

GREATER HOUSTON **PARTNERSHIP**



# 2025 INVESTOR REPORT



# HOUSTON IS WINNING

Together, we are advancing opportunity across our region, attracting investment, building a skilled workforce, and strengthening critical systems that make Houston the best place to live, work, and do business.

Because of your investment, nearly \$22.5M has already been raised toward our \$35M five-year campaign goal. Those resources are fueling measurable progress across our three pillars — Prosperity, People, and Place — and advancing our strategic imperatives of Talent & Economic Mobility and Resilience.

Your commitment ensures that Houston remains a magnet for global business, a model for inclusive talent development, and a region prepared for the challenges of tomorrow. This report demonstrates how your support is making an impact today and shaping priorities for 2026 and beyond.



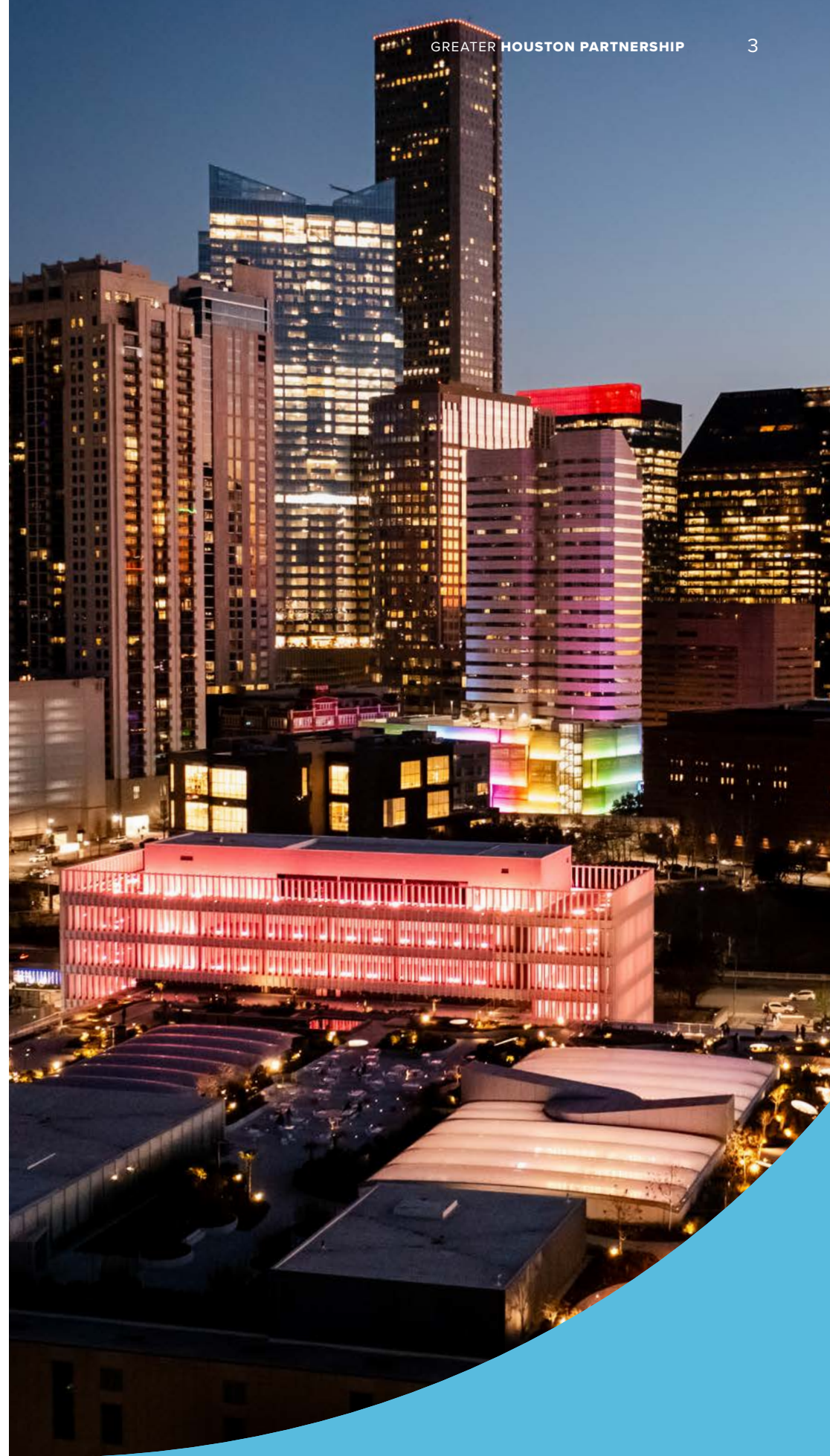
**Katie Pryor**

Executive Vice President  
and Chief Operating Officer



**Steve Kean**

President and Chief  
Executive Officer



# VISION & FRAMEWORK



*Houston Next: Advancing Opportunity is the Greater Houston Partnership's campaign to advance economic opportunity for Houstonians by focusing on:*

## PROSPERITY

Advance a strong, diverse economy through proactive economic development that attracts global investment and drives growth across key industries

## PEOPLE

Create inclusive opportunity and drive economic growth through integrated education and skills training that prepares Houstonians for high-demand careers

## PLACE

Build a resilient and vibrant region that enhances quality of life and supports economic success

# TWO STRATEGIC IMPERATIVES DRIVE OUR LONG-TERM AMBITION TOUCHING EACH PILLAR OF OUR WORK

## TALENT AND ECONOMIC MOBILITY

Make Houston the global leader in talent development and economic mobility

## RESILIENCE

Establish Houston as the most resilient coastal city in the world



