



# Center for Houston's Future Overview

CENTER FOR  
HOUSTON'S  
FUTURE

Presentation to UH  
Foresight Conference  
April 2019

# Center Overview

## **CHF's Vision ...**

The Center for Houston's Future seeks to make our region a top global community in which to work and live.

## **... and our Theory of Change....**

We look “over the horizon” to create “complex adaptive cross sector coalitions” to engage business, government, and community stakeholders in fact-based strategic planning and collaboration on long-term issues of great importance to the Houston region

## **Our areas of focus ...**

- **Strategic Initiatives:** Data-driven, collaborative projects which spotlight significant long-term issues facing the Houston region
- **Leadership:** Training community leaders through our Leadership Forum program and mobilizing more than 1,000 Forum graduates through our new Community University
- **Community Engagement:** Reaching out to multiple audiences to understand issues and trends facing Houston's future



# What is a Complex, Adaptive Cross Sector Coalition?

Some social problems are technical in that the problem is well defined, the answer is known in advance, and one or a few organizations have the ability to implement the solution. Examples include funding college scholarships, building a hospital, or installing inventory controls in a food bank.

Adaptive problems, by contrast, are complex, the answer is not known, and even if it were, no single entity has the resources or authority to bring about the necessary change. Reforming public education, restoring wetland environments, and improving community health are all adaptive problems.

In these cases, reaching an effective solution requires learning by stakeholders involved in the problem, who must then change their own behavior in order to create a solution.

Collective Impact,  
Stanford Social Innovation Review  
Winter 2011



# 2018 Projects – Center for Houston’s Future

Project	Activities
KPMG	<ul style="list-style-type: none"><li>• Updated CHF’s Houston indicators benchmarking site and created a “call to action”</li></ul>
100 Resilient Cities	<ul style="list-style-type: none"><li>• Facilitated the City of Houston joining the Rockefeller Foundation’s 100 Resilient Cities project</li></ul>
Immigration	<ul style="list-style-type: none"><li>• Create a new dialogue on immigration based on economic impact of immigrants to the Houston region and a community dialogue featuring Rational Middle videos</li></ul>



# KPMG's Study for the Center



**A balanced set of 'success indicators' were identified to benchmark against peer cities – we conducted a deep dive on economics**

Center for Houston's Future Key Indicators and Sample Metrics



6

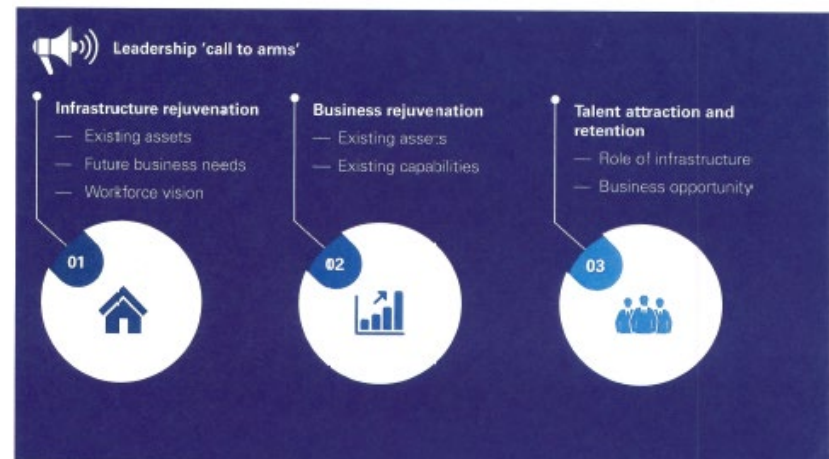
## Lessons from KPMG magnet cities research – vision driven plan integrating infrastructure, talent, and business initiatives

