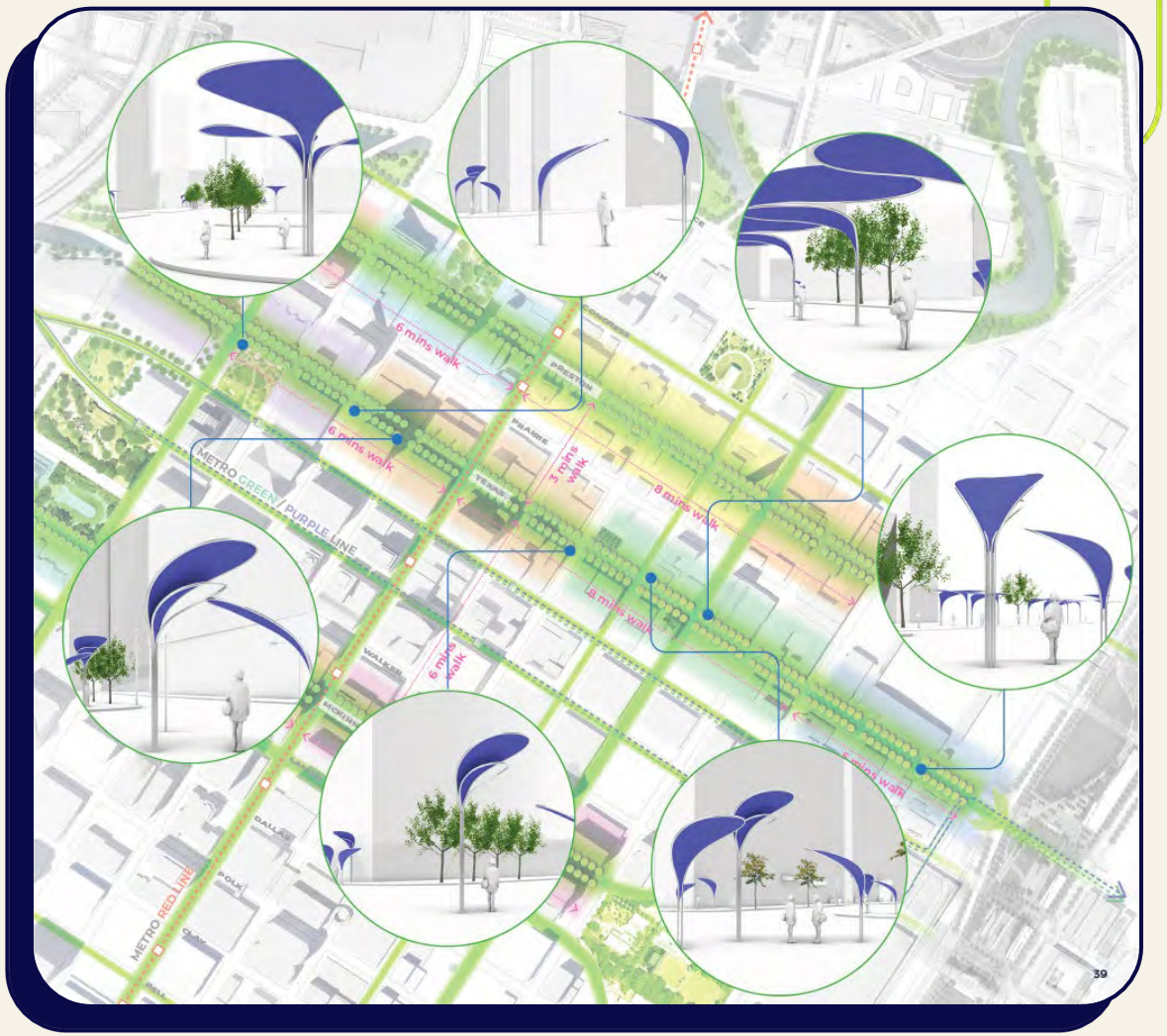
Implement

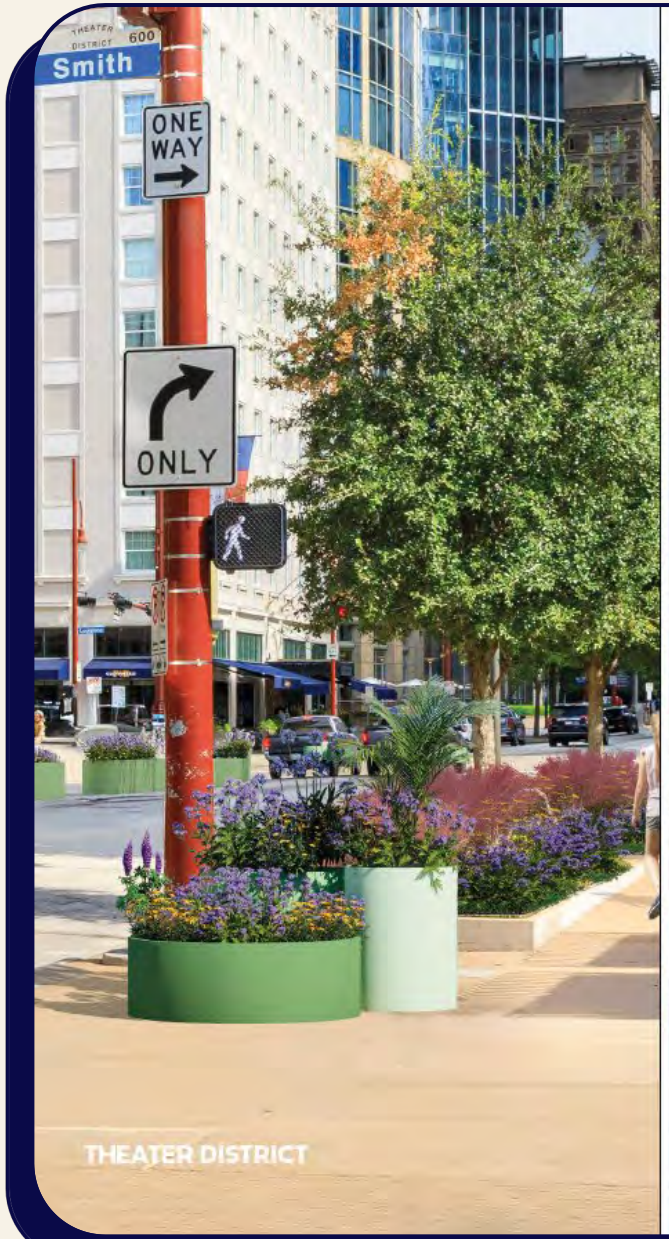
Cool + Connected Corridor On Texas Avenue and Launch Supporting Brand Campaign

downtown district

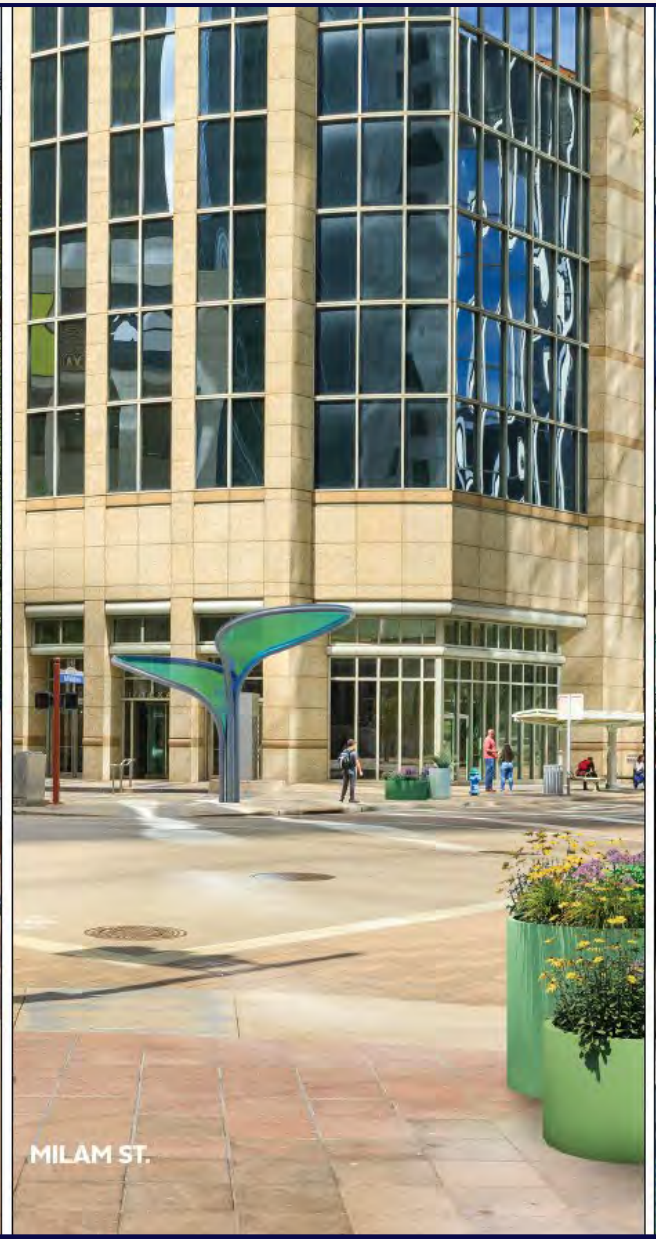
Implement Cool + Connected Corridor On Texas Avenue and Launch Supporting Brand Campaign

- A cohesive network of comfortable passages in Downtown that are cool during the day, well-lit at night, and smartly connect Downtown's major destinations
- Key strategy from the **2025 Downtown Houston Public Realm Action Plan**
- Elements include **shade + lighting fixtures**, increase in **native plants**, more in **trees**, **tree canopy lighting, active storefronts**, and more
- **2025-2026: Texas Avenue public realm** and private property alignment Downtown-wide





THEATER DISTRICT


MILAM ST.