Each section of this report provides measures of progress, what we did in 2025, impact stories, and what's to come for 2026.



# PROSPERITY

Driving Growth, Diversifying Houston's Economy

MEASURES OF PROGRESS

## Economic Development Project Wins

To date in 2025, the Partnership has supported 18 economic development project wins, representing 5,600 jobs and \$9.6B in capital expenditures

## Inclusive sourcing

Tracked 919 certified MBEs generating \$23.3B in revenue, supporting 118,600 jobs, contributing 3.5% of Houston's GDP



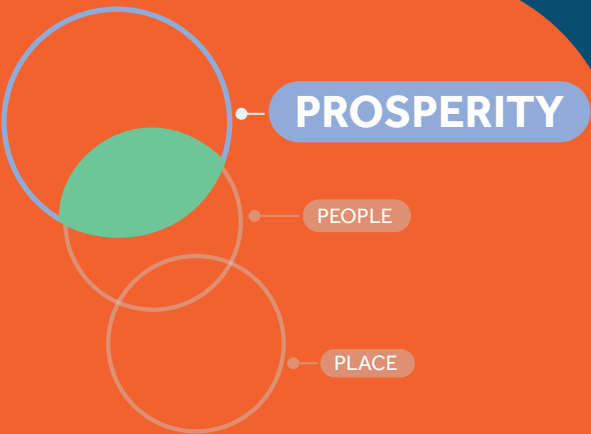
49,500

2024 job growth (top among major U.S. metros)

## Houston Metro #1

in GDP growth rate among the most populous U.S. metros (2021 - 2023)

HOUSTON NEXT STRATEGIC PILLAR



# ECONOMIC DEVELOPMENT SPOTLIGHT

## HOUSTON SECURES TEXAS' FIRST MAJOR PHARMACEUTICAL MANUFACTURING FACILITY

In fall 2025, Eli Lilly and Company announced a \$6.5 billion investment to build a 236-acre manufacturing facility at Generation Park in Houston, marking the largest for-profit life sciences investment in Texas history and a transformative win for the region.

Chosen from more than 300 competing locations, Houston was selected for its skilled workforce, robust infrastructure, and collaborative business climate. The facility will create more than 600 permanent jobs and thousands of construction roles, further

solidifying Houston's position as a global hub for advanced manufacturing and biomedical innovation.

This milestone reflects years of strategic work by partners across the public and private sectors to build the talent, infrastructure, and business environment needed to attract world-class companies like Eli Lilly. It also demonstrates how the Partnership's integrated approach linking advocacy, economic development, and workforce strategies drives sustained growth and opportunity across the Houston region.



