

# HOUSTON NEXT

**A Campaign to  
Advance Houston as  
A GREAT GLOBAL CITY**



GREATER HOUSTON  
**PARTNERSHIP**

Making Houston Greater.

# HOUSTON NEXT

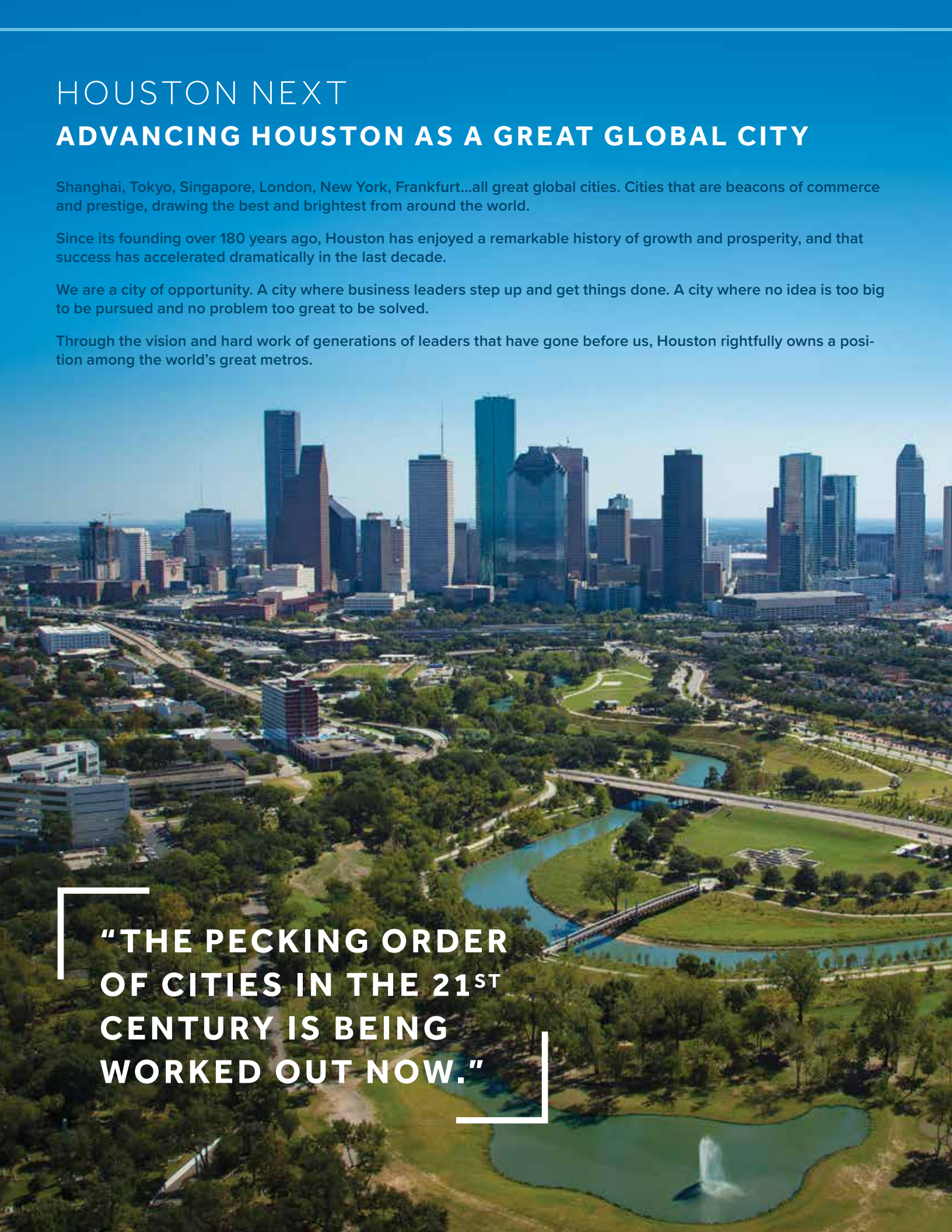
## ADVANCING HOUSTON AS A GREAT GLOBAL CITY

Shanghai, Tokyo, Singapore, London, New York, Frankfurt...all great global cities. Cities that are beacons of commerce and prestige, drawing the best and brightest from around the world.

Since its founding over 180 years ago, Houston has enjoyed a remarkable history of growth and prosperity, and that success has accelerated dramatically in the last decade.

We are a city of opportunity. A city where business leaders step up and get things done. A city where no idea is too big to be pursued and no problem too great to be solved.

Through the vision and hard work of generations of leaders that have gone before us, Houston rightfully owns a position among the world's great metros.

An aerial photograph of Houston, Texas, showing a mix of urban development and green spaces. In the background, the city skyline is visible with several prominent skyscrapers. The middle ground features a winding river, likely the Buffalo Bayou, with a bridge crossing it. The foreground is dominated by lush green parks and trees, with a fountain visible in a pond at the bottom right. The sky is clear and blue.