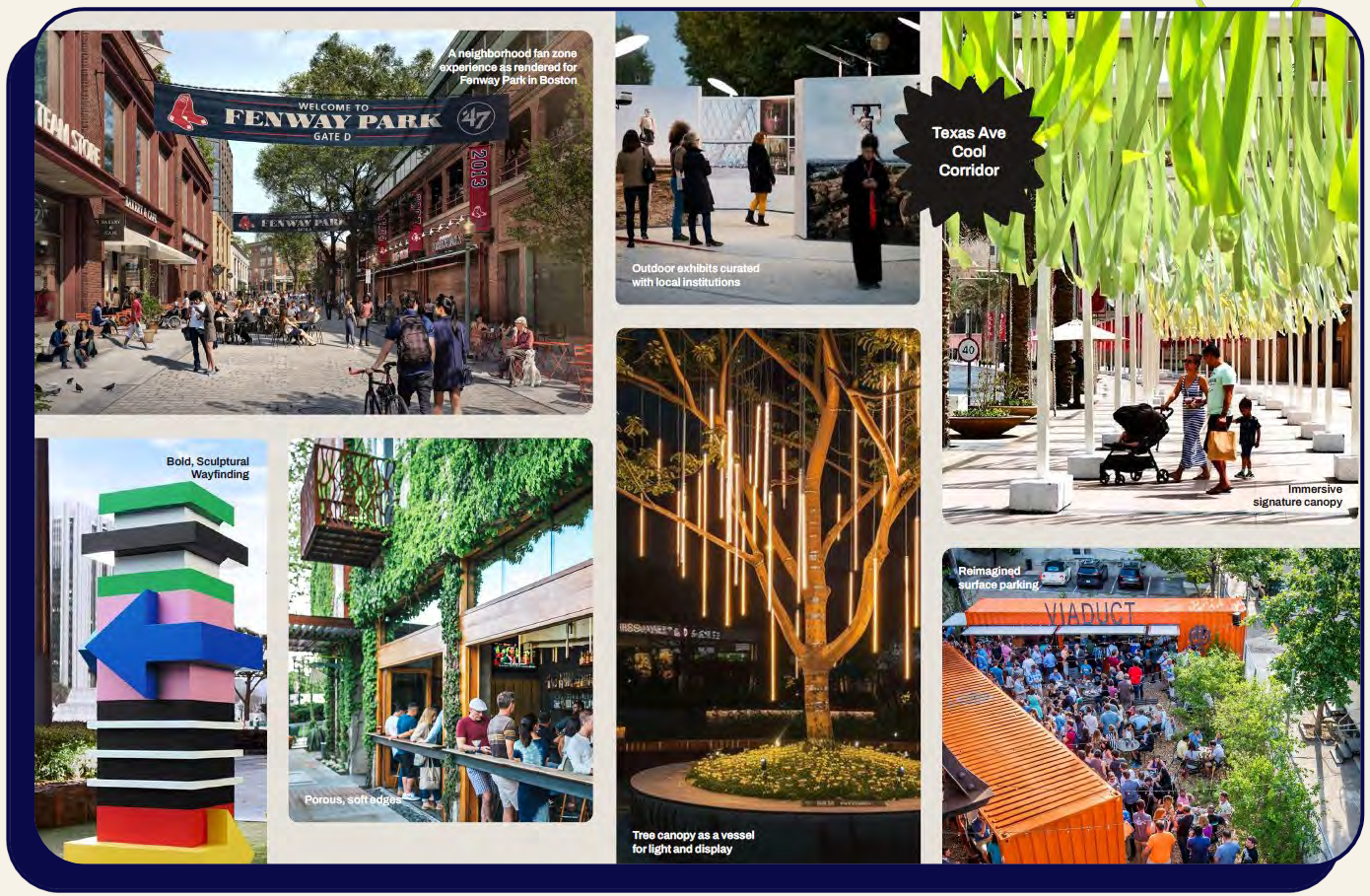


TRAVIS ST.

Implement Cool + Connected Corridor On Texas Avenue and Launch Supporting Brand Campaign

- Identify more corridors for public and private investment—and critically—develop a **brand identity for the Downtown network**

- **Brand campaign**
  - Community engagement
  - Alignment with destinations, DTH+ programming, and nearby networks, like the hike & bike trails along the bayou
  - Maps / wayfinding plan
  - Signature lights, colors, art, etc.



Produce and Manage Safe, Clear, and Comfortable Pedestrian Pathways Between Key World Cup Activity Centers

downtown district

Produce and Manage Safe, Clear, and Comfortable Pedestrian Pathways Between Key World Cup Activity Centers

- FIFA Men's World Cup 2026 Houston Host Committee asked DTH+ to assist with the **"last mile" connection**
- **40 Days of World Cup**
  - **7 Games at NRG Park**
  - **EaDo Fan Fest: 5k capacity**
  - **~16,000+ Hotel Keys** from Downtown to NRG (9,000+ in Downtown)
  - Downtown Houston will be the critical central artery for **all transportation systems**



HOUSTON FIFA VIA FUTBOL

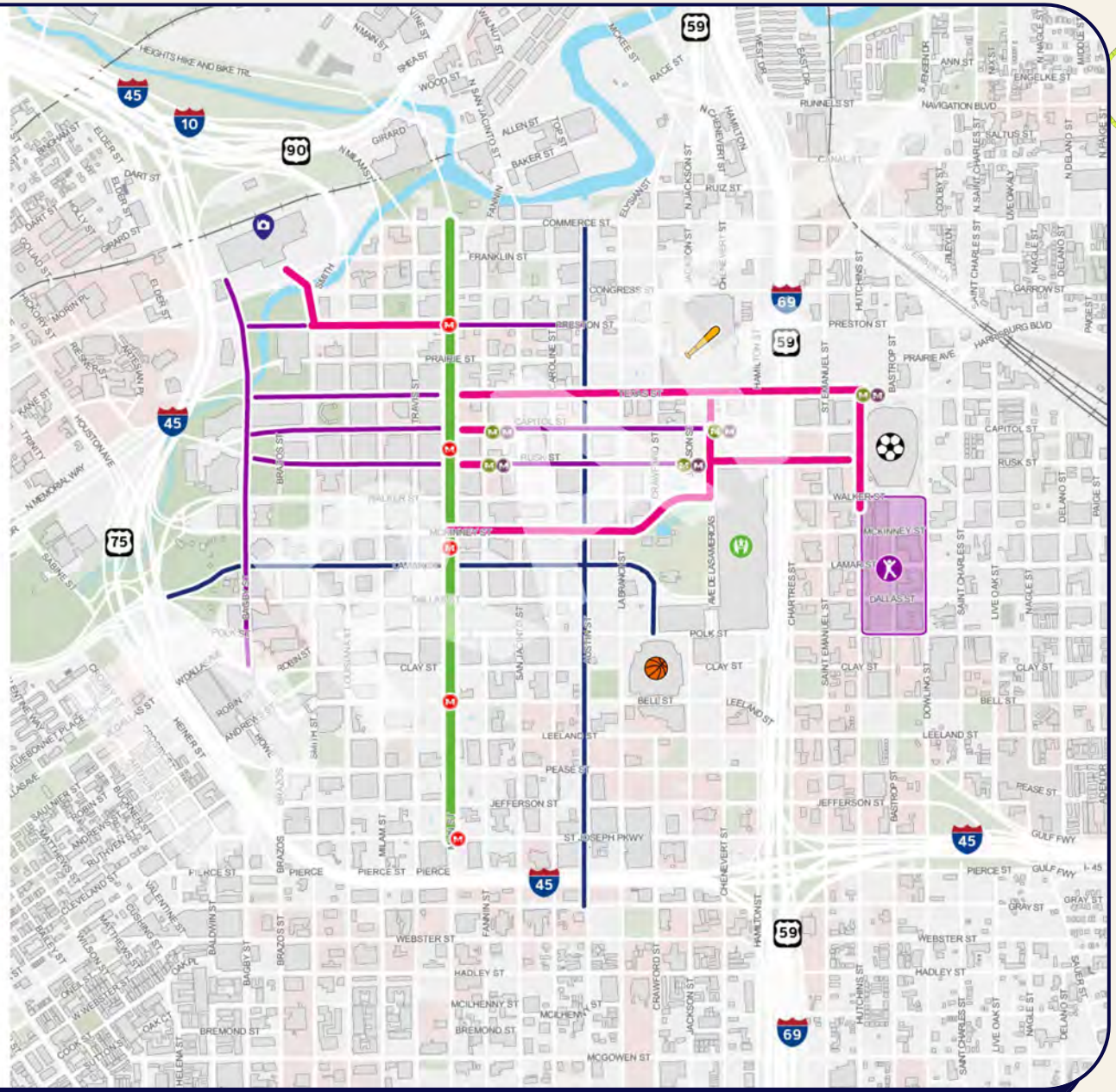
PROPOSED PEDESTRIAN ROUTES

01.28.26

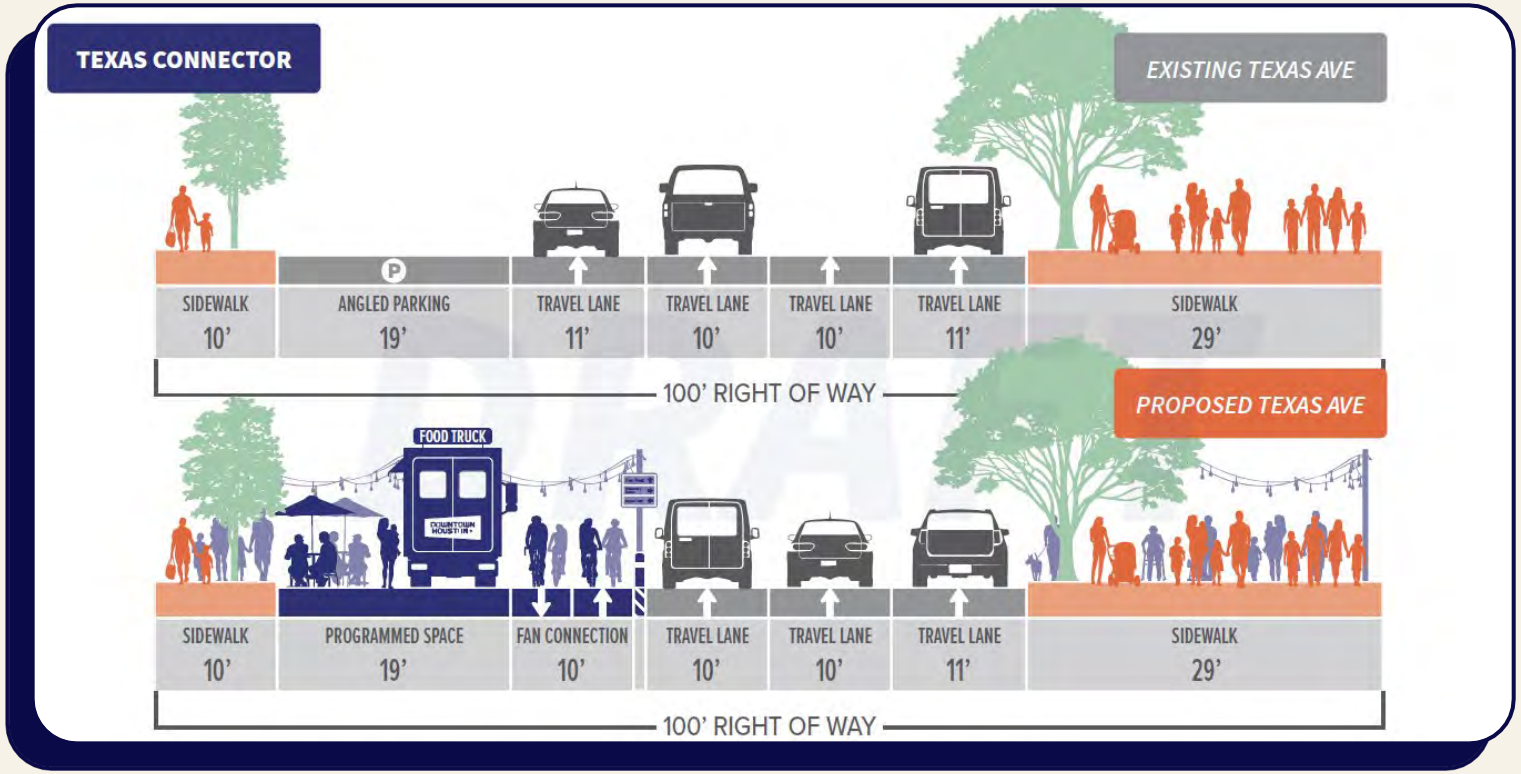
- Main Street Promenade
- Via Futbol Corridors
- Secondary Corridors
- Existing Multimodal Corridors
- Fan Fest
- Shell Energy Stadium
- Daikin Park
- Toyota Center
- POST
- George R. Brown Convention Center

