



Vision 2050

An Opportunity to Shape the Future
Summary Document Annual Meeting 2026



Vision 2050 Overview

- I. Vision 2050: A Portrait of What is Possible
- II. Background: The Process & People Behind the Work
- III. Top Aspirations for the Future
- IV. Risks to Avoid or Manage
- V. Paths Forward
- VI. Summary

Photo courtesy of Houston First



Vision 2050: Seeing the Possibilities (across 4Ps...)



Prosperity

- We are a welcoming, easy-to-break-into, *region of opportunity*
- We attract dreamers and doers, *fueled by a contagious can-do spirit*
- We are a magnet and a home for innovation, entrepreneurialism, industry and tourists
- Our innovations for continuous learning have made Houston *a beacon for socio economic upward mobility*



Place

- Our growth has not undermined but *enabled Houston to build out an attractive, livable region*
- The Houston region is marked by an abundance of trees, shared green commons and beautified bayous
- We have a vibrant urban core with affordable housing, surrounded by attractive communities of suburban living
- Our communities are inclusive, diverse, neighborly, big-hearted – and connected



Pillars

- We have enhanced mobility through a portfolio of innovative solutions (*multi-modal transportation*)
- We have become *a global model of resilience*, eliminating floods and providing continuous power 24/7/365
- We have improved air quality and mitigated heat, due to new mobility solutions and more green spaces/trees



Perception

- Urban planning and infrastructure have been upgraded by more continuous and coordinated governance
- We are no longer a region people underestimate. We are *a city people travel across the world to experience*.
- We have become a place where culture, technology and community are seamlessly woven into everyday life
- On seemingly any corner you experience it: *The city speaks with one voice, yet in a thousand accents*
- Our story, *once told by others, is now told by us...*



Vision 2050: Opportunities Abound



Today

Industries:

- Leading energy transition, energy capital of the world
- A strong portfolio: energy, medical, aerospace, the port and advanced manufacturing

Innovation:

- Emerging tech ecosystems & innovation hubs with a few unicorns to celebrate

Workforce:

- Some gaps in tech & other skills for scaling industries

Education:

- Disappointing (though improving) K-12 outcomes

Tourism:

- Significant number of visitors coming for business & medical needs – but less so for pure tourism

2050

- Energy & *climate-tech* capital of the world
- In addition: We are the global leader in brain health; the brain capital of the world
- Dynamic tech innovation ecosystems with robust venture investments, *regularly spawning unicorns*
- Highly skilled workforce – with skills of the future to enable growth
- Agile, innovative learning systems for human flourishing
- Widely recognized as one of the world's top arts, dining, shopping, and cultural destinations



Vision 2050: An Engaging Place



Today

Layout:

- Urban sprawl, somewhat disconnected
- Large amounts of concrete, especially inner loop

Housing:

- Increasing burden of housing costs (30+% of income)

Green Space:

- Light public funding, dependent upon donations
- Iconic parks, but some “deserts”, heat islands

Trees:

- One of our best attributes, 33 million strong

Bayous:

- Long used as a utility for drainage, now emerging beautification & park life alongside bayous

Arts/Culture:

- Excellent offerings spanning museums, performing arts, rodeo, zoo, etc.
- Outstanding restaurants: 6 Michelin star restaurants

2050

- Vibrant urban core with many connected communities
- Reimagined inner loop: housing density with common spaces

- Increased density, lowering costs; Very small % of population burdened

- Increased public support to enable more green spaces
- An emerald “necklace” of green corridors, a green loop around city, green spaces within 10-minute walkable access
- Double-down on trees... over 50 million

- Significantly expanded green trails along beautified bayous with enhanced biodiversity and recreation (e.g., hiking, biking)

- Boat rides extending to the ship channel
- Even more offerings (e.g., current plans for a new Health Museum; TUTS, etc.) – and *global recognition*
- Many more (e.g., dozens) Michelin star restaurants



Vision 2050: A Strong Foundation



Today

Mobility:

- Heavy car culture/reliance; costly traffic
- Challenging commutes, burdened by bottlenecks
- Testing new technologies

Resilience:

- Vulnerable to flooding
- Vulnerable to power outages

Air Quality:

- Periodic, regularly-occurring days with high levels of air pollution

Governance:

- Lack of cohesive policy or urban planning, siloed efforts

2050

- Seamless multimodal solutions
- Acceptable, more consistent commutes, fewer bottlenecks
- Using new technologies at scale (e.g., mobility as a service)
- Excellent drainage via built-out tunnels (that can also be used to bury some power lines) & increased # of retention ponds
- Upgraded grid and addition of micro-grids for 24/7/365 power
- New green spaces & trees to cool temperatures, improve air
- Fewer cars on road due to new mobility solutions
- Increased use of electric vehicles powered by low-carbon intensity electricity
- New, far more coordinated, iterative *regional* vision-casting and/or planning with follow-on for outcomes



Vision 2050: Global Recognition



Today

Image:

- Sprawling, with relatively new, catching-up infrastructure
- Healthy diversity, but often segregated
- Large-scale freeways, urban concrete

Local Mood:

- Sometimes apologetic about region's concrete, floods, heat, etc.

External View:

- Generally underestimating our assets
- Visit as needed (for business, medical), but not top-of-mind for tourism

2050

- A vibrant, cosmopolitan city with outstanding arts & culture
- Diversity embedded/integrated into our communities
- Known for lush, tree-laden green spaces

- Excited to share new features, insights with others – *an even-more palpable sense of affection for our region*

- High level of recognition for our broad array of offerings
- Highly-regarded for short-stay tourism. A recognized “umbrella” destination: The Main Attraction, where there’s something cool for everyone



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Center for Houston's Future (CHF)

Enhancing the long-term well-being of the
Houston region

Work Fronts:

1. Leadership Development

- Enroll rising Houston leaders in 6-week Leadership Forum (two cohorts a year)
- Educate, equip & connect leaders
- About 1,500 graduates across the region.

2. Community Outreach & Events

- Convene community leaders for events and discussions on Houston's future and key initiatives
- Extensive thought leadership; several events per year

3. Strategic Initiatives

- Address vital topics for Houston's future
- Engage key leaders to research, develop & execute plans
- Recent work in energy transition, health care, and immigration, etc

Vision 2050
CHF led the process



Vision 2050

What this is *NOT*...

Approach: Goals, a vision set by a few

Horizon: Plans to impact the next 12 months

Focus: “Arm-wrestling” over current issues

Impact: Due to our political power, funding

Attitude: Skeptical, filled with concerns

Goal: Solution to world hunger

What this *IS*...

An inclusive effort, with goals set by many

Opportunity to look out in time, 2050

Longer horizon, next-generation solutions

From the quality of ideas, cohesion of the concepts

Engaging, optimistic aspirations for a region we love

A portrait of what could be possible, enhancing to the Houston region



Work is the Product of Many



Diverse group of thought-leaders

Roster includes business, academic, civic and non-profit leaders



The Spirit of Vision 2050

Statement from Participants of Vision 2050

"We launched the Vision 2050 initiative because we have a passion for the Houston region and its people. Our region has many wonderful attributes and resources -- and we believe in that our best days lie ahead.

*At the same time, we acknowledge that our region faces challenges and has issues to address. But one of the best attributes of our region is that **we do not deny, rather we work to solve our problems** – something we have attempted to do here.*

Thus, the spirit of our work has been to build on our strengths, address our issues, and craft a compelling vision for our region. So much is possible over the next 25 years. We hope that Vision 2050 will paint a picture of our possibilities and provide a roadmap to an exciting, enriching future for our beloved region"



Work Supported by a Strong Group of Sponsors

Founding Partners:



Collaborative Supporters:



Founding Supporters:

Marcia Faschingbauer

Judson Robinson, III

Bill Boyar

Roland Garcia

Astley Blair

Ann Lents

David Abraham

Amy Pierce

Steve Kean



We Looked Back 25 Years and Ahead 25 Years (on next slide)

Over the past 25 years, CHF has captured a list of aspirations for the region, including through our Leadership Forum. Many of these have come to fruition – and *they demonstrate what is possible in a 25-year window*

From Aspirations to Achievements

- Broad internet availability
- A more diverse economy (beyond energy)
- Light rail on some corridors
- More green space, bayou greenways, connected trails & park expansions/improvements
- Flood control improvements
- Increased focus on clean energy growth
- Innovation ecosystem infrastructure
- Vibrant arts and culture offerings
- Large conventions business (Discovery Green)
- New sports stadiums (& imminent World Cup)
- Global economic influence – and growth
- More diverse leadership in region

Much can change & be achieved in 25 years



Photo provided by Greater Houston Partnership

Prime example: The Kinder Land Bridge at Memorial Park



Looking Ahead 25 Years... Innovations Expected to Scale



Flying cars



AI in education



Brain implants



New tunneling tools....