# WHAT WE DID IN 2025

- Secured landmark project wins that cement Houston's position as a hub for life sciences, advanced manufacturing, and AI/data, including Eli Lilly (\$6.5B, 615 jobs), Applied Optoelectronics (\$275M, 500 jobs), Owens Corning (\$40M, 75 jobs), Apple/Nvidia/Foxconn (\$450M, 600 jobs), and Inventec (\$251M, 2,353 jobs).
- Showcased Houston's global leadership at CERAWeek, Energy & Climate Startup Week, and targeted industry workshops on power management and national lab collaboration work led by the Houston Energy Transition Initiative (HETI), in tandem with our energy economic development efforts—to strengthen and maintain Houston's position as the Energy Capital of the World.
- Expanded inclusive economic growth by growing the Houston Business Accelerator, increasing visibility of small businesses, and partnering with the Houston Minority Supplier Development Council on an economic impact study documenting \$23.3B in MBE revenue and 118,600 jobs.
- Advanced thought leadership and research through publications and white papers on economic competitiveness, decarbonization progress, CCS safety, and resilient power, positioning Houston as a national model for economic competitiveness and energy transition.
- Strengthened international trade and investment ties through two cornerstone missions: VivaTech in Paris, elevating Houston's innovation ecosystem to 180,000 global attendees, and the Houston Investment and Trade Mission to Japan and Taiwan, deepening partnerships in energy, manufacturing, and advanced technologies.

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Chevron's participation in the Houston Business Accelerator underscores our commitment to connecting with communities in which we operate by linking business need with proven external providers. This program reinforces our commitment to Houston by building partnerships that drive sustainable economic growth.

Jennifer Guo  
Chief Supply Chain Officer  
Chevron

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By co-sponsoring the Houston booth at Vivattech with the Greater Houston Partnership, we elevated Houston's innovation ecosystem on the global stage. The presence showcased Rice University's strength as an accelerator across multiple sectors and reinforced Houston's position as a premier location for launching and scaling transformative startups.

Caroline Levander  
Vice President for Global Strategy  
Rice University



## What's Next for 2026

- Leverage Houston's role as a World Cup host city to attract global investors, showcase infrastructure readiness, and promote Houston's industries on the world stage.
- Expand Houston's international reach by leading trade missions and elevating Houston's profile at flagship global trade shows, positioning the region as a premier destination for investment and innovation.
- Scale inclusive economic growth by deepening corporate participation in supplier inclusion, driving connections and increasing access.
- Secure next-generation investments in advanced manufacturing, AI/data centers, and life sciences by building on 2025 wins and positioning Houston as the nation's hub for high-growth sectors.



# PEOPLE

Building Pathways, Expanding Opportunity

# MEASURES OF PROGRESS

## HISD: 74%

of schools A or B rated (up from 35% in 2023); zero F schools; 35,000 students lifted from failing campuses.

## \$1.02B

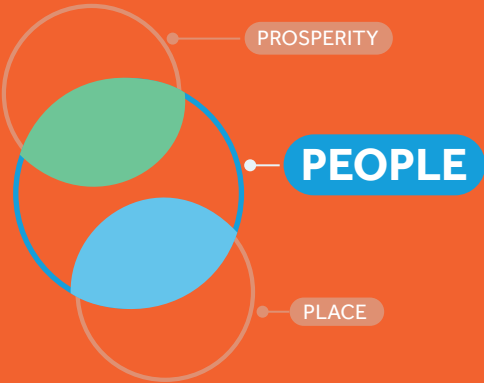
in new funding for Houston-area schools, part of statewide legislation passed in 89th Texas Legislative Session for teacher pay and retention, special education, insurance aid, workforce data, and college/career prep.



## \$2.1B

in funding for Houston-area four-year colleges and universities + \$2.4B for all Texas Junior Colleges and Community Colleges.

## HOUSTON NEXT STRATEGIC PILLAR



# STRATEGIC IMPERATIVE SPOTLIGHT: TALENT & ECONOMIC MOBILITY

## AMBITION

Make Houston the global leader in talent development and economic mobility

## ANCHORED WORK

This imperative is rooted in the People pillar, strengthening education, career pathways, and inclusive advancement strategies that prepare a skilled, future-ready workforce.