Metro Stations

- Red
- Green/Purple

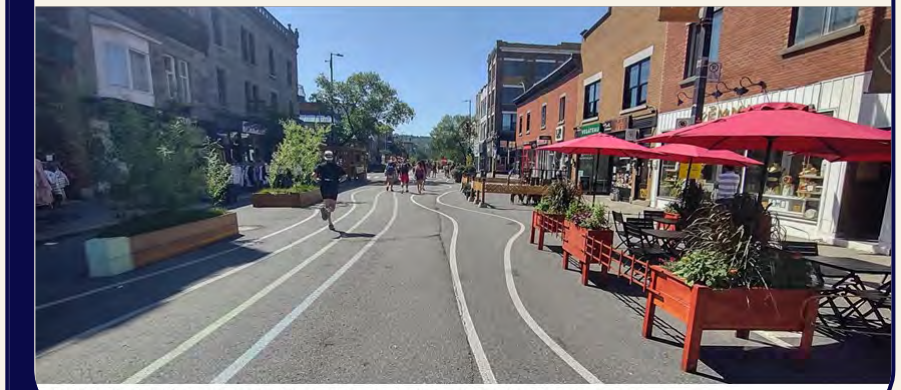


Produce and Manage Safe, Clear, and Comfortable Pedestrian Pathways Between Key World Cup Activity Centers





Festif de Baie-Saint-Paul Temporary Water Fountain, Baie-Saint-Paul, Canada



Avenue du Mont-Royal Temporary Pedestrian Street, Montreal, Canada

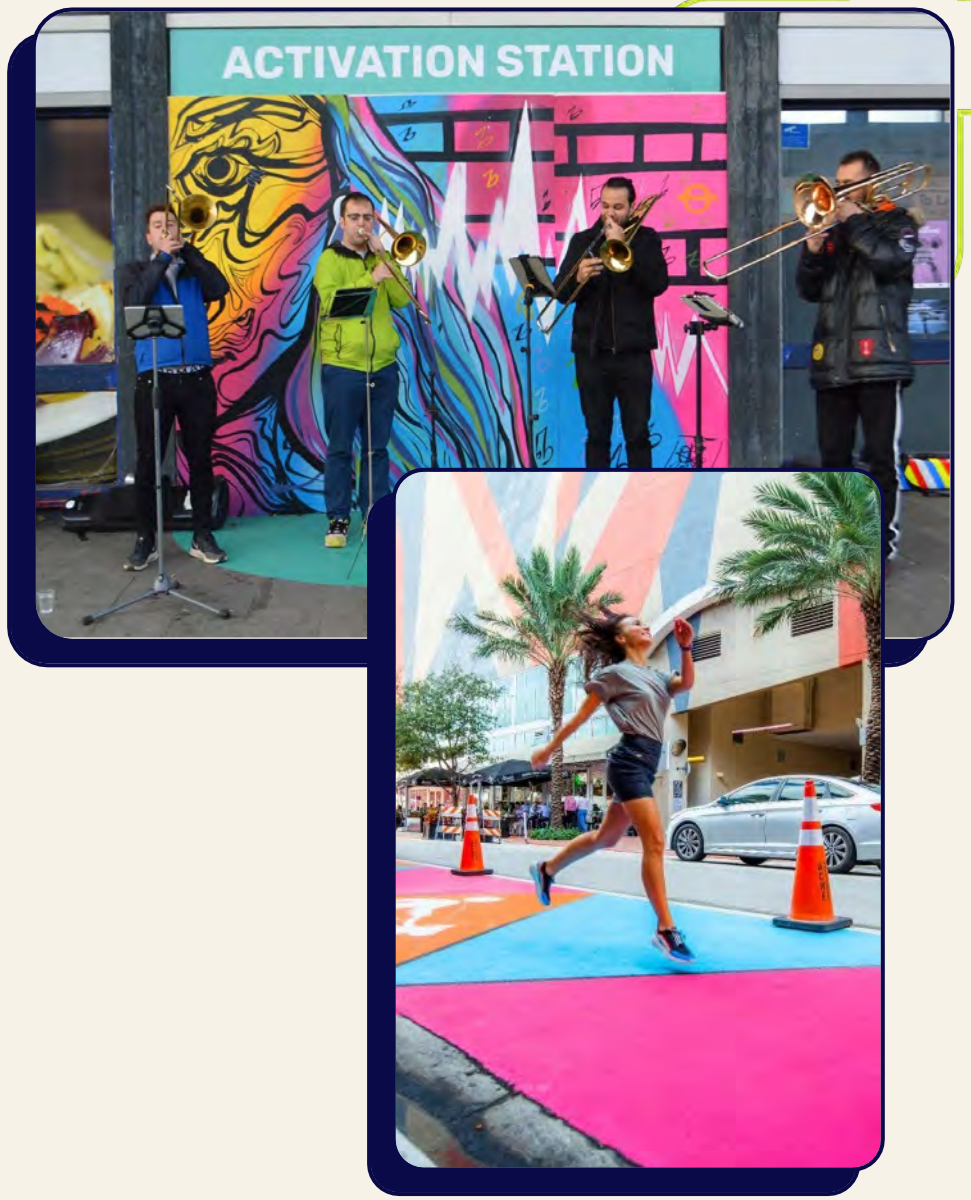
Create events and programming aligned with sports mega-events that celebrate Houston's diversity and pride as host city

downtown district

Downtown Takes The Field

- Collaborate with our partners to amplify and connect fans to Downtown's top fan attractions

- Deliver curated park and corridor activations tied to major sporting events to encourage pre- and post-game engagement:
  - Live busker stages & cultural performances (pre & post game)
  - Temporary street art installations
  - Fan photo ops and interactive moments



Enhance the sports fan experience with game-day programming.

downtown district

Where Game-Day Comes Alive!

- Create and activate a **Game Day / Special Event hub** in the DTH+ app, connecting fans to Downtown storefront specials with easy access and navigation during game days and special events.

- Amplify day-of programming



Coordinate and align strategic marketing and programmatic investments among key Downtown organizations

downtown district

Strategic Marketing & Programmatic Investments

- Convene marketing and programming leaders from key Downtown organizations throughout the year
- Identify signature Downtown moments where coordinated investment and storytelling can elevate impact
- Facilitate collaboration and information-sharing around campaigns, programming, and timing
- Encourage alignment while respecting each partner's priorities, audiences, and resources

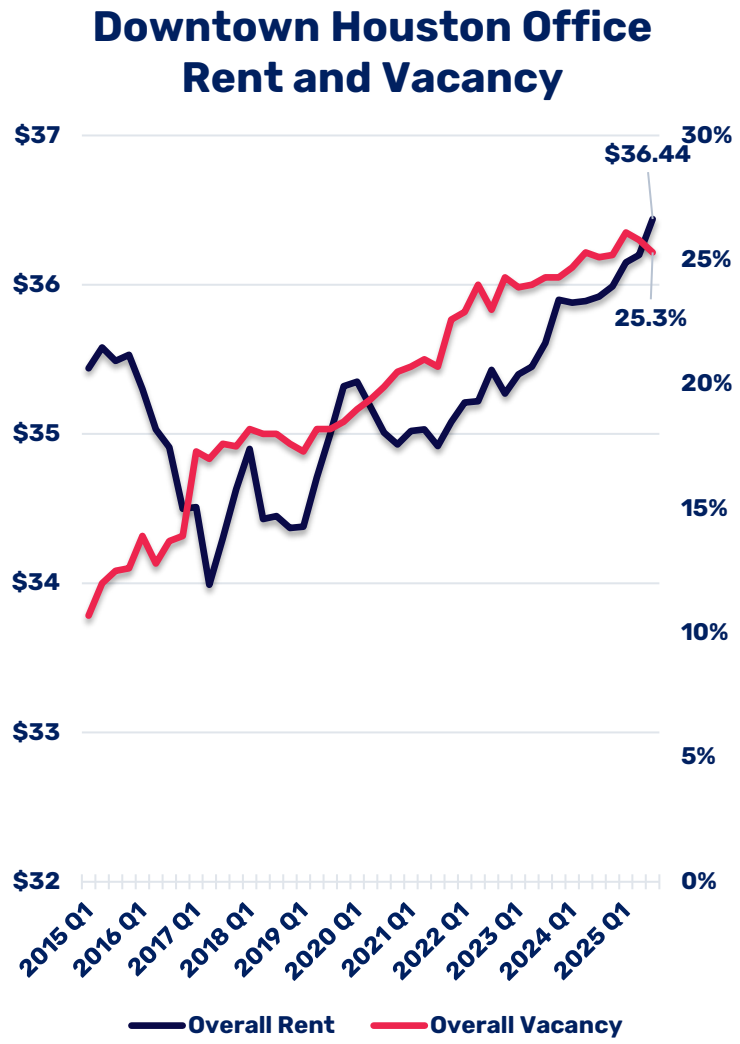


Launch Office Tenant Recruitment and Retention Support Plan

downtown district

Office Tenant Recruitment and Retention

- We have a mixed-use Downtown—but **the health of our office sector and 54M sq ft of office space still has an outsized impact.**
- We have more Class A space than Downtown Dallas or Downtown Austin has total office space.
- **Office vacancy trends didn't start with COVID**
- Building on our ongoing support of Downtown deals through direct referrals, GHP partnership, and relationships with properties, **our plan will set up DTH+ staff to best support tenant and property representing brokers**