Hologram guides
& story-telling



Photos provided by Shutterstock



Vision 2050: The Process

Solicited 100s of submissions from diverse groups across our region & considered attributes of other great cities

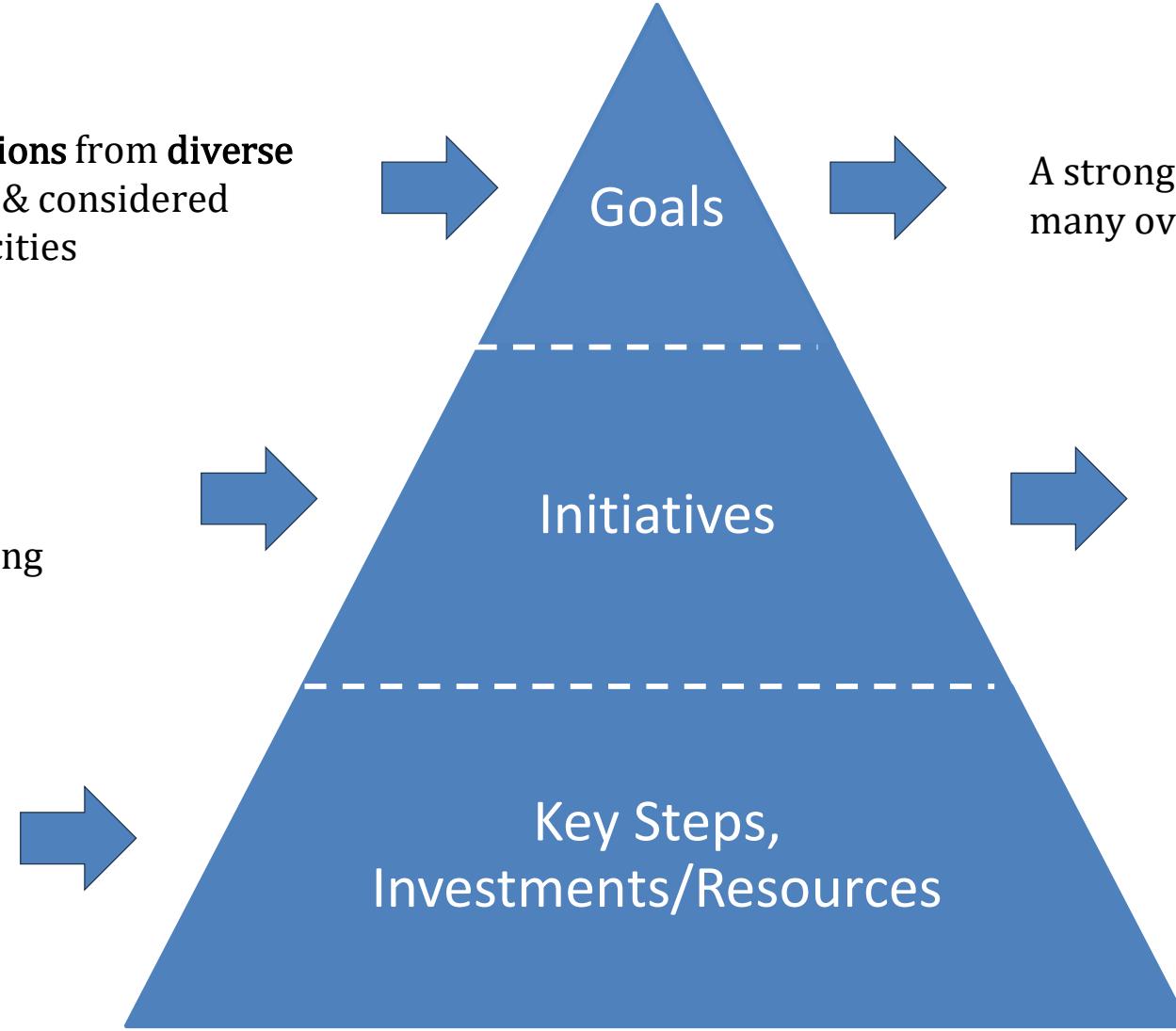
Assessed, “triaged” goals, determining our current trajectory toward achieving

Formed teams, focused on goals requiring additional work

A strong list of goals for the future with many overlaps, common aspirations

Goals separated into two buckets:
(1) Some being addressed effectively
(2) Some requiring additional work

Established a vision, pathway to the future:
Vision 2050



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Aspirations Span 4Ps...

Already Being Addressed

Addressed by
Vision 2050
Working Teams

	1. Prosperity (Economic Growth)	2. Place (Culture/Livability)	3. Pillars (Infrastructure)
Already Being Addressed	<ul style="list-style-type: none">• Lead energy transition• Enhance innovation ecosystems• Upgrade workforce	<ul style="list-style-type: none">• Capture value of our diversity (foundational to other initiatives)	<ul style="list-style-type: none">• Become a global model of resiliency
Addressed by Vision 2050 Working Teams	<ul style="list-style-type: none">• Foster a new industry• Improve education• Grow short-stay tourism...• ... Promote arts & culture	<p>Enhance livability:</p> <ul style="list-style-type: none">• Protect housing affordability• Upgrade urban core• Continue green space momentum• Expand bayou beautification	<ul style="list-style-type: none">• Improve transportation & mobility
4. Perception – Improve our image (mostly outcome of above)			



The First Bucket: Aspirations Already Being Addressed by Substantive Efforts

	Energy Transition	Innovation ecosystem	Workforce skills	Resiliency
Parties Addressing:	<ul style="list-style-type: none">• HETI/GHP• Greentown Labs• Tex-E, Energy Tech Nexus• Rice, UH & others• Corporations & start-ups	<ul style="list-style-type: none">• GHP• Rice/Ion, UH, Texas A&M, TMC, Cannon• Mercury, HAN, HX, Plug & Play	<ul style="list-style-type: none">• GHP: UpSkill & One Houston Together• JPMorgan Chase's Workforce Initiative• Community Colleges• United Way and other NGOs	<ul style="list-style-type: none">• Harris County Flood Control• City of Houston• Rice's & UH• CenterPoint, GHP, others
Reasons for Optimism:	<ul style="list-style-type: none">• HETI members have invested \$95 billion• Greentown Houston has more than 200 start-ups & the region has more than 300 renewable energy companies.• AI/data centers driving interest in renewable power sources	<ul style="list-style-type: none">• GHP's Digital Tech Committee: VCs, angel investors, tech startups, incubators, universities, etc.• Innovation Corridor with 400+ entities including coworking spaces, mentor organizations, VCs, and corporates• Rice University, UH, & Texas A&M investing in innovation	<ul style="list-style-type: none">• 2025 Texas Legislature focus on workforce• UpSkill developing Connectivity Platform• Increasing coordination amongst stakeholders, e.g., San Jacinto College & McCord Development for Biotechnology at Generation Park	<ul style="list-style-type: none">• CenterPoint \$5+ billion grid modernization & 45% in 2025 reduction in outage minutes• HCFCD study for new flood protection• New real-time flood forecasting systems• 2025 Texas legislature funded microgrids, flood control and water infrastructure



Issues To Manage – Not Part of Vision 2050

Likely not
exhaustive

Targeted:

Human trafficking
Homelessness
Public safety
Health equity
Voter Turnout

Exhaustive:

Some of the above
may be here

“Aspirational”:

Focus of most of
our efforts

Education, so we
narrowed the
focus a bit

	“Issue-Fixing”:
Targeted:	Human trafficking Homelessness Public safety Health equity Voter Turnout
Exhaustive:	Some of the above may be here

Due to timing and the acute urgency of the issues in grey, we did not include them as part of Vision 2050; We do feel a need to highlight them as risks to the future.

If unresolved, *any one of those issues could chip away at our aspirations, growth and attractiveness of our region.*

“In Vision 2050 we are designing our house of the future; those issues feel like our current house is on fire – and therefore obviously need to be addressed, now.”



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Initiatives taken on by Vision 2050 Teams:

1. **Growing Short-Stay Tourism**
2. **Improving Education**
3. **Fostering a New Industry**
4. **Enhancing Livability**
5. **Improving Mobility**



Growing Short-Stay Tourism



We have many wonderful attractions, spanning cuisine, culture & the cosmos – and shopping

Sites to see: Space Center, iconic parks...



Museums & performing Arts...