**"THE PECKING ORDER  
OF CITIES IN THE 21<sup>ST</sup>  
CENTURY IS BEING  
WORKED OUT NOW."**

## So, where does Houston go next?

Even with our past success, we know that Houston faces a number of challenges and choices – some common to most U.S. and global metros; some more specific to Houston.

We sit at a critical moment for our region. The pecking order of cities in the 21st century is being worked out now. The world around us is rapidly digitizing and the global battle for talent continues to intensify. The winners will be the ones whose leaders figure out how to tackle these issues and aggressively seize the opportunities of our ever-changing world.



## What makes a great city?

When we studied the leading cities of the world, it became clear that they share three common characteristics.

A great city:

**Has a strong, diverse economy**

**Features a great quality of life**

**Offers opportunity for all**



These are simple and noble aspirations, but not easy to pursue or sustain. That's why the mark of any great city is exceptional civic leadership who lead a city to future success.

The Houston Next campaign will empower the region's business leaders, through the Greater Houston Partnership, to accelerate Houston's progress at the intersection of these three key areas of impact to ensure Houston continues to advance as a great global city.

Leveraging your voice and investment, the Greater Houston Partnership will work relentlessly to continuously improve Houston's position among the great global cities.



# HOUSTON NEXT DRIVING A STRONG, DIVERSE ECONOMY

The Greater Houston Partnership has long-promoted Houston's economic growth through economic development efforts aimed at attracting leading global companies to Houston, creating jobs and growing the region's GDP.

Empowered by the Houston Next campaign, the Partnership will embark on a more targeted, proactive effort to recruit high-impact business prospects and top talent, both domestically and from around the world.

## Partnership Focus Areas

ENERGY 2.0

LIFE SCIENCES

MANUFACTURING, TRADE  
AND LOGISTICS

GLOBAL HEADQUARTERS  
RECRUITMENT

HOUSTON'S DIGITAL  
TRANSITION

FREIGHT LOGISTICS  
INFRASTRUCTURE

## Focus Areas: In Brief

### ENERGY 2.0

Embolden efforts to position Houston as the Energy Capital of the World for all forms of energy including traditional oil and gas along with renewables.

### LIFE SCIENCES

Working in partnership with the Texas Medical Center, the Partnership will accelerate efforts to position Houston as the Third Coast for Life Science with a focus on increasing translational research commercialization.

### MANUFACTURING, TRADE AND LOGISTICS

Leveraging Houston's geographic location and world-class logistics assets, we will bolster our efforts to recruit major manufacturing and logistics projects as companies seek access to the Americas customer base.

### GLOBAL HEADQUARTERS RECRUITMENT

Key to establishing Houston's position among the world's leading cities, the Partnership will focus efforts on attracting both domestic headquarters locations and the U.S. headquarters of foreign multi-national companies.

### HOUSTON'S DIGITAL TRANSITION

The Partnership will develop and execute a strategic plan to accelerate the digital transition of our core industries, both through attracting disruptive companies and promoting the evolution of our existing companies.

### FREIGHT LOGISTICS INFRASTRUCTURE

Many of Houston's strengths are built on our ability to easily move goods in and out of the region. The Partnership will work with our regional partners to ensure proper improvements and expansions of these assets.



## How we will leverage investments in the Houston Next campaign?

### NEW ACTIONS TO INCLUDE:

Developing true subject matter expertise in key industry verticals to drive engagement with existing Houston companies and leverage existing relationships with target prospects.

Engaging Houston businesses to develop a five-year digital transition strategy to accelerate digitization of Houston's key industries and attract digital disruptors to the market.

Proactively incorporating top Houston business leaders in more frequent prospect company visits and meetings, including inbound visits along with targeted domestic and international missions.

## How will we measure success?

### KEY METRICS:

REGIONAL  
GDP RANKING

CURRENT **#7**

GOAL BY 2025 **#4**

NET JOBS ADDED

**80,000** (2.5%)

PER YEAR

FORTUNE 500  
HEADQUARTERS

CURRENT **20**

GOAL BY 2025 **25**

DIGITAL TECH  
EMPLOYMENT RANK

CURRENT **#12**

GOAL BY 2025 **#8**



# HOUSTON NEXT ENSURING A GREAT QUALITY OF LIFE

Over the last decade, Houstonians have made tremendous improvements to our quality of life while offering a much lower cost of living than our peer metros across the country.

That said, a handful of challenges and opportunities have arisen that require the Partnership to lead and accelerate progress. In addition, we can support the work of others who are making progress in other key areas.

## Partnership Focus Areas

FLOOD MITIGATION AND  
RESILIENCE

TRANSPORTATION  
INFRASTRUCTURE

EFFICIENT AND EFFECTIVE  
GOVERNMENT

## Focus Areas: In Brief

### FLOOD MITIGATION AND RESILIENCE

Hurricane Harvey and the preceding flooding events rapidly brought to the forefront the critical need to improve Houston's flood resiliency infrastructure. The Partnership will work with local stakeholders to develop and ensure execution of the region's resiliency blueprint.