	Oklahoma City	San Francisco	Denver
<b>Call to Arms and vision</b>	United chose not to move a major depot to OKC citing 'poor quality of life'	Earthquake in 1969 devastated infrastructure and caused \$5b in damage	1980's oil glut edged Denver into a recession
<b>Infrastructure enhancement</b>	<ul style="list-style-type: none"> <li>— Voter approved revitalization projects (MAPs)</li> <li>— Repurposed warehouses for residential</li> </ul>	<ul style="list-style-type: none"> <li>— Redesigned for the future (increased waterfront residential space)</li> <li>— Repurposed industrial sites (e.g., Mission Bay Renewal)</li> </ul>	<ul style="list-style-type: none"> <li>— Dedicated task force (Metro Vision plan)</li> <li>— Designed suburban business area with urban amenities (Denver Tech Center)</li> </ul>
<b>Business rejuvenation</b>	<ul style="list-style-type: none"> <li>— Stabilized existing industry (aero plant for Air Force program; shale drillers)</li> <li>— Collaborated with Brookings on an innovation district</li> </ul>	<ul style="list-style-type: none"> <li>— Tax incentives target hi-tech, 'surplus' from Silicon Valley</li> <li>— Shifted VC focus on tech companies</li> </ul>	<ul style="list-style-type: none"> <li>— Preserved 'old' energy (e.g., E&amp;P, new BP HQ)</li> <li>— Moved into new energy (e.g., repurposed renewable R&amp;D center)</li> <li>— Tech Center now focused on energy tech VC and startups</li> </ul>
<b>Talent influx</b>	<ul style="list-style-type: none"> <li>— Revitalized Downtown and Innovation District to attract talent</li> </ul>	<ul style="list-style-type: none"> <li>— Attracted talent: through urban renewal and hi tech job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>— Retain and attract energy &amp; tech talent,</li> <li>— Nurtured VC growth through tax incentives</li> </ul>

14

## Where does Houston stand against these key levers?

Magnet City Model



# Center's Work on 100 Resilient Cities

★★ Houston Chronicle | HoustonChronicle.com and chron.com | Thursday, September 6, 2018 | A15

## OUTLOOK

# A 'Resilient City' must overcome more than storms

By Brett A. Perlman

Last week's announcement by Mayor Sylvester Turner that Houston will join the Rockefeller Foundation's 100 Resilient Cities program offers an opportunity to shape the direction of our region for the next 20 years.

drainage and flooding conflicted with the foundation's notion that resilience was about something bigger.

For the Rockefeller Foundation, a resilient city is one that's prepared to deal with both acute shocks (such as hurricanes or tornadoes, earthquakes or terrorist attacks) and chronic stresses (such

and maybe something totally different, like a cyberattack. It's understandable that we're reacting to the most recent crisis given the ongoing devastation. But is what happened during Harvey going to prepare us for the next crisis?

The 100 Resilient Cities program will also allow us to begin addressing chronic

uals who are ready to achieve that vision.

After Harvey, as a newly appointed nonprofit CEO running an organization tasked with addressing "Houston's Future," I traveled to New York City to meet Michael Berkowitz, CEO of 100 Resilient Cities, to follow up on our chance encounter at a conference and learn the

100 RESILIENT CITIES

ABOUT US OUR IMPACT NEWS OUR CITIES OUR PARTNERS RESOURCES

## City of Houston Selected to Join 100 Resilient Cities Global Network

08.29.2018

City of Houston: [alan.bernstein@houstontx.gov](mailto:alan.bernstein@houstontx.gov), [mary.benton@houstontx.gov](mailto:mary.benton@houstontx.gov)  
100 Resilient Cities: [media@100rc.org](mailto:media@100rc.org)  
Shell Media: 832-33-SHELL



*Houston's membership in 100RC Network sponsored by generous support from Shell Oil Company.*

**HOUSTON - Mayor Sylvester Turner and Michael Berkowitz, president of 100 Resilient Cities - Pioneered by The Rockefeller Foundation (100RC), today announced that Houston is joining the 100RC Network, a \$164 million global effort to build urban resilience around the world. Through the partnership with 100RC Houston will create and implement a comprehensive Resilience Strategy**