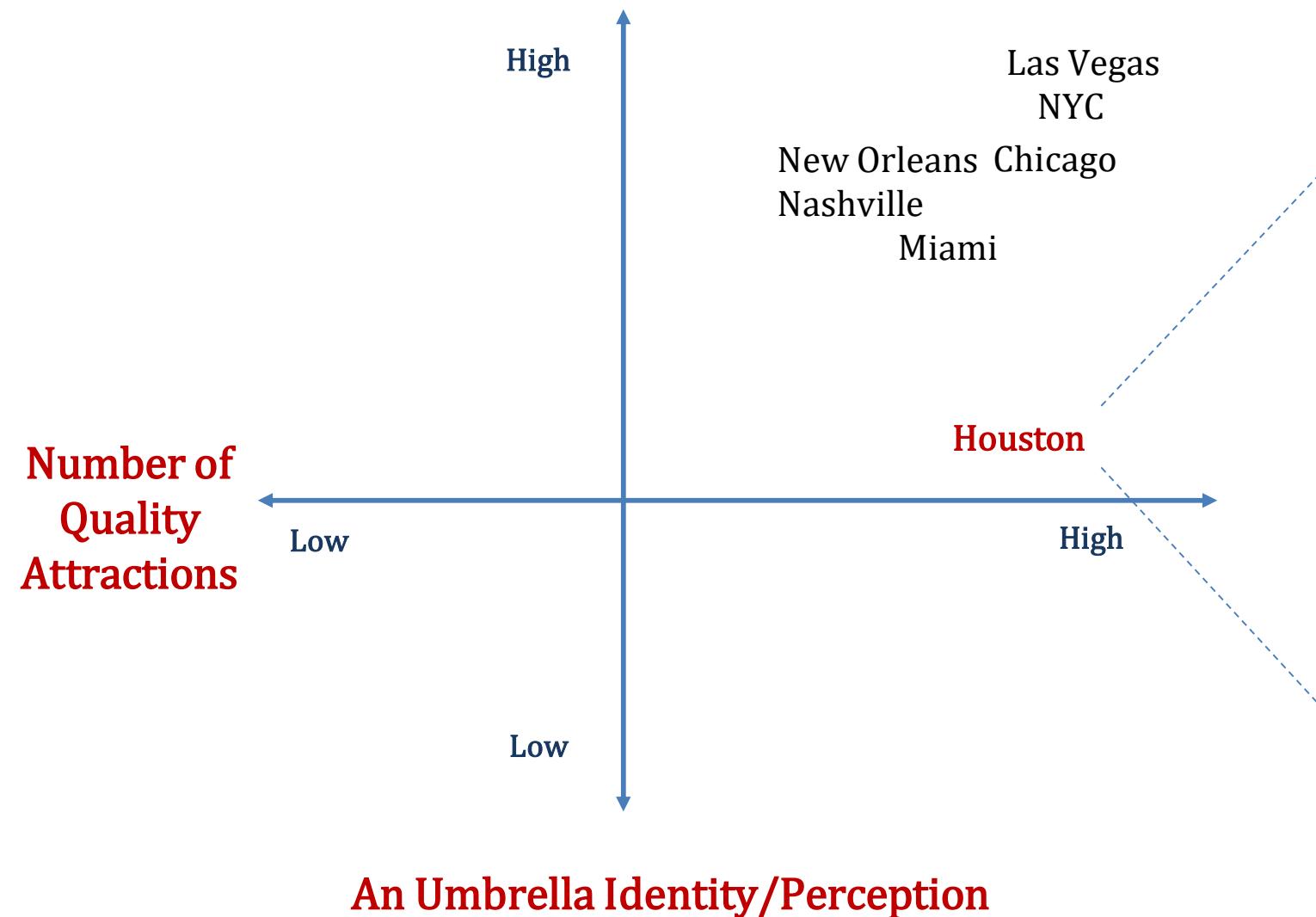
And of course... FOOD!



Photos courtesy of
Greater Houston
Partnership and
Houston First



World-Class Assets – But Lacking a Nexus



Key Sentiments (from Vision 2050 Team):

We rank highly on the number of quality attractions

But our attractions feel spread out; we have a robust *list-of-things-to-do*, but they are not connected

Other cities have branded, go-to locations (e.g., French Qtr., Magnificent Mile, The Strip, Honky-Tonk Highway, etc.)

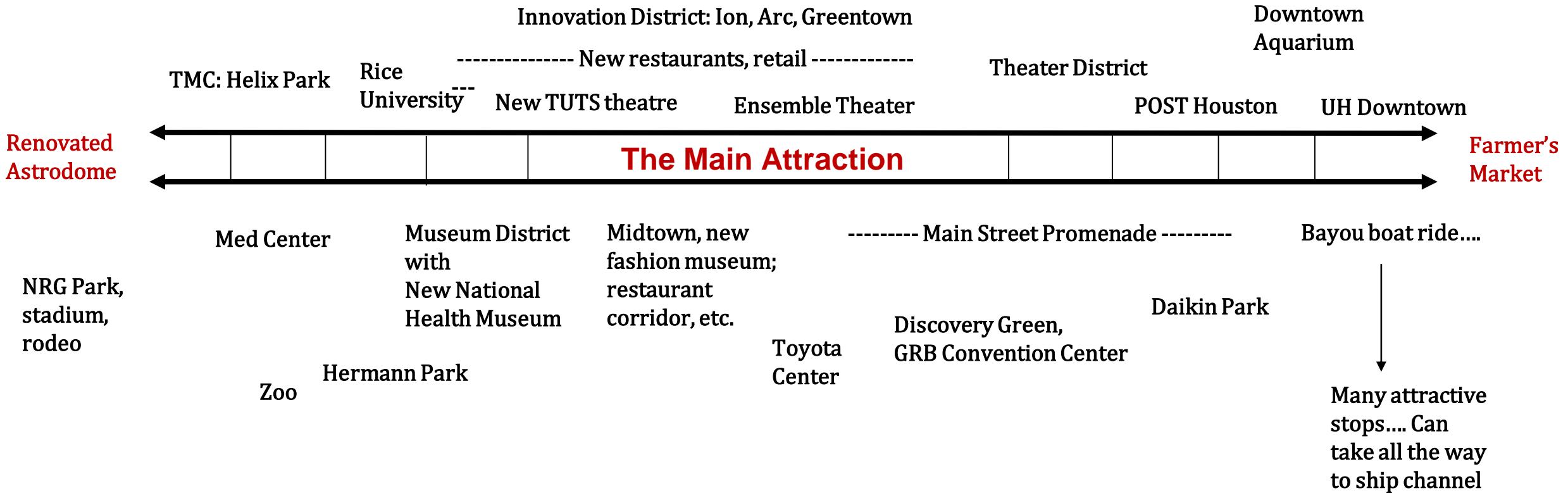
We should **develop a branded place to go**





A Potential Centerpiece: *The Main Attraction*

Our rail on Main Street connects or provides access to nearly all these attractive destinations



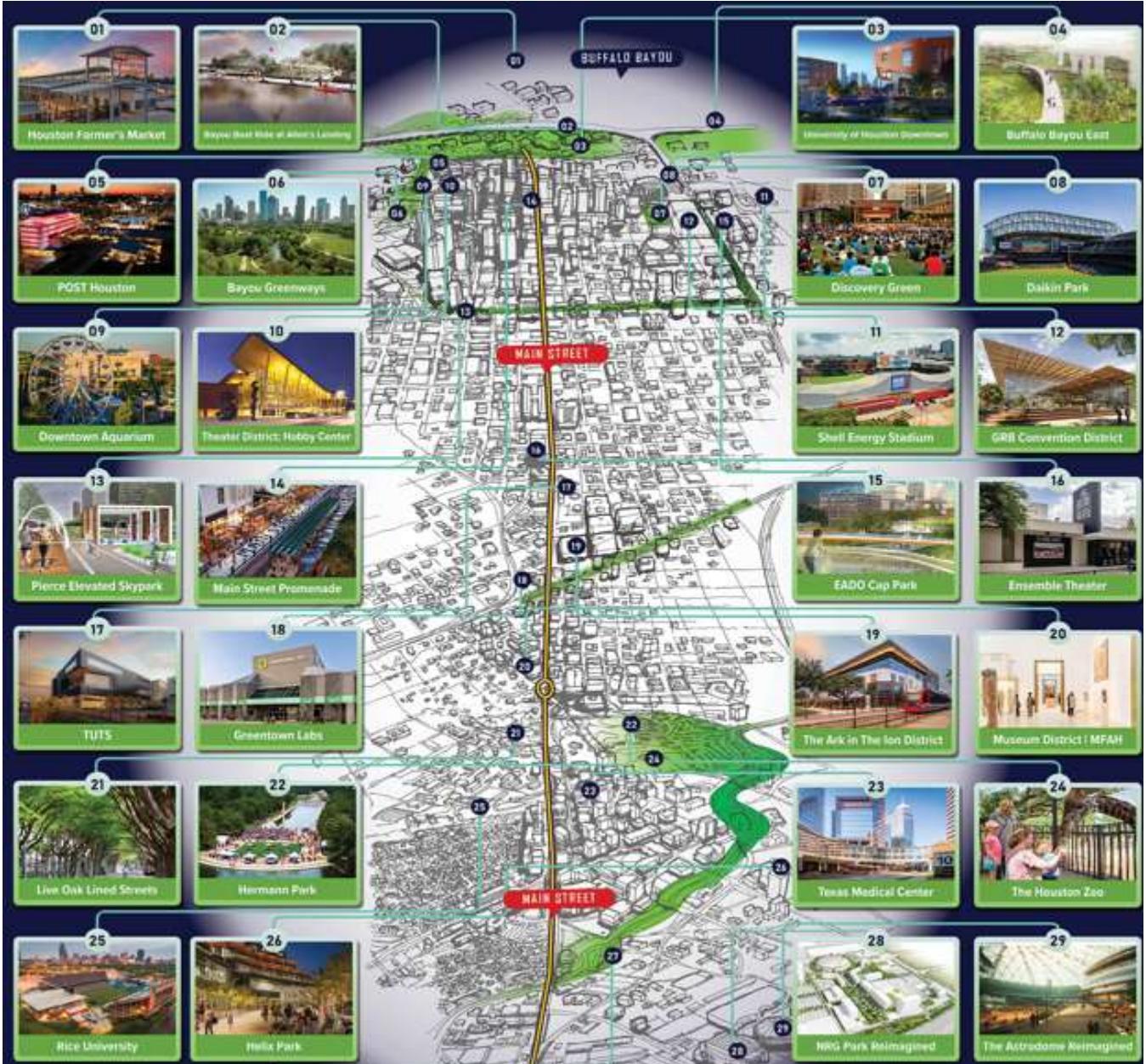
For the most part, the corridor does not create *new culture*; it *connects* culture & commerce in one ride... making them easily discoverable