## Why This Matters

The strength of Houston’s workforce is the single most important factor for companies choosing to locate and grow here.

Skills-first hiring, career pathways, and inclusive advancement practices connect more Houstonians to opportunity while helping employers fill critical roles.

By aligning education, training, and business demand, Houston is setting a national example for building a workforce that drives both economic growth and upward mobility.



# WHAT WE DID IN 2025

- Introduced a refreshed framework for talent initiatives, uniting UpSkill Houston and Inclusive Leadership & Opportunity under a shared mission to strengthen pipelines and advance inclusive workforce strategies.
- Announced the vision for the Connectivity Project, Houston's AI-powered career navigation platform, completed a national landscape analysis of existing technologies, and selected a development partner to begin the design and development phase.
- Promoted skills-first talent practices by surveying employers to establish a baseline for adoption of skills-based hiring.
- Held an Upskill Works Forum to promote the importance of skills-first talent practices, which included tools and resources for getting started.
- UpSkill Houston expanded executive engagement by 29%, deepening leadership participation across the region's employers, educational institutions, and community organizations.
- Launched the inaugural Talent Forward Summit, evolving past convenings into a flagship annual event that brings together employers, educators, and workforce leaders to shape Houston's talent future.
- Advanced inclusive practices by engaging 120+ companies in Talent Roundtables, and peer learning to equip employers with tools and resources to enhance leadership practices.
- Advanced public education reform through legislative advocacy and local engagement, supporting HISD accountability reforms, increased funding for teachers and schools, and expansion of college and career readiness pathways.

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HISD has zero F-rated schools in the latest 2024-2025 Texas Education Agency accountability ratings; no HISD student walked into an F-rated campus in August 2025

Mike Miles  
Superintendent,  
Houston Independent School District (HISD)



## What's Next for 2026

- Launch and pilot the Connectivity platform, refining through multiple stakeholder feedback cycles, and planning for phased regional adoption.
- Improve workforce pipelines through expanded employer-led collective tables and the development of a workforce pipelines playbook.
- Publish and promote a skills-first playbook that equips employers and post-secondary partners with tools for skills-based hiring, education tagging, and advancement practices.
- Grow apprenticeship and work-based learning adoption by finalizing a regional strategic plan, releasing an apprenticeship playbook, and tracking program success through shared metrics.
- Advance inclusive leadership by expanding Talent Roundtables, publishing benchmarks and insights, and equipping companies with actionable tools to strengthen company culture.
- Shape long-term policy alignment by working toward legislative changes and incentives that accelerate adoption of skills-first education and workforce practices across the region.



# PLACE

Strengthening Systems, Safeguarding Houston’s Future

# MEASURES OF PROGRESS

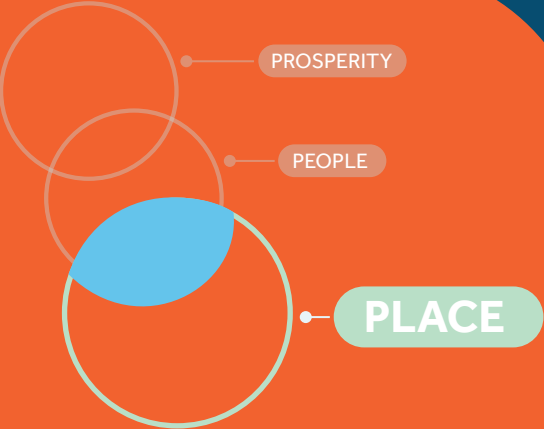
**\$265M+**  
Regional water infrastructure upgrades approved in 2025 Texas Legislative Session

**\$550M**  
In ongoing funds for Gulf Coast Protection District

**40+**  
companies and organizations involved in resiliency executive-level committee and working groups



## HOUSTON NEXT STRATEGIC PILLAR



# STRATEGIC IMPERATIVE SPOTLIGHT: RESILIENCE

**AMBITION**  
Establish Houston as the most resilient coastal city in the world

**ANCHORED WORK**  
This imperative is grounded in the Place pillar, focused on the critical systems that make life normal: ensuring they do not fail in a major weather event or recover quickly if they do.