# 2019 Projects – Center for Houston’s Future

Status	Project	Activities
Ongoing	Immigration	<ul style="list-style-type: none"><li>• Create a new dialogue on immigration based on economic impact of immigrants to the Houston Region and a community dialogue featuring Rational Middle videos</li></ul>
Launching	Future of Energy	<ul style="list-style-type: none"><li>• Create a major project on the future of the energy industry and its impact on the Houston region</li></ul>
In development	Smart Cities	<ul style="list-style-type: none"><li>• Develop a vision for Houston’s role as a “smart city” driven by 5G infrastructure or other opportunities</li></ul>
	Inequality	<ul style="list-style-type: none"><li>• Preliminary discussion with Harvard Prof. Raj Chetty’s Center for Opportunity Impact on a Houston place-based inequality initiative</li></ul>



# The Future of Immigration in Houston Conference

Panel Presentation  
March 2019

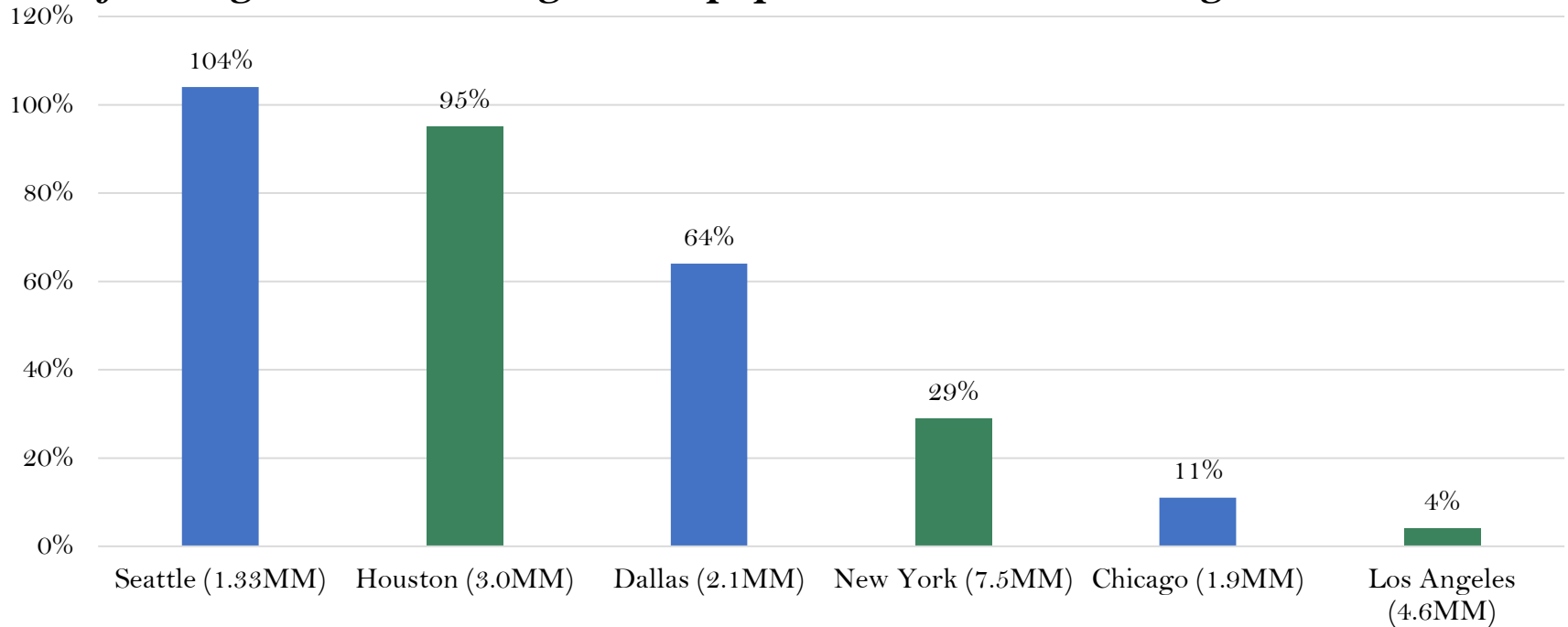
CENTER FOR  
HOUSTON'S  
FUTURE  
2019 