The Main Attraction Loaded with Compelling Sites

Some features to consider or add:

- A walkable trail along the full 10 miles (e.g., Boston's redline walk)
- Enhanced restaurant & shopping options along the route
- Potentially make rail "more touristy" and/or use a "duck boat" that could then traverse the bayou as well



Near One End: An Upgraded Bayou Ferry Ride

For convention visitors, tourists, others, the possibilities include:

- A fun boat ride with so many attractive stops along the way
- Some rides can run all the way from downtown to the port – could include a tour of port
- Becomes a new attraction, and builds visibility for port



At the Other End: The Renovated Astrodome



The **Main Attraction** to extend from north of downtown to a renovated Astrodome (& invigorated NRG Park area)



Image: Gensler courtesy of Astrodome Conservancy

One of the **two most historic buildings in Texas** (along with the Alamo)

Could be turned into a **major tourist destination** (akin to Gateway Arch in St. Louis, Dallas' Flying Pegasus)

Renovation of the Dome could be **catalytic to the whole area** around NRG Park (currently a concrete jungle)



Astrodome Renovation

Astrodome Conservancy and Gensler have one thoughtful plan (other designs possible)



Plan includes a **4-5 story hotel** built within the dome and looking out over activities in the dome (Plan also has underground VIP parking, entertainment, etc.)

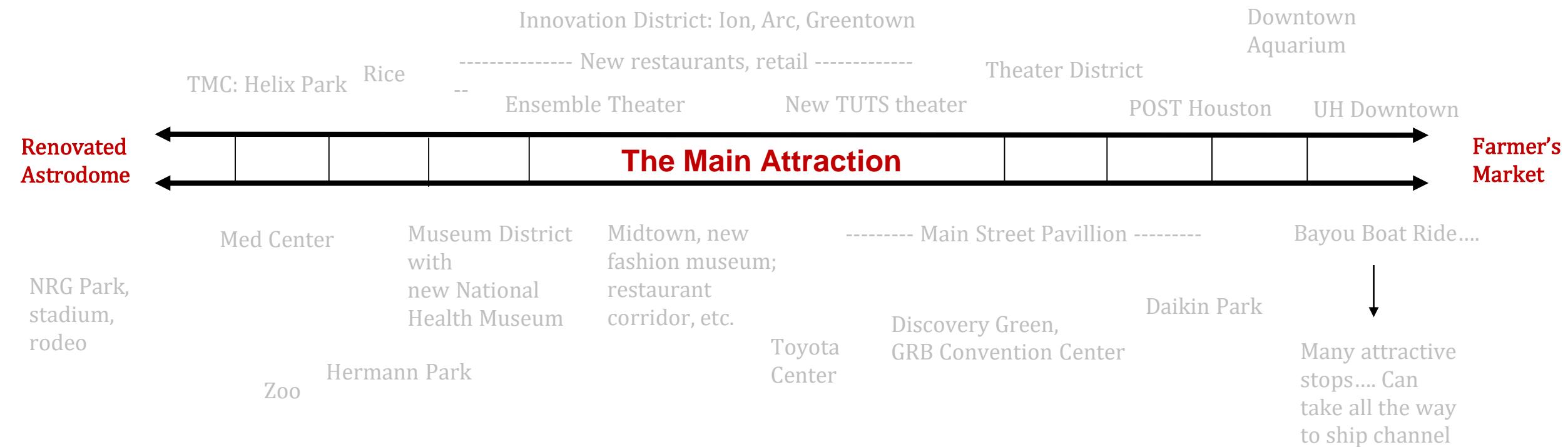


Plan includes a walkway (shown left) to enable a **direct route through, not around, the Dome**

Images: Gensler courtesy of Astrodome Conservancy



The Main Attraction: Upgrades are Required – and Doable

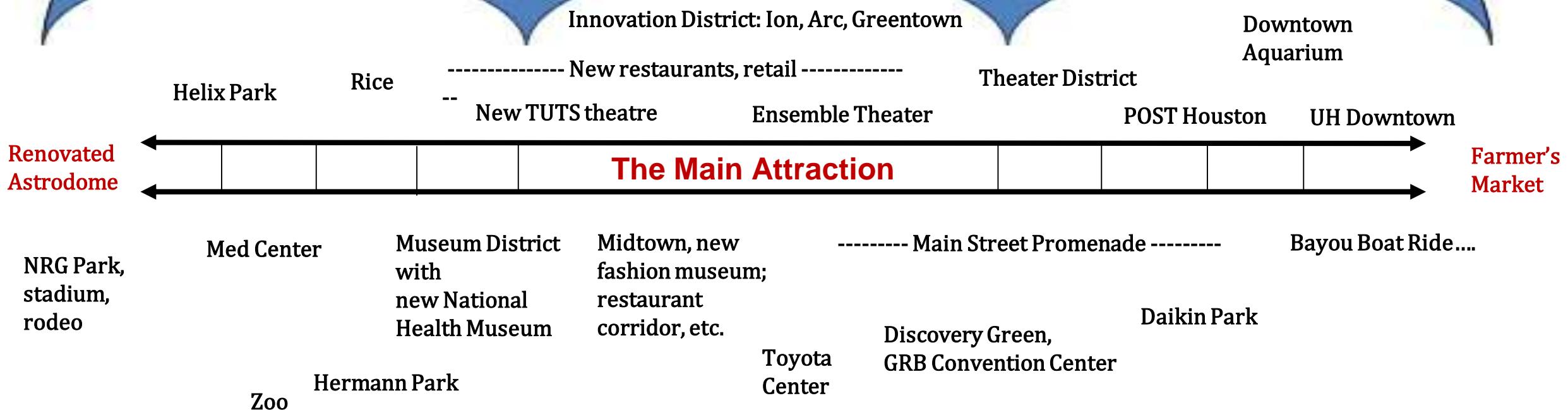


A Connected Runway of Houston Attractions



The Main Attraction

A brandable stretch connecting top attractions
Connected by light rail
Easily accessible for conventioneers



Blue Tiles: An Additional Point of Connection

Images: courtesy of Downtown Houston+

We have all noted that it is hard to define or put a tag line on Houston. But we already have an authentic, historic asset -- a design language that belongs to Houston.

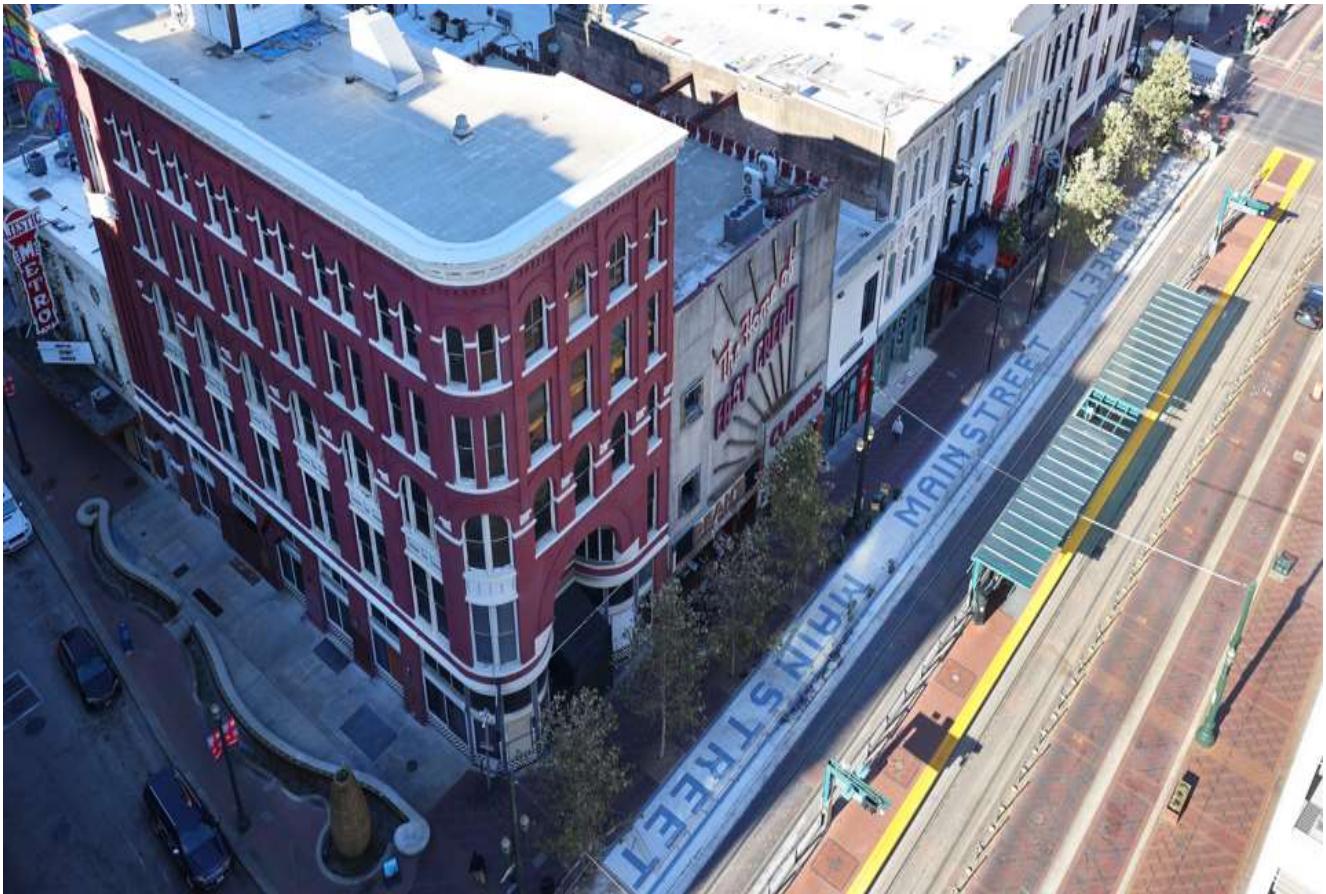
The concept: tap into/embrace our blue tiles:

- First installed as Houston's original wayfinding
- Already part of our urban fabric – instantly recognizable, authentically ours
- Blue tiles tell you where you are. Now, they'll help you discover who we are

**TELLING HOUSTON'S
STORY. ONE TILE
AT A TIME**



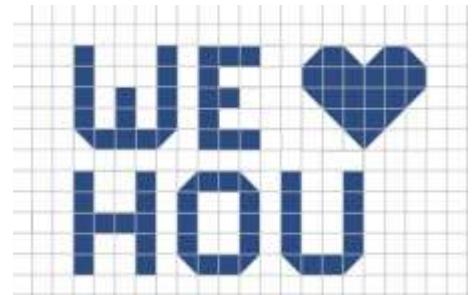
Though originally for streets, some are extending the use of blue tile imagery (Museum District to deploy as well)



Blue Tiles already on the new Main street promenade (could be extended the full path of the Main Attraction)



Blue Tile Opportunity: Where it Could Go



Description:

1. Blue Tile underpins a short-term tourism campaign

Born from history, culture & community, Blue Tiles can serve as *connective tissue for the city* (at least for The Main Attraction, ideally in more places)

2. Launch a new City AI as the Voice of Houston (QR codes on blue tiles)

- City AI: embed QR codes on blue tiles. Code will flash up a **hologram portrait and story-telling of a real person** (e.g., a foreign student explaining why she chose Rice; a patient receiving care at TMC; an African-American on Herman Park's golf course legacy)
- Real stories told by our own people – a thousand accents united into one voice platform

3. Blue Tile becomes Houston's unifying civic symbol

Highly visible...Blue Tile emerges as an iconic, recognizable symbol



Image courtesy of Shutterstock



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Education: The Longstanding and Current Case for Change



Current Results

- Today's outcomes (though improving) very frustrating
- One stat: after 6 years from graduation, **only 20% of HISD grads are earning a livable wage**

AI in Education

Need to capture the potential of AI – **make it an enhancement, not a detriment** to student learning

AI in Workplace

- Must adapt to **changing skills required in the workplace** (in an AI world)
- Careers are less linear; employers value different skills (problem-solving, collaboration) over memorized knowledge

Global Connectivity

Capture opportunity through new tech to connect with other students, engage in **common problem-solving exercises with a global student community**

Time & Space

- Grasp that learning will take place in manifold settings with a portfolio of tools – new, more interactive, adaptive & diverse tool kit
- Families & employers expect learning to happen anywhere, anytime

Compounding Benefits

- Educational innovations create exponential returns over time
- Infrastructure & frameworks built today shape decades of positive, reinforcing social & economic outcomes (a virtuous cycle)



Considering our poor results today & evolving needs and emerging solutions, we must have a bias for action



AI Represents an Opportunity (if managed proactively)



Human-Only Teaching:

Pacing:

Same for all; some adaptive learning, but most students must proceed at same pace

Form:

A struggle to customize teaching approach

Quality:

Some inconsistency among teachers

AI:

A *competitor* to learning

Teachers:

A need to be “Superman/Superwoman”

Testing:

Periodically; vulnerable to cramming

Potential Opportunity with AI:

Individualized; opportunity to advance material at different paces, based on student progress

Customized: Teach the way a student learns best; e.g., auditory vs. video learners

Greater consistency of instruction

A *complement* to the teacher

Likely different role in classroom, more supported

Daily check-in; more continuous learning, measures



Yet Team Felt Compelled to Broaden the Scope



Team began with a mandate to identify how to leverage AI to enhance K-12 schools

- Today many schools are designing boundaries/rules to prevent students from shortchanging their education with AI
- Original mandate: Identify how to make AI an enhancement, not a detriment to our schools



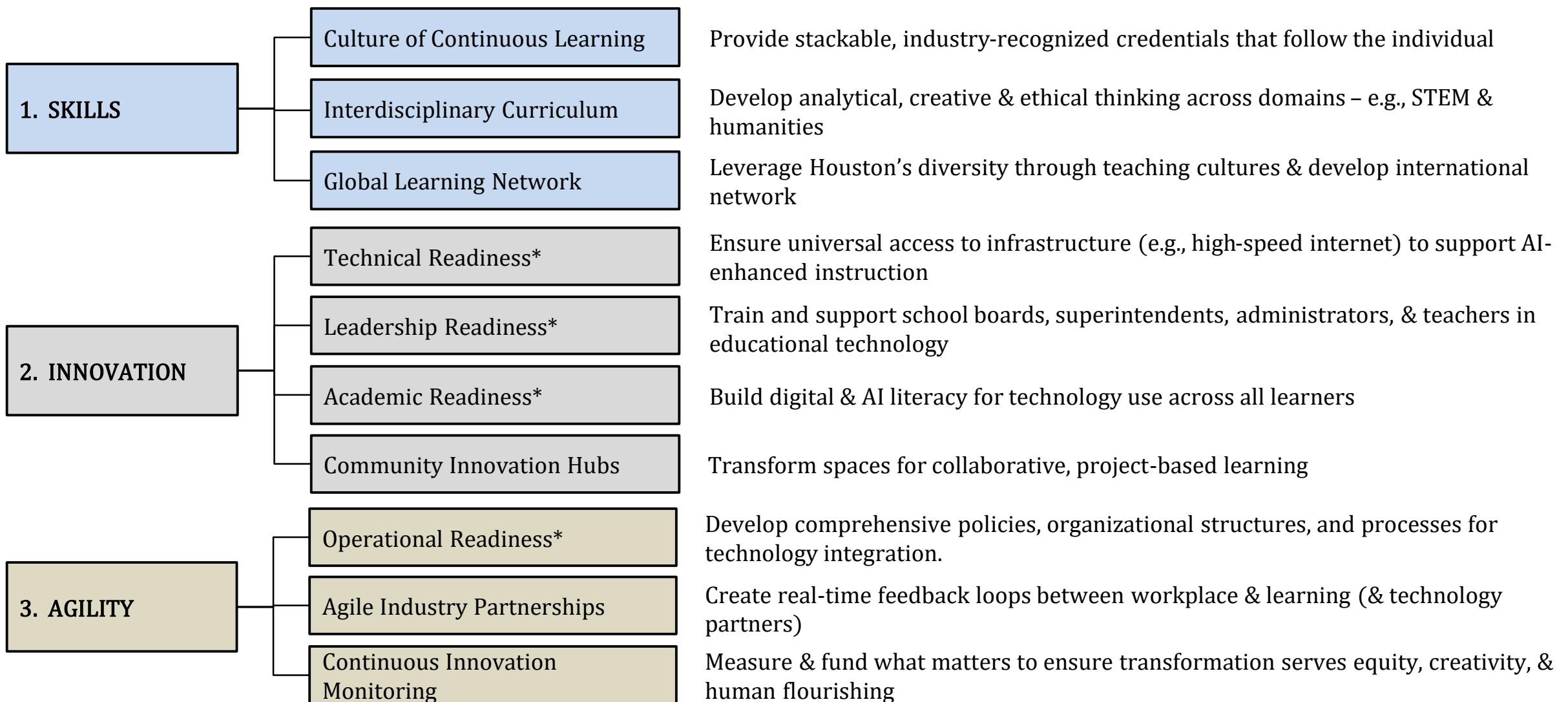
Team broadened work: A shift from improving schools to building outstanding, more continuous educational learning systems

Our learning systems must have at least these 3 attributes:

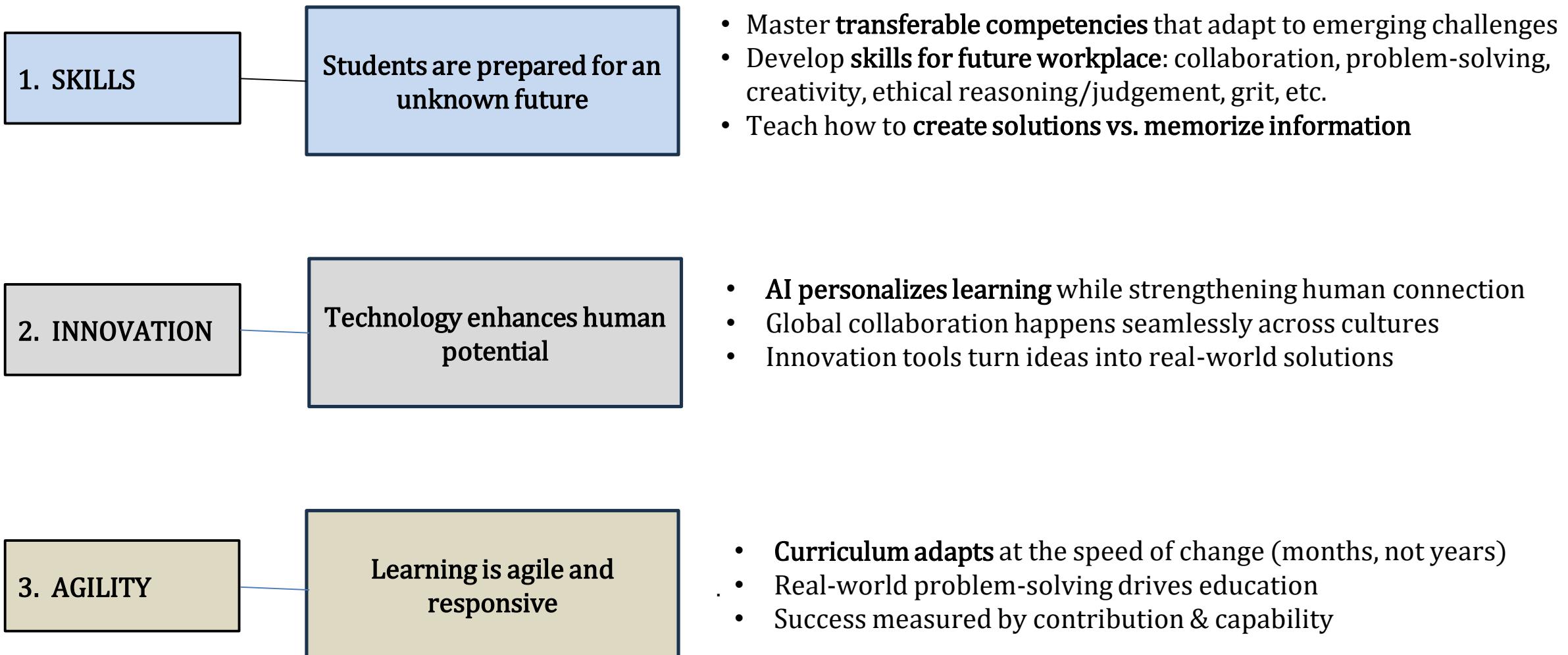
1. **Skills** -- for the future workplace
2. **Innovation** -- continuously
3. **Agility** – more adaptable education systems



Strategic Actions/What We Must Implement – *Starting Today*



Key Traits of New Adaptive Learning Systems



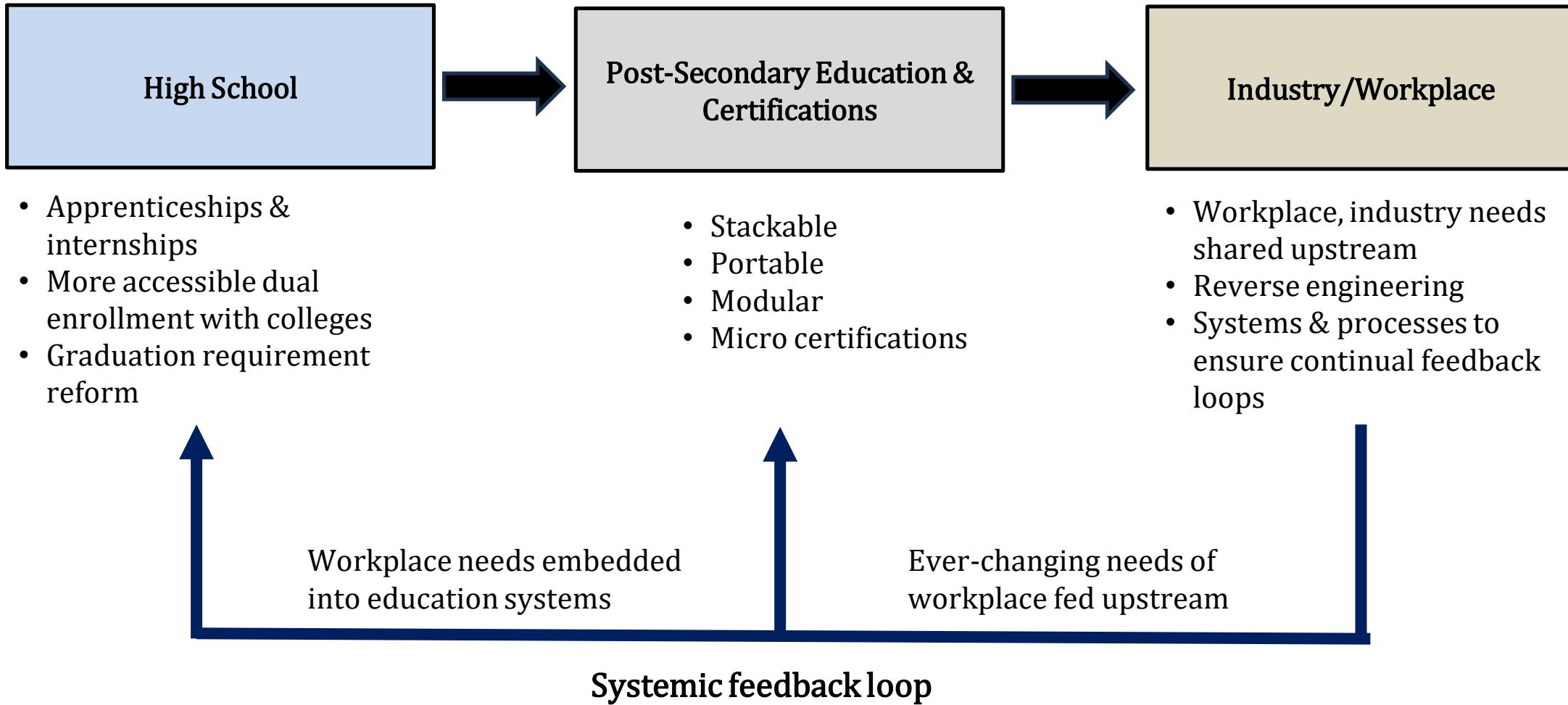
Innovation: Required Across Many Dimensions

Domain	From (general context in 2025)	To (Vision for 2050)
1. Knowledge & Skills	Subject-based content, driven by state standards & tested outcomes	Transferable skills & interdisciplinary knowledge - built for adaptation, creation, & ethical judgment
2. Learning Experience	Time-based instruction, driven by pacing guides & seat-time rules	Self-paced, purpose-driven learning fueled by curiosity, relationships, & problem-solving
3. Tools & Systems	Siloed platforms & compliance systems layered onto existing structures	Integrated, learner-centered systems that personalize support & expand access - without displacing human connection
4. Structures & Settings	School buildings as default; learning tied to school hours, teacher of record, & district calendar	Flexible networks of people & places - across sectors & settings - that allow learning anytime, anywhere
5. Purpose & Impact	Graduation rates, test scores, & college entry as dominant success metrics	Lifelong agency, contribution, & readiness for work & life in an ever-changing world
6. Governance & Stewardship	Governance distributed across state, district, & compliance structures	Shared civic responsibility for stewarding a dynamic, equitable ecosystem - including schools, families, employers, & community partners