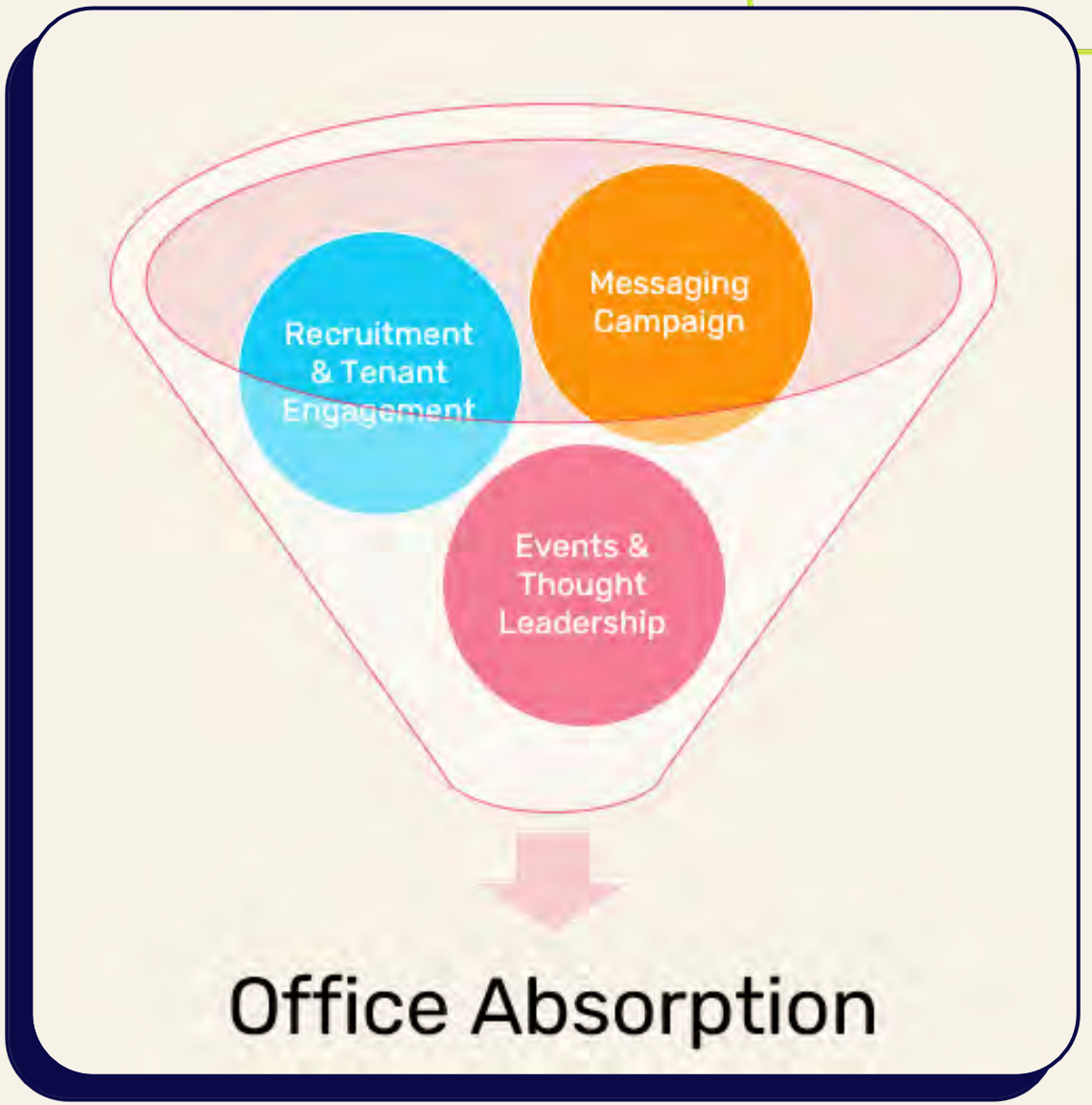
Office Tenant Recruitment and Retention

Phase I
(Q1 2026)
Insight Gathering & Preparation

Phase II
(Q1 2026)
Broker Meetings

Phase III
(Q2 - Q4 2026)
Deal Courting & Assistance

Phase IV
(Q3 / Q4 2026)
Broker Symposium



Initiate "Fresh Start" Neighborhood Market Grant Program

downtown district

"Fresh Start" Grant Program

- The **Fresh Start Market Program** is a new grant opportunity, targeting existing Downtown corner stores that stand to enhance their grocery offerings for nearby residents, hotel guests, visitors, and office workers.

- There is unmet demand for urban grocery in Downtown. ~$19M is spent annually by Downtown residents on groceries, but ~$17M is spent outside of Downtown.

- To understand this leakage, we studied and scored the 16 stores in Downtown offering some form of “grocery” product; **there is room for many to enhance their offerings.**



"Fresh Start" Grant Program

- In 2026, this program will **fund locally-owned stores** to add:
  - **Refrigeration and addition of fresh food offerings, including produce, dairy, meat, etc.**
  - **Modest façade improvements** to enhance visibility and safety
  - **Training for staff** on how to care for fresh food offerings and engage nearby residents to inform stocking
- **2026 Focus Area:** Underserved residential hubs
- We can both pursue this program and continue to lead **attraction efforts** for new grocery.

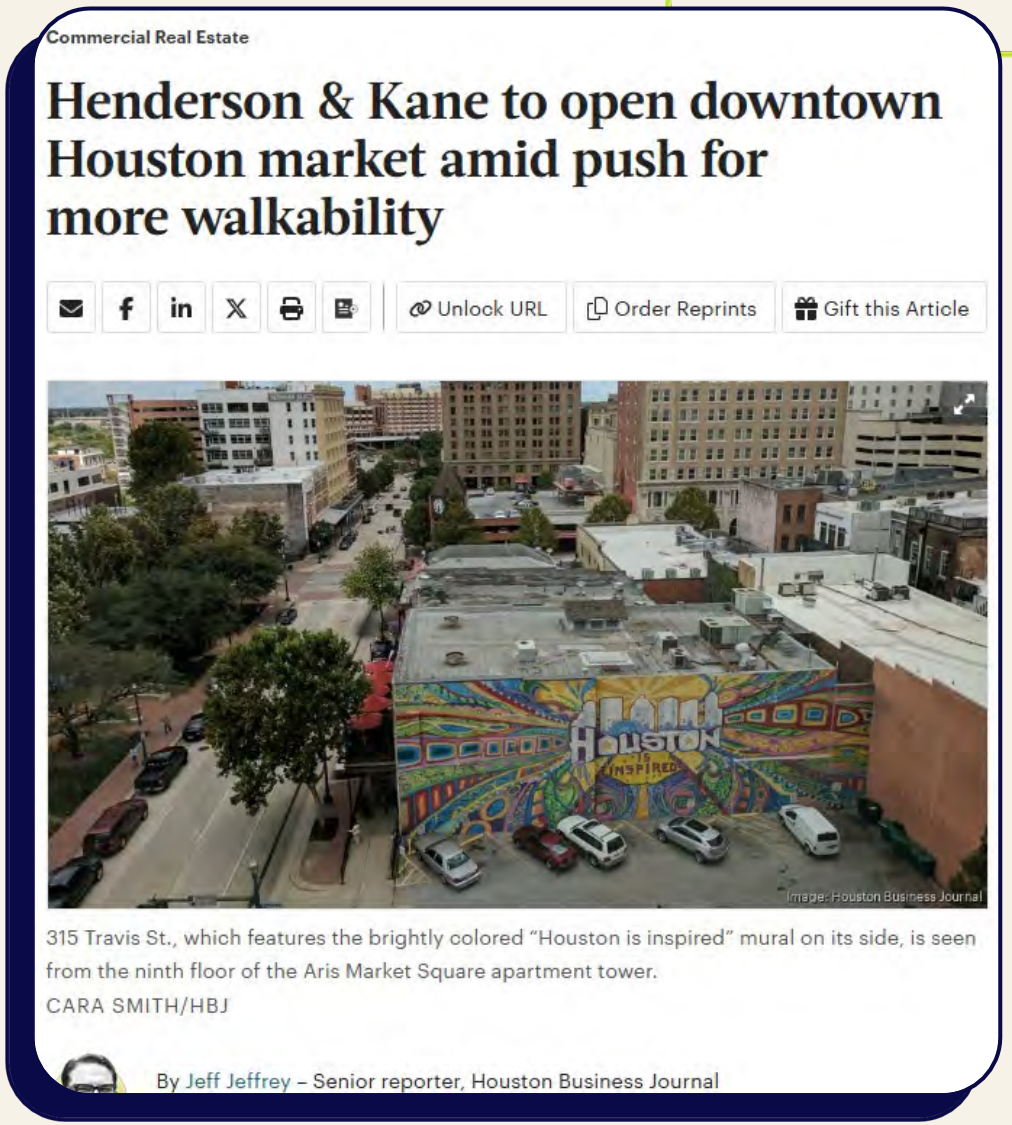


Conduct Proactive, Strategic Storefront Tenant Attraction Efforts

downtown district

Strategic Storefront Tenant Attraction

- Continuation of a 2025 goal called out in our **2025 Retail Strategy:**
    - Fill **critical retail gaps** identified by national consultants and local stakeholders.
    - Focus on **"sticky" retail** that encourages longer dwell times and repeat neighborhood visits.
- As we advance a vision for a more livable, walkable community, this is also how we continue to **advance the recommendations from the 2025 Grocery Feasibility Study:**
    - Using data to move from a "reactive" to a "proactive" recruitment stance for food and beverage operators.



Commercial Real Estate

Henderson & Kane to open downtown Houston market amid push for more walkability

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Image: Houston Business Journal

315 Travis St., which features the brightly colored "Houston is inspired" mural on its side, is seen from the ninth floor of the Aris Market Square apartment tower.
CARA SMITH/HBJ

By Jeff Jeffrey – Senior reporter, Houston Business Journal

Strategic Storefront Tenant Attraction

- **Proactive: Support the Deal Lifecycle**
  - Provide brokers with **hyper-local market data,** "white-boxed" marketing playbooks, and custom pitch packages.
  - Be on-call to provide retail brokers and tenants with **permitting and incentive guidance.**

- **Strategic: Lowering the Barrier to Entry**
  - **Grants:** Continue grant programs that provide matching funds for storefront and facade improvements.
  - **Deal Inducement Grant:** Leverage strategic funding to secure high-priority retail tenants.



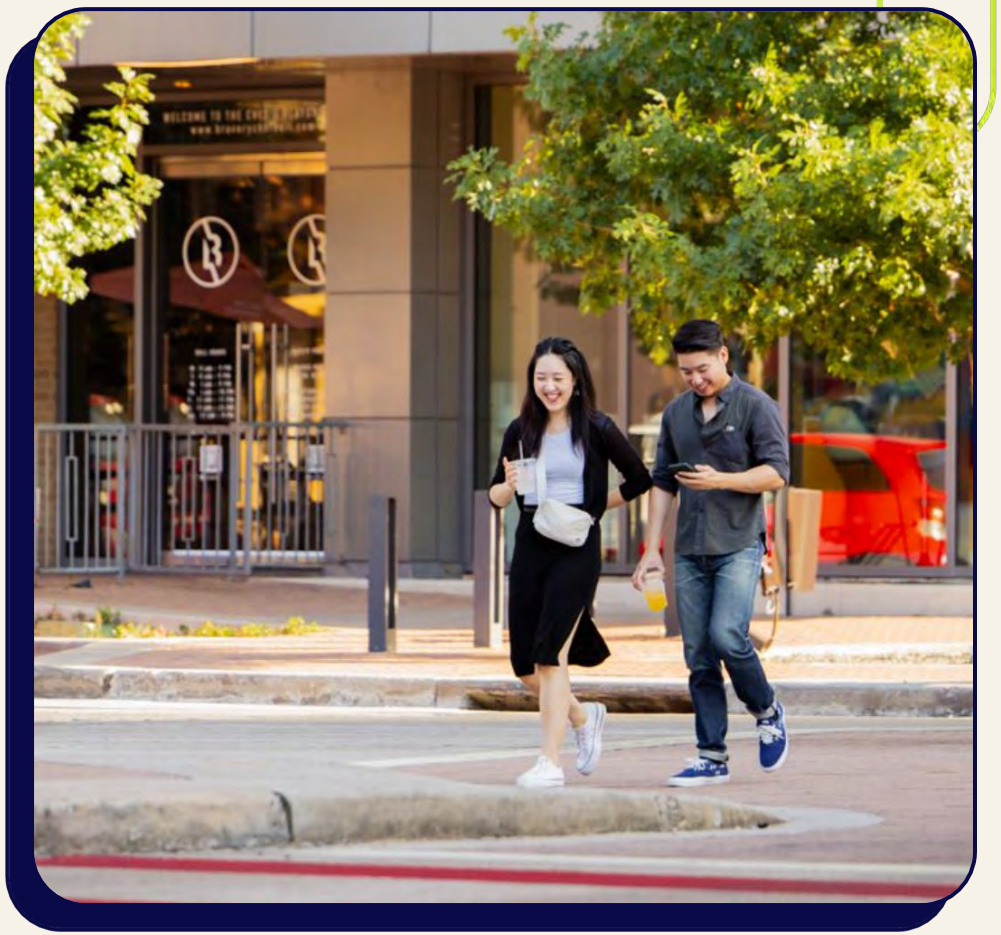
Support Storefront Business Performance by Connecting Them to Demand Drivers and DTH+ Program Investments