# Virtually No Other Region is More Affected by Immigration...

**% Projected growth of Foreign-Born population for selected regions, 2015-2036\***

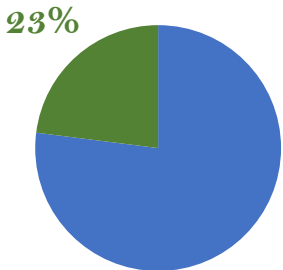


\* Figures in parentheses represent projected for-born population in 2036  
Source: U.S. Census Bureau, 2005-2009 and 2013-2017 American Survey 5-year extract



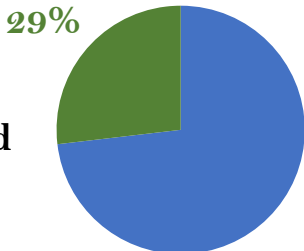
# Immigrants Play a Significant Role in Our Workforce – 2016

Immigrants were



Of the region's population

But held



Of the region's jobs

Foreign-born share of high-skilled workforce



34% Stem



42% Doctors



43% Scientists



42% Petroleum Engineers

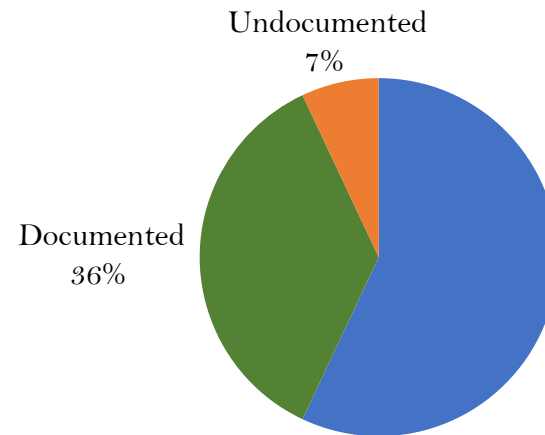


# Immigrants Will Drive Employment Growth Through 2036

Industries most reliant on future immigration:

- Health care
- Professional Services
- Mining
- Construction

Immigrants will hold **43%** of region's jobs



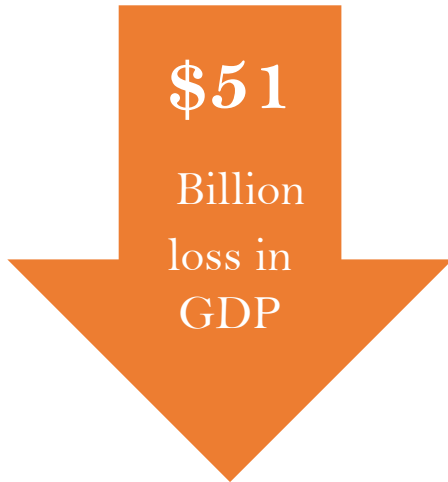
**57%** of **new jobs created (since 2016)** will be filled by immigrants