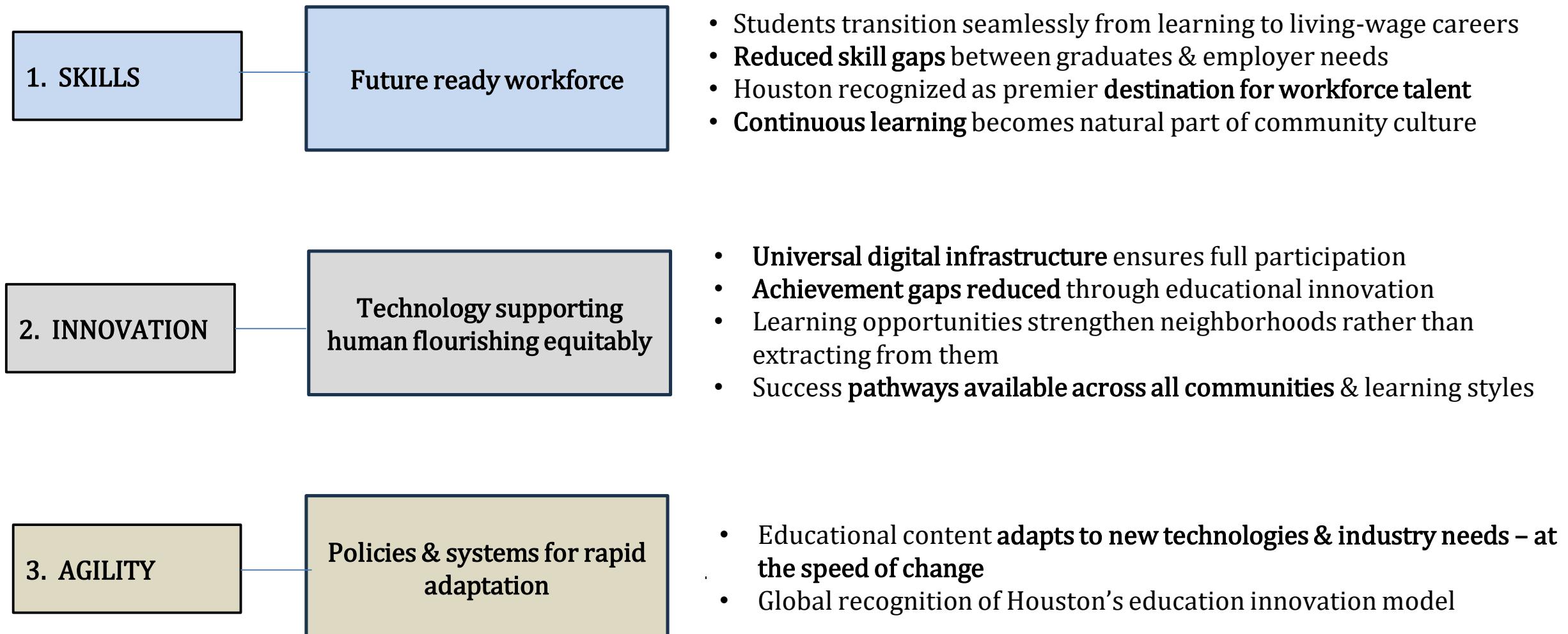


Agility Requires an Improved Feedback Loop

Some describe this as a “big blur” – attempting to **blur the lines** between high school, post-secondary & the workplace



Key Markers of Success



A Potential View of the Future: Zara's Day in 2050

(Looks different for different ages, Zara is age 12)



Personalized Learning

- Zara reviews *her AI-optimized learning plan* in her virtual environment
- Biometric displays show optimal brain patterns for analytical thinking
- Teacher-led discussion connecting Shakespeare's *Hamlet* to modern ethics – Cross disciplinary

Global Collaboration

- Using advanced projection, Zara connects with students globally
- Exercise includes *tackling challenges* to sustainability -- sharing expertise across cultures & continents in real-time

Extra-curricular, Social, Team sports

- Zara & friends play basketball in the bright social commons
- This protected recreational time *preserves authentic human connection & physical activity within the high-tech learning environment*

A combination of AI instruction, teacher facilitation, global connectivity & social, personal connection



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Fostering a New Large Industry in the Region



We have a strong foundation

Energy

O & G
Petrochem
Greentech,
Climatech

Medical

Hospitals
Research
Medtech
Life Sciences

Aerospace

Public &
Private
Research
Manufacturing

Advanced Manufacturing

Logistics – Port, etc.

AI/Digital Tech is Growing

Corporate Headquarters

Today:

Energy, medical & aerospace have long been drivers of our economic growth

Strong, ever-growing advanced manufacturing

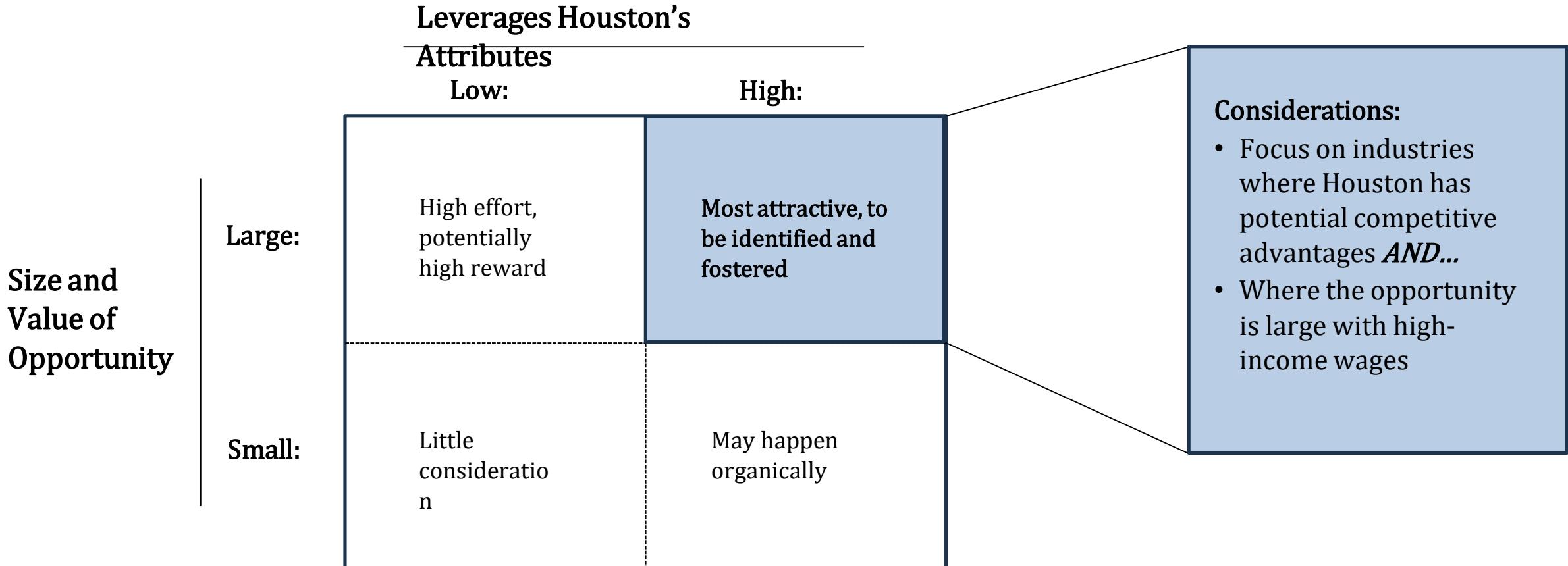
Port: a large-scale business, enabling growth across industries

Substantive efforts to enhance our tech ecosystems

Third most corporate headquarters of any city in the country



Framework for Considering a New Industry



Houston's Opportunity: Become the Global Leader in Brain Health



- I. A neuroscience renaissance is coming: New breakthroughs are creating life-changing opportunities
- II. Our region can leverage our institutions, resources & new state funding to become the global leader in brain health
- III. We can implement our solutions locally and build a new industry that warrants global recognition



Houston has an opportunity to become the brain capital of the world



Brain Health: Defining the Opportunity



Recognize the *multi-disciplinary aspects* of brain health

Consider *full life cycle of the brain*
(early development to late life)

A **holistic** initiative focused on **life-long** brain health to
enhance **human flourishing** and spur **economic growth**

Make an impact: Huge
opportunities to improve lives

Large GDP growth by *increasing
brain health/productivity*



Embracing a Different “Mindset” (Few examples here...)



From (Previous Focus):

Health Care

Heart health, cancer care primary
Measuring physical health (e.g., devices)
Reactive, “deficit-based” treatments

To (New Focus):

Brain health *ascending* (alongside heart & cancer)
Measuring brain health over time
Proactive approaches for a lifetime of brain health

Mental Health

Subjective conclusions

New tools for *objective* measures (a brain health index)

Education

AI a threat to critical thinking,
schools setting boundaries

Integrating AI to enhance education, use as a tool to
teach critical thinking, future skills

Corporate

Mental health issues *as a cost*
Develop IP, AI capabilities
Recruit outside talent for skills

Brain health *as an asset*
Develop *brain capital* (health plus skills)
Invest to *develop skills* of current team