downtown district

Storefront Business Performance

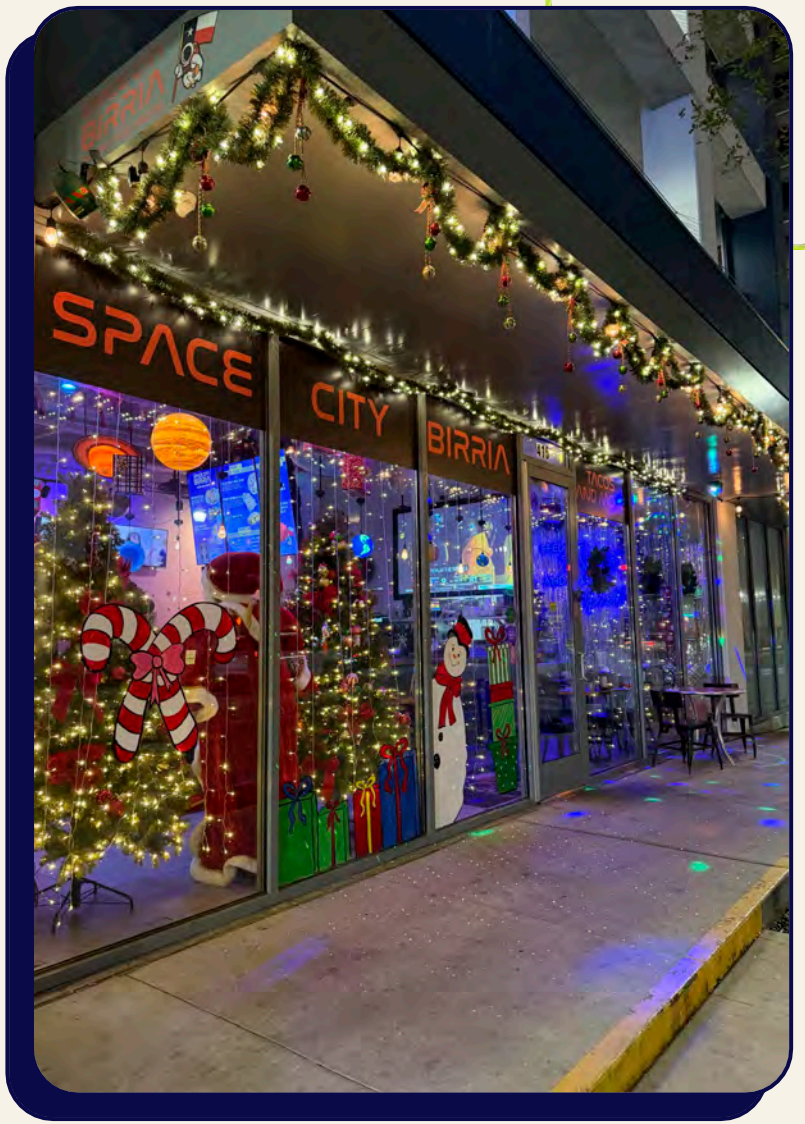
- New engagement strategies for our residents and small businesses will set DTH+ up to **bridge the gap between the residential and storefront ecosystems, driving storefront vitality.**

- **How is this different than our engagement to date?**
  - From information sharing to **demand readiness**
  - From passive awareness to **intentional engagement**
  - From neighbors to **brand ambassadors**



Support Storefront Business Performance

- **Prepare Storefronts for Residential & Visitor Growth**
  - Establish **predictable communication and clear points of contact,** ensuring businesses leverage timely updates and event opportunities.
  - **Create pathways for businesses** to plug into marketing, programming, and placemaking initiatives, such as grants.
- **Inspire Residents to be Consistent Demand Drivers for Local Commerce**
  - Partner with residential property managers to create consistent, trusted touchpoints that **bridge the gap between neighbors and storefronts.**
  - Host recurring, low-lift moments to **cultivate hyper-local loyalty**, transforming passive neighbors into active brand ambassadors.



Secure four top-tier national earned media placements elevating Downtown Houston's profile

downtown district

What's "Top Tier" National?

- NYT, WJS, CNN, Fortune
- For DTH+, a more vertical publication, like *Governing* or Axios might have more impact.
- **What does ChatGPT pull from?**
    - **Reuters, the Financial Times, Time, Axios, Forbes and the Associated Press are most frequently cited****



***According to Muck Rack*

Top-Tier National Earned Media Placements

- Proactively pitch Downtown Houston as the story, not just the location, tied to culture, placemaking, business vitality, and quality of life.
- Align earned media efforts with DTH+ Program investments, public realm improvements, and major Downtown milestones.
- Coordinate with partners and host committees to secure high-impact, top-tier placements.
- Focus on stories that elevate Downtown's evolution, momentum and long-term relevance beyond single events.

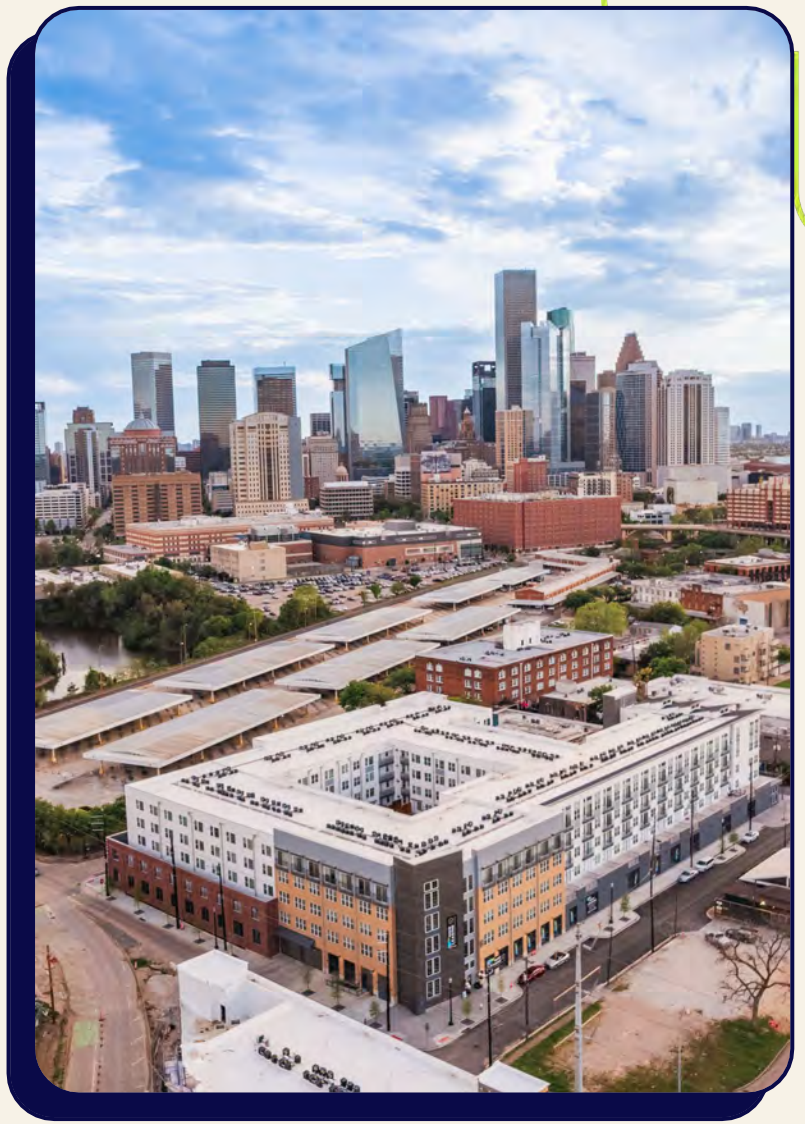



Our
TOP 20
DOWNTOWN HOUSTON+
Central Houston
downtown district
Downtown Redevelopment Authority

Collaborate with city, county, and philanthropic leaders to advance mixed-income housing Downtown

Mixed-Income Housing

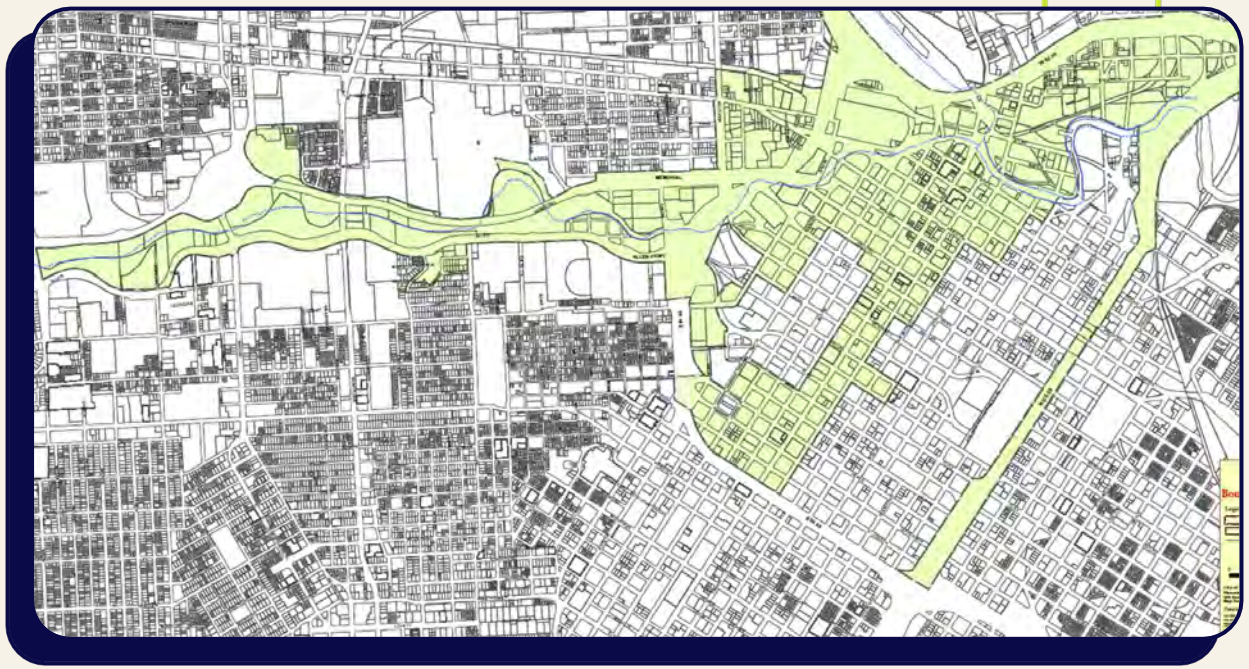
- Rental rate compression has diminished feasibility for market rate residential investment.
- To grow Downtown neighborhood, we need to optimize the use of policies and tools to deliver housing across a broad range of incomes.
- Conversions, infill, and rehabs – evaluating all opportunities on project vs. program basis.
- Layering with partner TIRZs, County, City, non-profits, UH-D, et al.
- Current partnership opportunity is at Hardy Yards.



Pursue a 30-year district term extension for DRA / TIRZ3 to maximize Downtown investment capacity

Extend DRA Term

- Current term expires in 2043
- Optimize a potential bond issuance opportunity to fund community priorities
- Maximize predictable funding for long-range capital planning (safety, park improvements, cap parks)
- Protect prior public investment by ensuring long-term upkeep and continuity
- Leverage matching funds and partnerships
- Respond to changed conditions since its inception, including:
    - Higher construction costs / inflation
    - Stronger stormwater management and resilience needs
    - Emerging transportation and infrastructure needs



Create Compelling Urban Design and Land-Use Guidance to Encourage Connectivity and Pedestrian Activity

Encourage Connectivity and Pedestrian Activity

- **The Evolution:** Moving beyond a bisected Downtown to embrace what people love most about Houston: **being together in great parks and public spaces.**
- **The "Why":** Competitive positioning depends on a **superior urban experience.** A thriving, safe public realm a **non-negotiable baseline** for top-tier talent and tenants.
- **The Focus:** Align public and private investment to eliminate disjointed "islands" of activity and create a high-quality, high-comfort pedestrian network.



