



May 12, 2022

Andy Icken  
Chief Development Officer, City of Houston  
901 Bagby  
Houston, TX 77002

Re: Meow Wolf Houston Immersive Art Portal

Dear Andy,

Houston First works each and every day to identify new and innovative attractions, events, or exhibits that add to the rich cultural vibrancy of our great city. Such attractions enhance the quality of life for Houstonians while also increasing Houston's destination appeal. The Meow Wolf immersive art portal coming to the Fifth Ward Cultural Arts District is precisely the kind of attraction that will help Houston stand out as an even more attractive destination for broad and diverse groups of people. I commend the City for its efforts to bring Meow Wolf to Houston, and support the steps you all are taking towards making their presence a reality.

In addition to the hundreds of thousands of visitors that pass through the Meow Wolf immersive art experiences each year, the organization provides jobs for hundreds of local artists and artisans and partners with local nonprofit organizations all while relentlessly pursuing environmentally conscious growth. This level of value creation is in line with what Houston First strives to achieve for our industry partners, and it's my expectation that Houston's Meow Wolf portal will positively impact countless individuals and organizations across Houston.

Thank you for allowing me to provide my opinion on this exciting new development. I look forward to the day on which we're able to proudly showcase Meow Wolf's presence in Houston.

All the best,

A handwritten signature in blue ink, appearing to read "Michael Heckman".

Michael Heckman  
President & CEO