# Changing Immigration Patterns Will Substantially Impact Growth

*If we were to . . .*

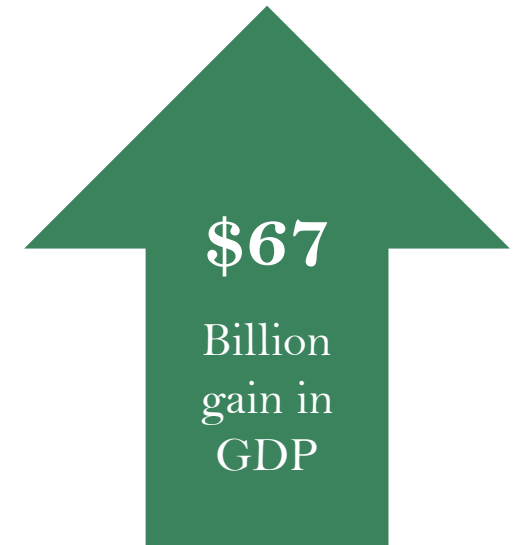
**Restrict all immigration  
by 30%**



**Deport all undocumented  
immigrants**



**Boost all immigration  
by 30%**



# Houston: A City on the Hill?

I've spoken of the shining city all my political life, but I don't know if I ever quite communicated what I saw when I said it. But in my mind it was a tall, proud city ... teeming with people of all kinds living in harmony and peace; And if there had to be city walls, the walls had doors and the doors were open to anyone with the will and the heart to get there. That's how I saw it, and see it still.

– Ronald Reagan, 1989 Farewell Address to the Nation

As the earliest settlers arrived on [our] shores, they dreamed of building a city upon a hill. And the world watched, waiting to see if this improbable idea called America would succeed...[As] I look out at a sea of faces ... I see students that have come here from over 100 different countries, believing like those first settlers that they too could find a home in this City on a hill – that they too could find success in this unlikeliest of places.

– Barack Obama, 2006 University of Massachusetts-Boston Commencement Address



# CHF Immigration Project Partners



HOUSTON IMMIGRATION  
LEGAL SERVICES COLLABORATIVE



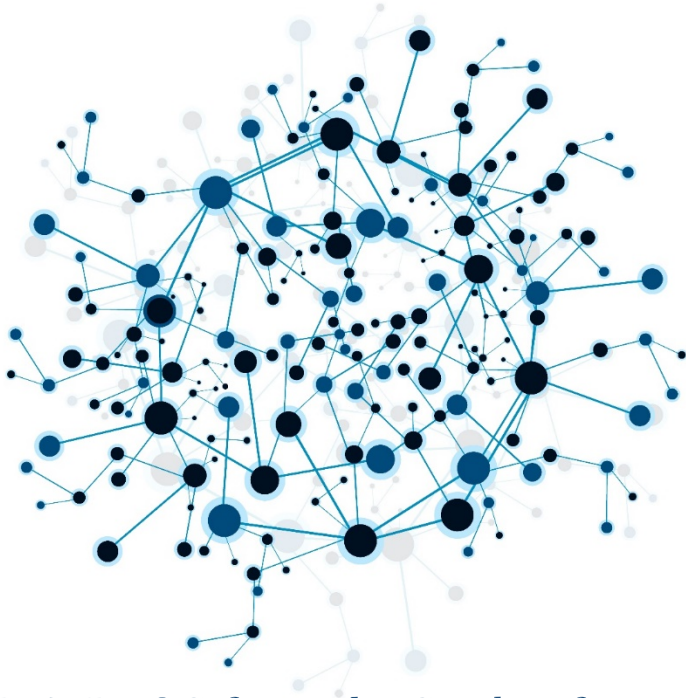


# Leadership Forum

- 37 Completed Forum Classes
- 1088 Forum Graduates
- 2019 Forum Schedule
  - Spring – Session I: March 28<sup>th</sup> – 30<sup>th</sup> Galveston
  - Session II: May 10<sup>th</sup> -11<sup>th</sup> Location TBD
  - Fall – Session I: September 12<sup>th</sup> - 14<sup>th</sup> Galveston
  - Session II: October 25<sup>th</sup> - 26<sup>th</sup> Location TBD



# CHF Leadership Forum Survey



FINDINGS from the Study of  
Social Capital and Value Creation in  
a Community Action Network

- Sharon Pepper, Ed.D, MBA

## Major Conclusions

- Graduate involvement is more closely aligned with their specific cohort.
- Graduates believe they share similar goals with other graduates.
- Overall graduates believe participation in the forum inspired civic engagement.