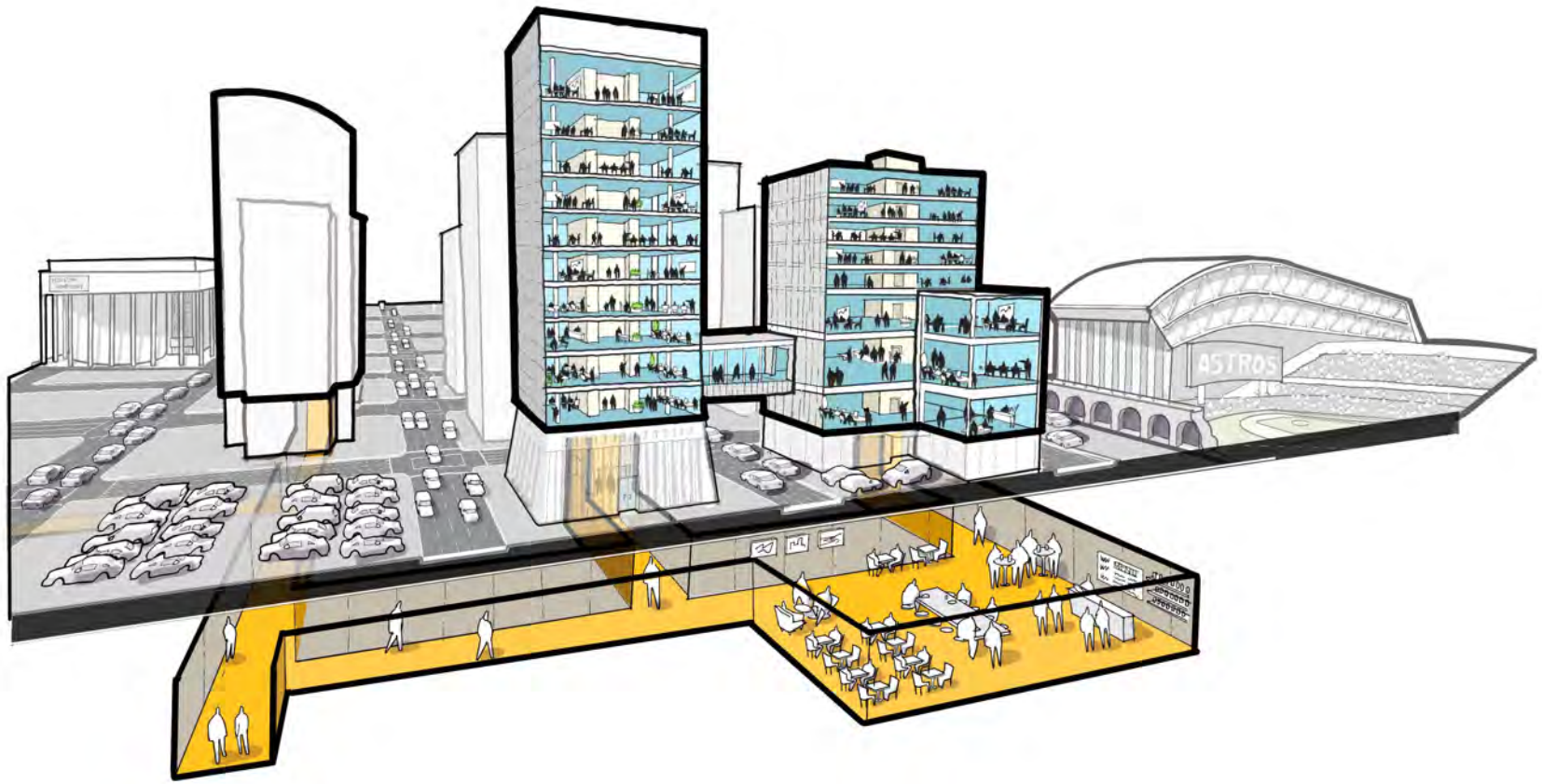
Encourage Connectivity and Pedestrian Activity

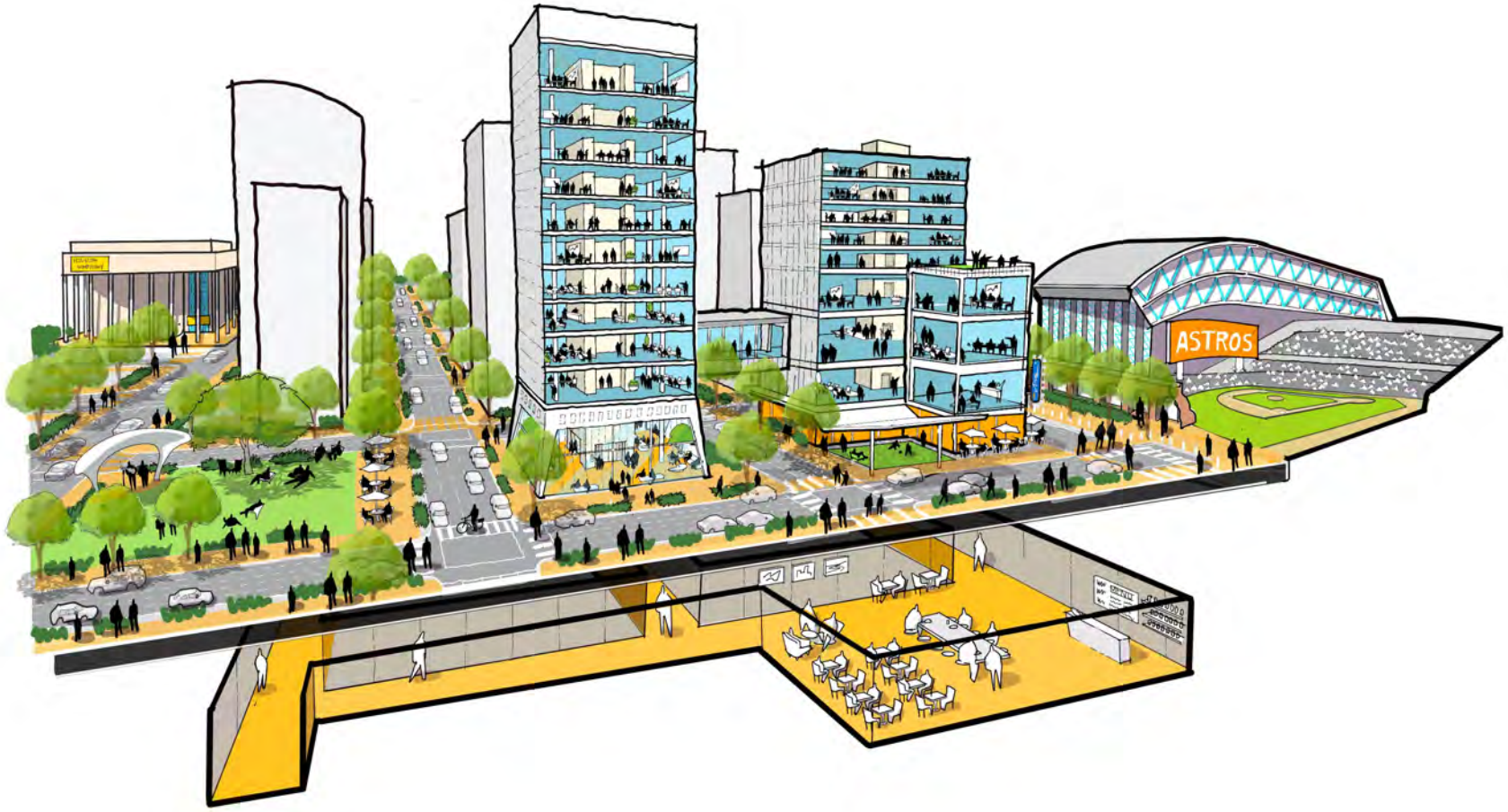
- **Build a Coalition:** Foster diverse partnerships within our Urban Design and Economic Development Collaborative Committees, respectively, to align future "cool corridors," parks, and grants with a resilient, green vision.
- **Create Standards:** Develop Downtown Design Standards through the Connect Collaborative Committee to establish a design toolkit.
- **Nurture Synergy:** Synchronize public and private investment to ensure private sector upgrades leverage civic projects for maximum impact.
- **Define the Narrative:** Celebrate and message our wins to prove that Downtown has evolved from a traditional business hub into a green, connected neighborhood.





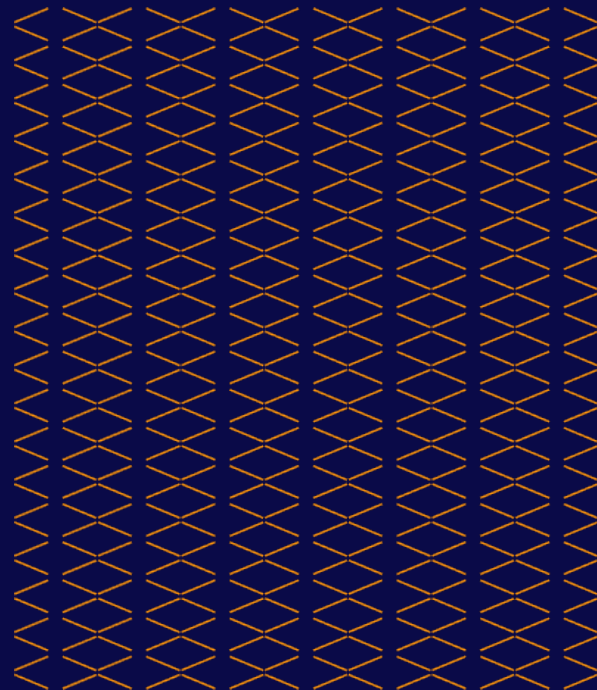



ASTROS


ASTROS

Devise Strategies to Activate Privately-Owned Outdoor Spaces





Devise Strategies to Activate Privately-Owned Outdoor Spaces

- **What are Privately-Owned Outdoor Spaces?** Much of Downtown's public realm belongs to private owners—in fact, there are more than 20 privately owned public plazas throughout the Downtown.

- How these plazas are designed, maintained, and activated **dramatically shape people's experience of the public realm.**

- Key strategy from the **2025 Downtown Houston Public Realm Action Plan** called for a coordinated approach among private owners to better activate and amenitize their spaces.