## Why This Matters

Major metros around the world are confronting weather-related risks, and how they prepare and build a more resilient community is essential to their long-term success.

Bolstering the resiliency of our critical systems, including power, communications, transportation and flood control, give employers

confidence they can operate and recover quickly when challenges arise.  
Strengthening resilience ensures Houston remains a competitive global hub while safeguarding the well-being of the millions who live and work here.





# WHAT WE DID IN 2025

- Advanced state and local funding priorities by advocating with lawmakers and stakeholders, resulting in new dedicated coastal protection, dredging/maintenance, and water infrastructure funding streams.
- Launched the Resilience Advisory Group and task forces, engaging leaders from both the public and private sector across the critical systems to align on key pain points and solutions.
- Strengthened power system resilience by engaging businesses in CenterPoint's hurricane readiness exercises, enhancing outage communication systems, and partnering on the City's resilience hub planning.
- Enhanced communications reliability by connecting telecom and utility partners, socializing FirstNet capabilities, and advancing measures to reduce service disruptions caused by copper theft.
- Enhanced transportation and logistics resilience by linking key services, companies, and organizations with City of Houston leaders to streamline transportation access for critical goods movement during crises.
- Began development of a regional resilience scorecard, benchmarking global best practices and gathering input from academic/data institutions on predictive modeling for flood, wind, and transportation risks.
- Expanded public-private emergency coordination by formally integrating corporate partners into state and local preparedness briefings, crisis communications calls, and disaster center operations, strengthening regional readiness and accelerating information flow during major events.

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To ensure Houston's place as the world's energy capital and that it's also one of the most resilient coastal cities globally, it is essential that all the leaders of critical systems come together to coordinate and collaborate, and the Partnership has created that collective forum to work these issues together. It is reassuring to know that we are all rowing in the same direction, with the same goal in mind. We've made a great deal of progress, and we still have more to do. We are pleased to be part of Partnership's collective resilience effort.

Jason Wells  
President and CEO  
CenterPoint

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The Partnership is leading the effort to define what world-class resilience looks like or Houston—measuring ourselves against it, identifying the gaps, and then getting after them. Many of the critical systems our region depends on are owned by Houston companies. By bringing together business, government, and community leaders, we have a real chance to make Houston the world's most resilient coastal city.

Thad Hill  
Chair, Resiliency Advisory Group  
Executive Chairman of the Board, Calpine Corporation



## What's Next for 2026

- Strengthen energy system resilience by convening utilities and stakeholders on grid hardening and redundant power solutions, while providing educational sessions for system owners.
- Improve communications reliability through partnerships with telecom providers to expand redundancy and explore new crisis communication tools.
- Fortify flood protection and coastal defense by advancing high-value mitigation projects and assessing the next steps for the Coastal Texas Project.
- Deliver measurable accountability by launching the Houston Resilience Scorecard and expanding use of predictive data and GIS tools for flood, wind, and transportation readiness.
- Enhance the region's preparedness by advocating for joint public-private emergency exercises.

# FINANCIAL PROGRESS



# CAMPAIGN LEADERSHIP

- Marc Watts, The Friedkin Group Inc. (Chair)
- Dan Bellow, JLL
- Amy Chronis, Deloitte (retired)
- Thad Hill, Calpine Corporation
- Mark Kelly, Vinson & Elkins LLP
- Armando Perez, H-E-B
- Bobby Tudor, Artemis Energy Partners
- Jay Waring, Service Corp International
- Gretchen Watkins, Shell USA, Inc. (formerly)

# THANK YOU TO OUR INVESTORS

Diamond | \$5 million



GOLD | \$2,000,000



SILVER | \$1,000,000



BRONZE | \$500,000



ALLY | \$250,000



SUPPORTER | \$125,000



Together, our investors are building Houston’s future. Thank you for your continued leadership and partnership.



GREATER HOUSTON  
**PARTNERSHIP.**

[houston.org](http://houston.org)

Partnership Tower | 701 Avenida de las Americas, Suite 900 | Houston, TX 77010

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