# Community Engagement

## Major Fundraising Events

- **2018 Future of Leadership Lunch:** Resilience in the Arts with Dean Gladden, Perrin Leach and Hillary Hart; Honoree: Andrea and Bill White
- **2018 Dinner and Conversation:** Pulitzer Prize winner Larry Wright and Texas Monthly contributing editor Mimi Schwartz; Impact Award winner: Bruce Mann and honoring Center Founder Gene Vaughan

## Summer Salons

- **“Future of” ....**
  - Houston’s Economic Growth
  - Development in the Post-Harvey era
  - Houston as a Smart City

## Community University

- **Human Trafficking:** Featuring CHF graduate Bruce Mann’s work on addressing human trafficking in the Houston region
- Plus... 3 additional programs planned for 2019



# 2019 CHF Board Members

Chairman: **George A. DeMontrond, III**, President, DeMontrond Automotive Group, Inc.

Vice Chair: **Astley Blair**, Chief Financial Officer, Marine Well Containment Company

Founding Chairman & Board Member Emeritus: **Eugene H. Vaughan**, Chairman and CEO, Vaughan Investments, LP  
**Brett Perlman**, President and CEO, Center for Houston's Future

**Jim Ajello**, Former Executive Vice President and Chief Financial Officer, Hawaiian Electric Industries

**Scott Ballard**, VP, Human Resources, U.S. Operations, Shell Oil Company

**Brent A. Benoit**, Vice President, Chief Compliance Officer, National Oilwell Varco

**Astley Blair**, Chief Financial Officer, Marine Well Containment Company

**William Clayton**, VP Mass Retention Sales, Reliant, an NRG Company

**George A. DeMontrond, III**, President, DeMontrond Automotive Group, Inc.

**Licia Green**, Partner, Waterman Steele

**Vean Gregg**, Managing Partner, Local Capital Partners

**Kenneth Guidry**, President, Pannell Kerr Forster of Texas, P.C.

**Karen Otazo Hofmeister, Ph.D.**, Managing Director, Global Leadership Network

**Jonathan Homeyer**, Executive Vice President and Division Manager, Commercial Banking, Wells Fargo

**Harris “Shrub” Kempner, Jr.**, President, Kempner Capital Management, Inc.

**Stephen Klineberg, Ph.D.**, Professor of Sociology, Rice University; Founding Director, Kinder Institute for Urban Research

**Stan Marek**, President and CEO, Marek Companies

**Juliet McBride**, Partner, King & Spalding

**Ruthanne Mefford**, Executive Director and CEO, Child Advocates of Fort Bend

**Manolo Sanchez**, Former Chairman and CEO, BBVA Compass

**Andy Steinhubl**, Partner, KPMG

**Y. Ping Sun**, University Representative, Rice University and Attorney, Yetter & Coleman, LLP

**Freddy Warner**, Chief Government Relations Officer, Memorial Hermann Health System

## *Ex-Officio Members*

**Bob Harvey**, President and CEO,

Greater Houston Partnership

**Scott McClelland**, President – Houston Division,

H-E-B Grocery Company, LP

**Umesh Verma**, President and CEO, Blue Lance



# 2019 CHF Team

## Staff

**Brett Perlman**

CEO

**Laura Goldberg**

Vice President, Strategic Initiatives and Communications

**Russell Richard**

Vice President, Leadership and Engagement

**Betsy Breier**

Consultant, Strategic Initiatives and Grants

**Amanda Duda**

Manager, Development and Grants

**Steven Scarborough**

Manager, Strategic Initiatives

**Josh Anderson**

Intern, Strategic Initiatives

## Partners

Dolly Brenneman

Helen Vollmer Caudle

Joni Goodman

Robert Hausmann

Arun Mani

Rosalinda Mendez

Sharon Pepper

Joan Scheirman

Reva Verma



## Corporate Visionaries



## Foundation and Community Organizations

MD Anderson Foundation

THE **BROWN** FOUNDATION, INC



## Catalysts



## Corporate Vanguard