Map by HOK

Devise Strategies to Activate Privately-Owned Outdoor Spaces

- **Co-create a toolkit with private property partners** to leverage and align their respective plazas
- Goals for the toolkit include:
  - **Amenities**
  - **Activation Ideas**
  - **How to Coordinate** with Each Other, DTH+ and Other Partners





Construct recreational amenities in Market Square Park that improve neighborhood livability

Market Square Park Play Area

- Temporary play space with flexibility to reconfigure on signature event days (includes recreational games i.e. ping pong tables, giant chess board, and foosball tables.)
- Potential space for interactive art works
- Holiday décor placement
- Construction slated to begin after FIFA World Cup activities
- Targeted completion by Fall 2026



Petite Lucie at Market Square Park

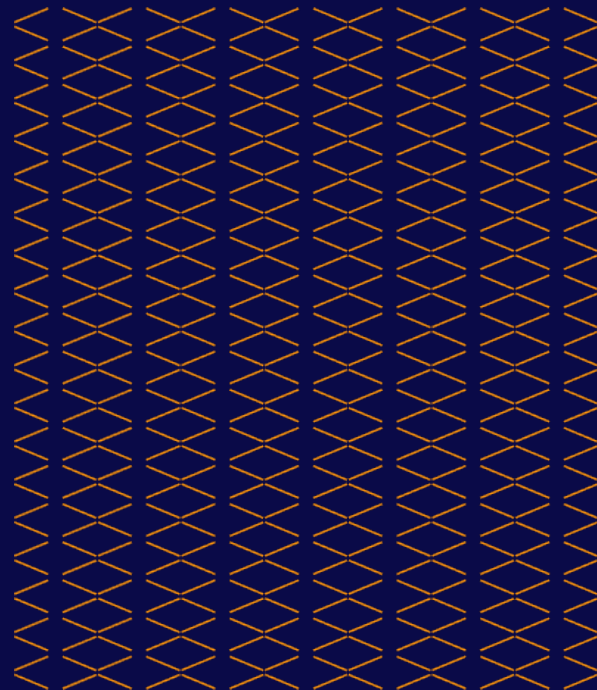
- A new, charming French-inspired bakery and café
- Addition of a 350 SF bistro-style outdoor bar
- Food service provided from 7am – 9pm daily
- Comprehensive catering program, offering premium options for Downtown stakeholders
- All-day activation
- Completion: Q2 2026





Diversify and expand resources through a new sponsorship program and a Board-led membership initiative





Board-Led Membership Initiative

- Activate board members as visible membership champions
- Leverage board networks to open doors and create warm introductions
- Make membership growth a shared leadership responsibility
- Engage board members in both recruitment and retention conversations
- Strengthen credibility and trust through peer-to-peer outreach



Expand and Diversify Resources

- Offer sponsors a direct role in shaping today's Downtown experience and its future
- Launch a focused sponsorship program aligned to priority initiatives
- Offer clear, tiered sponsorship options with defined value
- Connect partners to initiatives that reflect their values and strategic priorities
- Emphasize measurable outcomes and year-round engagement



#20 to be revealed at State of the City on February 12!


Our
TOP 20
DOWNTOWN HOUSTON+
Central Houston
downtown district
Downtown Redevelopment Authority



DOWNTOWN HOUSTON+

STRATEGIC ALIGNMENT PLAN UPDATES

February 2026

GOAL 1

Champion major projects, initiatives and investments that improve Downtown.

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

Highlight: At the behest of the FWC Host Committee, DTH+ leadership is co-chairing a place-based community stakeholder committee alongside the Executive Director from the EaDo Management District. Participants include approximately 50 individuals from other Management Districts, parks, TIRZs and comparable place-based organizations. This effort is intended to help fill a pervasive need to facilitate comprehensive information about preparations for the 40-day long event and maximize opportunities for coordination. Five meetings were held in 2025, and the first meeting in 2026 was held on January 28th inclusive of a focus group on content needs for a World Cup preparation playbook for local businesses plus an update from the FIFA Sustainability Committee.

Participating Agencies:

Central Houston downtown district

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

Highlight: As part of the first phase of the "Cool Connected Corridors" on Texas Avenue, Downtown Houston+ is developing shade structures to bridge the gap in our urban canopy. While trees are our primary tool for cooling, they cannot be planted near many intersections due to underground utilities or the need to maintain clear sight lines for drivers. These specific locations are where pedestrians are most exposed to the sun and lack the passive shade provided by buildings.
To move from concept to reality, DTH+ approved and commissioned a full-scale prototype to get ahead of fabrication methods, confirm scale, and fine-tune details before broader deployment. This "test run" has allowed the team to evaluate the structure's physical scale, the effectiveness of the shade pattern, and how the integrated lighting enhances the sidewalk at night before moving into mass production. By working out these technical details now, we ensure a higher quality final product that can be easily replicated across future corridors. Phase 1 construction is scheduled to begin February 2, with completion targeted for the 2026 World Cup.)

Participating Agency:

Downtown Redevelopment Authority

GOAL 2

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

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

Highlight: The Clean Teams & Public Safety Guides create an inviting and safe Downtown for all to enjoy by performing daily cleaning tasks and providing assistance to visitors and businesses. In appreciation for their hard work and dedication, the District hosted a Holiday Luncheon for Block By Block personnel on December 21. During the luncheon, annual awards were presented to individuals who displayed excellence throughout the year. Awards were presented for: Best Attitude, Attendance, Excellence in Action, Most Improved, and Ambassadors of the Year. We applaud the efforts of these individuals and the entire Block By Block staff who show up to work every day to allow Downtown to prosper.

Participating Agency:

downtown district

2.11 Prepare for and respond to emergencies.

Highlight: The District Operations team plans and prepares for all types of emergency events. When the recent winter storm was forecasted, preparations immediately began with the implementation of preventative measures such as covering vulnerable plantings and draining water fountains and irrigation systems. In addition, a ride out team was created that stayed Downtown in case road conditions prevented access into Downtown. The team performed cleaning tasks, damage assessments, and wellness checks on unhoused individuals.

Participating Agency:

downtown district



GOAL 3

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

3.5 Partner with public and private property owners to beautify targeted corridors or block faces to improve connectivity.

Highlight: The Planning & Design team is collaborating with property owners and design teams along McKinney Street, a priority Cool & Connected Corridor in the Downtown Houston Public Realm Action Plan. Spanning from Crawford to Main Street, this stretch is a vital link between Discovery Green and the Main Street Promenade. As major property owners reposition their ground-floor experiences, we have reached an ideal moment for seeding corridor-wide alignment.

Our team provides guidance during design development to ensure private investments harmonize with the public realm. This includes coordinating strategic planting, day/night programming, and adjacent property connectivity. This strategic alignment ensures that public dollars invested by Downtown Houston+ are effectively leveraged by private property investments, creating a seamless, high-quality urban environment. This collaborative effort ensures McKinney Street evolves into a premier corridor that reflects our collective vision for Downtown vibrancy.

Participating Agencies:

downtown district | Downtown Redevelopment Authority

3.8 Prioritize investments in pedestrian lighting on key walking corridors and near residential buildings.

Highlight: Prioritizing pedestrian lighting along key corridors and residential hubs remains a primary strategic goal. Our holiday lighting initiative served as the first phase of this investment, allowing us to build essential relationships with property owners along Texas Avenue and McKinney Street. By securing power for temporary displays, we identified high-impact locations for both permanent public fixtures and private-sector partnerships.

Over the coming months, and leading up to the FIFA World Cup 2026, we will install permanent public enhancements, including illuminated shade structures and tree undercanopy lighting. Simultaneously, we are working with private properties to enhance their ground-floor lighting through the Alfresco Grant or via collaborative design development for buildings undergoing repositioning. These actions—combining public infrastructure with private-sector coordination—directly implement key recommendations from the 2024 Pedestrian Lighting Masterplan. This dual approach ensures a brighter, safer, and more cohesive pedestrian experience throughout Downtown's Cool & Connected Corridors.

Participating Agencies:

downtown district | Downtown Redevelopment Authority

GOAL 4

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

4.8 Develop tools and supporting materials to attract, retain and grow office tenants among key industries that diversify the composition of Downtown employers.

Highlight: The Alfresco Patio Grant Program will launch in Spring 2026 following the Connect Collaborative Committee's approval of the Downtown Houston+ Alfresco Design Guidelines. This document articulates clear goals for material choice and other design considerations to ensure all enhancements align with Downtown's collective urban design vision. Once the program begins, project approval will be managed at the staff level on a rolling basis.

Funding is structured as reimbursable grants: Main Street locations are eligible for up to $10,000, while all other qualifying Downtown locations may receive up to $5,000. Projects incorporating permanent fixtures, such as awnings or fixed lighting, alongside non-permanent furniture and equipment may qualify for an additional $5,000.

To ensure eligibility, proposed projects must be submitted for review prior to purchase. Only at-grade businesses are eligible. Funds will be disbursed upon receipt of final proof-of-purchase and verification that the project meets the Downtown Houston+ Alfresco Design Guidelines.

Participating Agency:

downtown district

4.16 Enhance and expand data capabilities and reporting to provide more detailed intelligence to stakeholders and prospects.

Highlight: To enhance our data-driven intelligence, Downtown Houston+ has onboarded Datafy, a powerful tool that expands our ability to analyze visitor behavior. This platform provides granular insights into spending patterns, specific interests, and geographic origins, allowing us to move beyond basic foot traffic counts to understand the "who, why, and how" behind Downtown visitation. These sophisticated capabilities enable us to better assist a broad range of partners. We can now provide brokers and residential developers with precise profiles to de-risk investments, help small businesses optimize operations through localized spending trends, and offer property owners comparative data to measure the impact of ground-floor repositioning. By integrating Datafy into our reporting, we provide the high-level intelligence necessary for our stakeholders to make informed, strategic decisions that drive Downtown's economic vitality.

Participating Agency:

downtown district



GOAL 5

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

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

Highlight: The 2026 Outlook Breakfast set an all-time attendance record, welcoming 200+ attendees, a 73 percent increase from 2025, representing elected officials, downtown executives, property managers, residents, and civic partners. The Downtown Houston+ team unveiled the Top 20 initiatives guiding the year ahead. The program featured surprise performances by the Million Dollar Quartet from the TUTS education performance troupe. The event marked the first sponsorships for the Outlook Breakfast, with HOK as Networking Sponsor, Metropolis as Breakfast Sponsor, and The Hobby Center for the Performing Arts serving as the venue sponsor.

Participating Agencies:

Central Houston | downtown district | Downtown Redevelopment Authority

5.9 Provide a resource to support communications and engagement with residential and collaborative associations within Downtown and its near neighborhoods.

Highlight: DTH+ advanced a more coordinated approach to residential engagement by conducting targeted outreach to Downtown residential property managers in advance of the Outlook Breakfast. This effort resulted in participation from 10 property managers representing five Downtown residential properties, strengthening relationships with on-site management teams, and intentionally bridging historically separate engagement lanes between residents and storefront businesses. Building on this foundation, DTH+ is expanding residential engagement through the Top 20 initiative focused on supporting storefront business performance by connecting them to demand drivers and DTH+ program investments. DTH+ will lead to the creation of clear pathways for storefronts to plug into marketing and programming efforts, while property managers serve as key partners in activating residents and encouraging neighborhood exploration, driving increased foot traffic, stronger resident connection, and shared benefit across Downtown.