### TRANSPORTATION INFRASTRUCTURE

While Houston's congestion compares favorably to many of our global peer cities, Houston must pursue new mobility plans designed around new technologies and changing demographic and residency patterns. The Partnership will work with key stakeholders to inspire the development of this plan.

### EFFICIENT AND EFFECTIVE GOVERNMENT

Harris County and the City of Houston represent two-thirds of the region's population and present a unique set of opportunities to improve efficiencies and synergies between the two entities, saving taxpayer money while elevating the quality of services. The Partnership will engage the parties to facilitate meaningful programs to improve local government efficiency and service delivery.

*In addition, the Partnership will support others' efforts to improve Houston's arts, culture and lifestyle amenities along with parks and greenspaces.*

## How we will leverage investments in the Houston Next campaign?

### NEW ACTIONS TO INCLUDE:

Establishing a center of excellence for long-term flood mitigation by hiring subject matter experts and experienced consultants to conduct research and develop and drive the mitigation plan with community stakeholders

Engaging Houstonians to study Houston's growth and congestion trends and engage regional stakeholders in developing a 21st-century mobility plan that anticipates the effects of autonomous vehicles and other mobility options.

Emboldening the Partnership's advocacy efforts by commissioning issues polling, community awareness building, and targeted advocacy campaigns.

## How will we measure success?

### KEY METRICS:

**\$XX** BILLION  
SPENT ON FLOOD MITIGATION  
INFRASTRUCTURE PROJECTS BY 2025  
(including storm surge protection)

HOUSTON'S POSITION IN  
THE ECONOMIST'S GLOBAL  
LIVABILITY SURVEY, U.S. RANKING

CURRENT **#14** | GOAL BY 2025 **#7**



# HOUSTON NEXT SUPPORTING OPPORTUNITY FOR ALL

As the Partnership works to support a strong, diverse economy, it is paramount that the growth we achieve is powered by Houstonians who are seeking opportunity to improve their own lives and that of their families. Our region's human capital is the greatest asset our region possesses.

While a number of factors contribute to a system of opportunity, the Partnership believes strong education systems and career pathways are essential to ensuring everyone in Houston has the opportunity to succeed.

## Partnership Focus Areas

PUBLIC EDUCATION  
(PRE-K – 12)

HIGHER EDUCATION

WORKFORCE DEVELOPMENT

## Focus Areas: In Brief

### PUBLIC EDUCATION (PRE-K – 12)

A strong public education system is the bedrock of long-term success of our young people. The Partnership will be a leading advocate for a high-quality public education system that is properly funded, accountable and equitably serves all students in the region.

### HIGHER EDUCATION

Houston leads the top ten U.S. metros in attracting baccalaureate-degreed professionals, but we are last (per capita) in producing that same talent locally. The Partnership will work with partners across the region to ensure our region develops graduates aligned with the needs of Houston's businesses.

### WORKFORCE DEVELOPMENT

Since its launch in 2014, the Greater Houston Partnership's UpSkill Houston initiative is widely-recognized as one of the top industry-led workforce development programs in the country. As part of Houston Next, the Partnership will take this program to scale, creating pathways so that all Houstonians can succeed.

*In addition, the Partnership will support others' efforts related to immigration reform, improving healthcare access and developing "complete communities" among several others.*

## How we will leverage investments in the Houston Next campaign?

### NEW ACTIONS TO INCLUDE:

Developing additional subject matter expertise in the areas of public and higher education policy along with workforce development.

Engaging a recognized outside consultant to develop the vision for the next phase of the UpSkill Houston program as it scales up its efforts.

Providing additional resources for our advocacy efforts including issues polling, community awareness building, and targeted advocacy campaigns.

## How will we measure success?

### KEY METRICS:

**\$5,000** INCREASE  
IN MEDIAN  
HOUSEHOLD INCOME

(adjusted for inflation, 2017-2025)  
(2017 = \$63,802)

Increase number  
of kids attending  
**A & B RATED SCHOOLS**

BY **60,000**

(300,000 now in D & F)

**50%** of the 25-34 year  
old population

**WITH A CERTIFICATE  
OR DEGREE BY 2025**

(progress towards regional  
60x30 goal by 2030)

# HOUSTON NEXT

## HOUSTON NEXT CAMPAIGN CABINET

### MARC WATTS

President, The Friedkin Group  
Chair, Houston Next Campaign  
2018 Partnership Chair

### BOBBY TUDOR

Chairman, Tudor Pickering Holt & Co. LLC  
2020 Partnership Chair

### AMY CHRONIS

Managing Partner, Houston, Deloitte  
2020 Partnership Vice Chair

### SCOTT MCCLELLAND

President, H-E-B Food and Drug  
2019 Partnership Chair

### JAMEY ROOTES

President, Houston Texans  
2016 Partnership Chair

### JEFF SHELLBARGER

Retired, Chevron  
2017 Partnership Chair

### BOB HARVEY

President and CEO  
Greater Houston Partnership

## CONTACT

### SUSAN ASIMAKIS

Senior Vice President, Member Engagement  
713-844-3679 | [sasimakis@houston.org](mailto:sasimakis@houston.org)



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