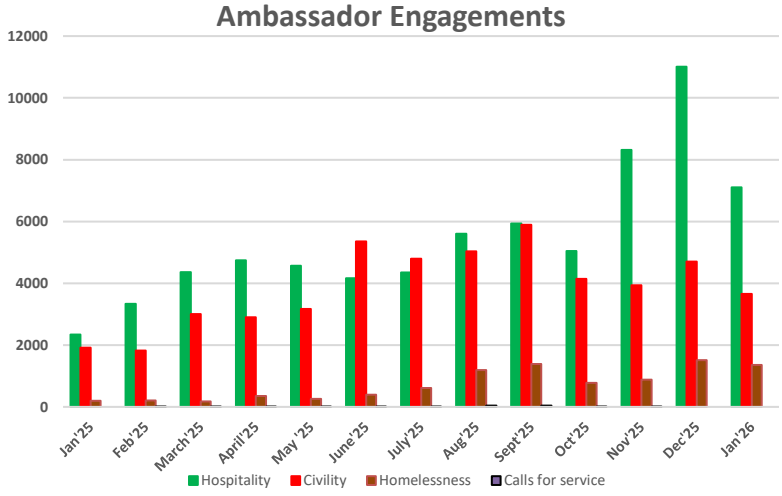
Participating Agencies:

Central Houston | downtown district

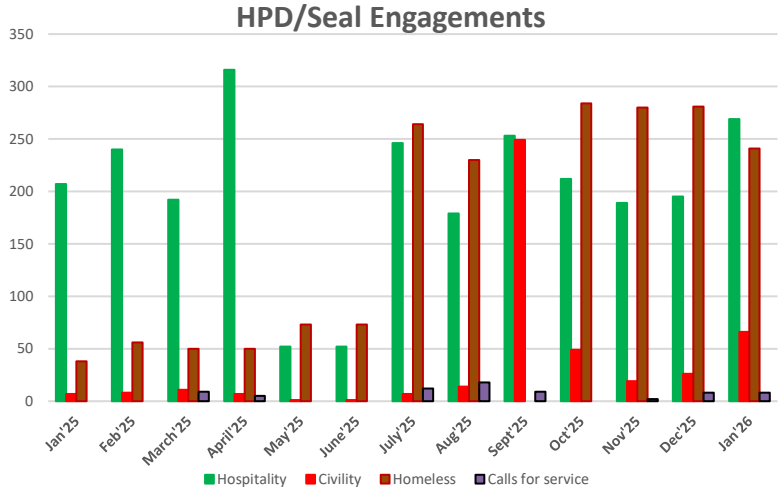
Engagements	Homeless Count	Sidewalk Cleaning	Garbage Disposed (Tons)	BF Clean/Graffiti/Bio
12,698	244	4.32	129	18783/692/1622
Total	Average	Average	Total	Total

Safety & Quality Control

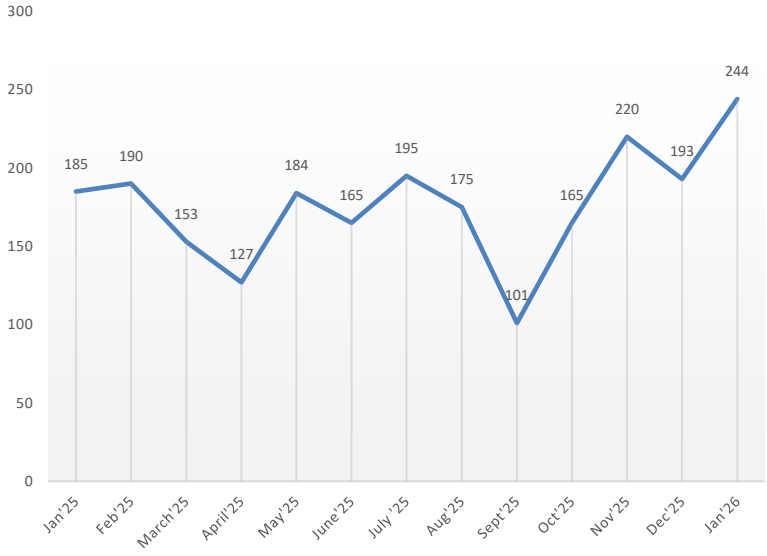
Ambassador Engagements



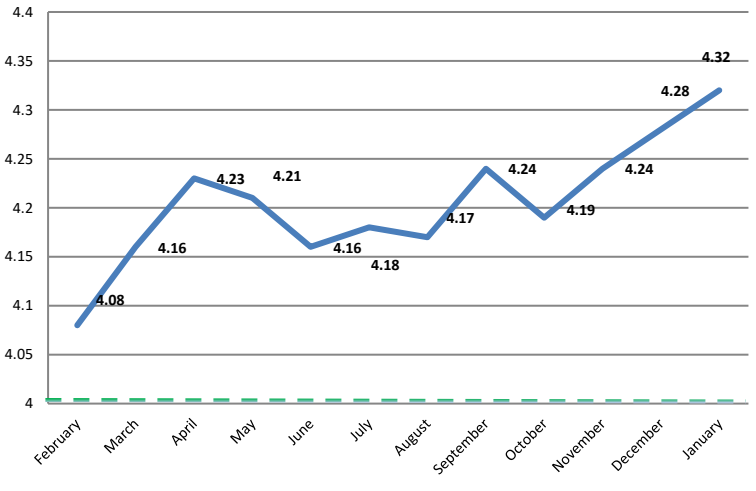
HPD/Seal Engagements



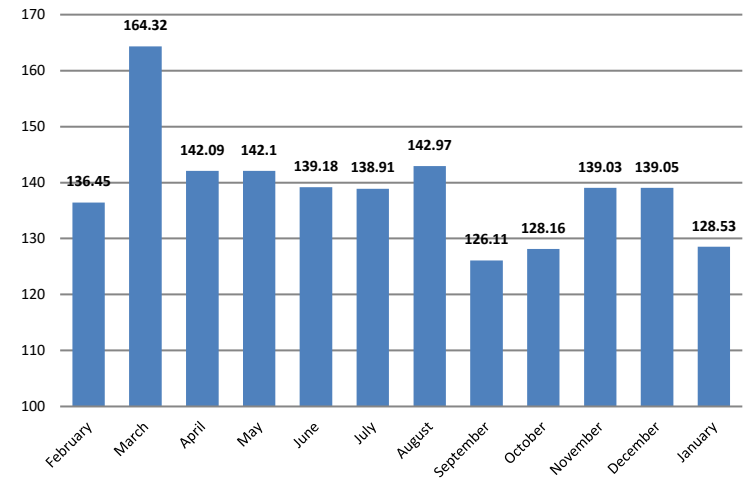
Homeless Count



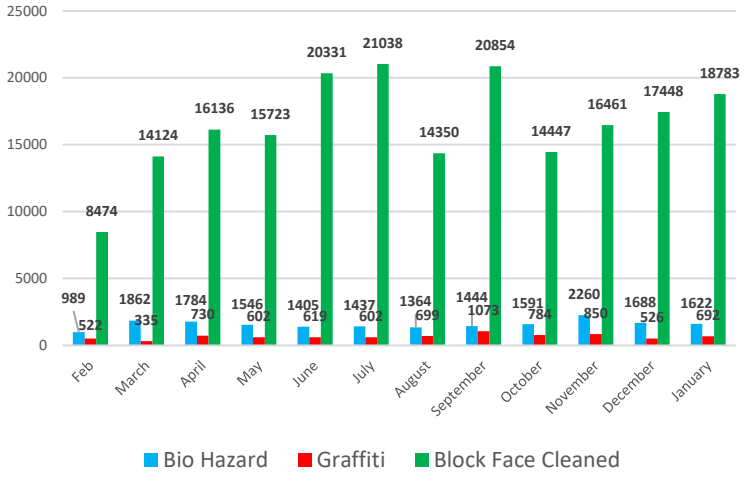
Sidewalk Cleaning



Garbage Disposed (Tons)



Tasks Completed

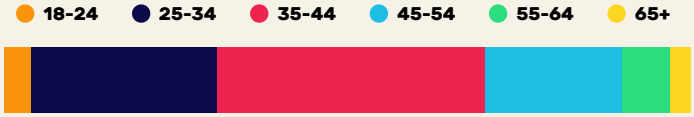


Engagement Metrics

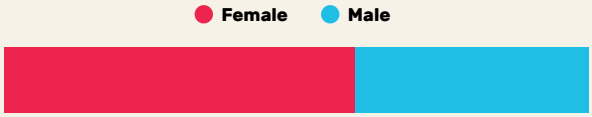
December 2025

SOCIAL

FOLLOWERS BY AGE



FOLLOWERS BY GENDER



SOCIAL METRICS

	Instagram	Facebook	X	TikTok	LinkedIn
Total Reach	2.3M	1.1M	17,292	116,00	8,760
Total Impressions	232,002	492,998	2,403	7,146	5,036
Total Followers	200,961 (857 New Followers)	165,542 (1,389 New Followers)	159,927	10,701 (227 New Followers	5,519 (114 New Followers)

TOP CONTENT OF THE MONTH

FIFA World Cup 2026 - Match Schedule

Plays	309,003
Likes	5,607
Comments	124
Shares	4,752
Saves	663



WEBSITE

TOP 3 VIEWED PAGES

1 Calendar — 23,534 Views

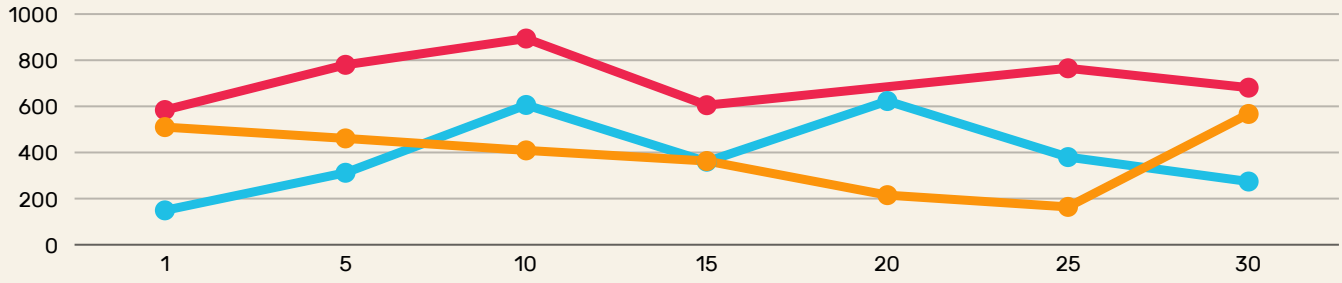
Unique Visitors	Views/User	Avg. Time
11,160	2.11	44s

2 Astros Light Up The Park — 13,625 Views

Unique Visitors	Views/User	Avg. Time
9,155	1.49	17s

3 Tunnels — 10,501 Views

Unique Visitors	Views/User	Avg. Time
6,247	1.68	51s

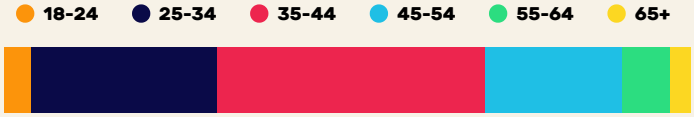


Engagement Metrics

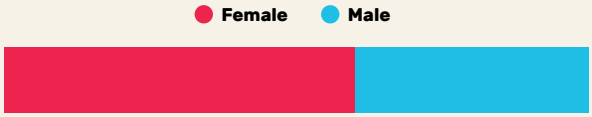
January 2026

SOCIAL

FOLLOWERS BY AGE



FOLLOWERS BY GENDER



SOCIAL METRICS

	Instagram	Facebook	X	TikTok	LinkedIn
Total Reach	2.6M	1.5M	17,837	102,000	9,255
Total Impressions	158,262	398,184	2,641	5,837	5,171
Total Followers	201,535 (574 New Followers)	168,441 (2,899 New Followers)	159,827	10,888 (187 New Followers	5,692 (109 New Followers)

TOP CONTENT OF THE MONTH

Winter Snow Day 2025

Plays	1,901,490
Likes	31,540
Comments	262
Shares	12,950
Saves	2,028



WEBSITE

TOP 3 VIEWED PAGES

1 Calendar — 20,396 Views

Unique Visitors	Views/User	Avg. Time
12,146	1.68	28s

2 Tunnels — 11,880 Views

Unique Visitors	Views/User	Avg. Time
7,151	1.66	50s

3 Parking — 7,992 Views

Unique Visitors	Views/User	Avg. Time
5,302	1.51	15s