Economy

AI grabbing headlines as a driver of growth

Brain capital a *very large opportunity also*



The Time is Now

Not exhaustive

Issues to Address

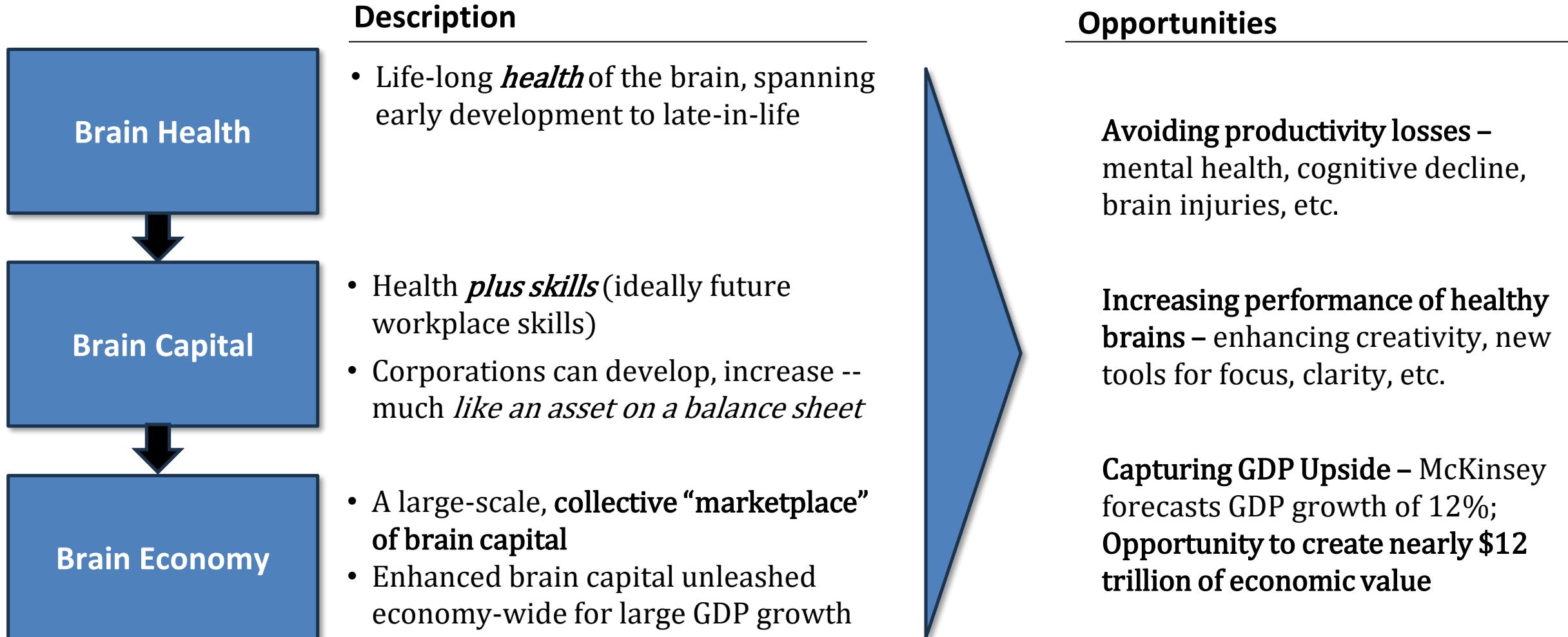
1. **Aging population** (& declining birth rate)
 - Increasing cases of dementia, Alzheimer's, fewer # of workers
2. **Rising mental health challenges**
 - Stress, anxiety, lifestyles
3. **Digital overload** (we were slow to acknowledge)
 - Screen time disabling focus
4. **AI impact** (Need for brain security)
5. **Declining workplace productivity**
6. **Siloed efforts**

Opportunities to Chase

1. **Improved understanding of the brain**
 - E.g., interrelated nature of mind-body connections; Impact of lifestyle, etc.
2. **Neuroscience breakthroughs**
 - Tools to enhance performance: Work productivity opportunities
3. **New tools to measure brain health**
 - “To measure is to improve”
4. **New funding in Texas**
 - Dementia Prevention & Research Institute of Texas “DPRIT” funding of \$3B

With critical issues to address, and opportunities to chase, *the time is now*





Houston: We have the Foundation to Lead (Part One...)



Leading Neurological Institutions (Examples, not an exhaustive list)

UTMB – Moody Brain Health

Fast tracking discoveries in neurology into the clinical realm; (Moody: Recent \$25M grant); UTMB: Education, research, clinical care

Rice Neuro-engineering

Engineering & Neurosciences focused on restoring & extending the health of the brain

Rice & Houston Methodist

Center for Neural Systems Restoration: Interdisciplinary neuroscience research & treatment innovation

MD Anderson:

Cancer Neuroscience Program (CNP): Focused on holistic cancer care by targeting tumor-nervous system interactions to improve outcomes

-
-
-

Mischer Neuroscience

Memorial Hermann & McGovern Medical School (UT Health): Largest comprehensive neuroscience program in Southeast Texas

-
-
-

Baylor/St Luke's

Neuroscience Institute: Advanced care, research, education & clinical trials for neurology & neurosurgery

-
-
-



Houston: We have the Foundation to Lead (Part Two)



Leading Neurological Institutions (Examples, not an exhaustive list)

Texas Children's Pediatric

Network of Clinics & Research Centers: Duncan Neurological Research; Blue Bird Circle Clinic; Epilepsy Center

TIRR/Memorial Hermann

National leader in rehabilitation for brain injury, spinal cord injury, stroke & complex disabilities

Memorial Hermann – TMC

Comprehensive care in neurology spanning stroke, neurotrauma & brain health

Baylor College of Medicine

A leading neuroscience graduate program with strong training

UT Health Houston (McGovern)

Clinical, academic & research program; 1st stroke center, NRC, TIRR, Brains, etc.; #1 in NIH funding for neurology & neurosurgery

UH BRAIN Center

Neurotechnology & Rehabilitation through research & workforce training (funding from NIH, others)

And Many more: Brain Treatment Center Houston; Center for Optimal Brain Health; Houston Brain Center; Amazing Place Houston; Cognitive Health, etc.



Houston Region: Other Key Elements in Place

Academic

Rice – Rice Neuroengineering, Rice-Methodist collaboration to commercialize new tech & **the new Brain Institute**
UH – Research with a consortium of universities spanning diagnostics, restoration, enhancement, rehabilitation;
Includes neural device development, neuromodulation and brain-machine interfaces

Neuro Startups

Early stage neurotech companies located here such as Motif Neurotech (brain implants for health) & Brain Dynamics (software tools to optimize brain sensing & stimulation for epilepsy and more)

Corporate

We have the **third-most corporate headquarters of U.S. Cities**. Long history of corporate-community engagement. Likely broad-based corporate support & early adapters of neuro tools, training – all elements of best practices

History

We have **long history of medical innovation & impact** – e.g., heart transplants, cancer care. Now ready for brain health

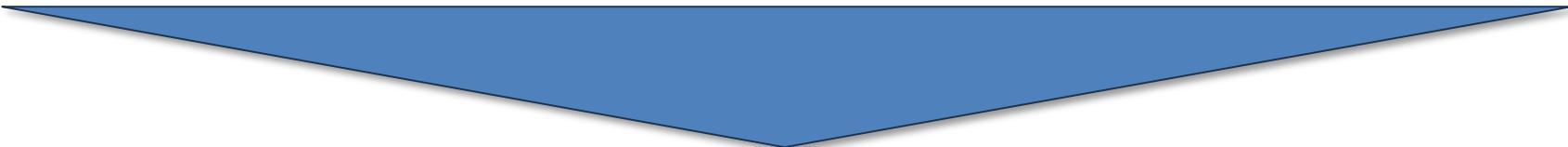
Community

“Public Health”: Diverse population with **some needs to address** -- e.g., suicide rate has climbed, poverty/income disparity, etc. – and Houston DNA has always been a high level of community engagement



Houston Region: DPRIT a Potential Game-Changer

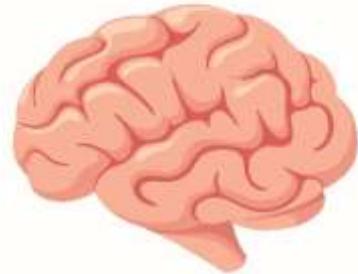
Entity:	Dementia Prevention & Research Institute of Texas – “DPRIT” – Modelled after successful CPRIT (for cancer)
Funding:	\$3B over 10 years (\$300M/year cap)
Purpose:	Grants for dementia research, prevention & treatment
Structure:	Oversight & Review Committee
Legislative Status:	Approved! Popular vote 64% in favor



Large-scale funding will be catalytic for Houston’s efforts



An Intriguing Addition: A Community-Wide Brain Health Index



1. Establish a brain health index “BHI” for the Greater Houston region

- Determine key parameters
- Establish baseline score
- Track over time (e.g., GDP, etc.)

2. Track the BHI by socioeconomic or ethnic group or certain regions

- Track BHI with enough scale to be able to segment by population – to address our goal of brain health equity

Images: Courtesy of Shutterstock



Imagining the Possibilities



What MD Anderson is for cancer care...



Houston Brain Health Center

... we may be able to replicate for brain health

The Opportunities:

- Top-flight research
- Comprehensive education
- Global-leading clinical care
- Thought-leading think tank
- Impact investing
- Commercialization & scaling of research, breakthroughs

The Vision: Just as people travel here from across the globe for our cancer care, they will do so for brain care

Image: Courtesy of Shutterstock



Houston/Galveston: Become a Global Leader



Implement Locally

- Growth & flourishing -- *locally*
- Supports all Houston industries

Develop a New Industry

- Add brain health to our leading industries

Share Globally

- Take solutions to other markets
- Make our leadership evident

Local Impact

Global Impact

Our Objective: Implement Locally & Share Globally



Vision 2050 Overview

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Initiatives taken on by Vision 2050 Teams:

- 1. Growing Short-Stay Tourism
- 2. Improving Education
- 3. Fostering a New Industry
- 4. Enhancing Livability
- 5. Improving Mobility



Four Pillars for Livability



Challenges to Manage:

Population Growth

Increasing Extreme Weather

Rising Insurance Rates

Growing Infrastructure

Enhancing Livability

Protect Housing Affordability

- Preserve our longstanding advantage
- Foster more housing density in

Develop Vibrant Inner Core

- Reimagine inner 610 Loop
- Complement to polycentric communities

Add Green Space (& Trees!)

- With more housing, density, more shared green space

Continue Bayou Upgrades

- Tap into our natural resource with boat rides, bike trails, etc.

We Can be a place where...

- Opportunity meets affordability
- Growth & nature co-exist
- Globally competitive & locally livable
- Innovation solves challenges



Housing Affordability: The Need for More Density



Place

Rising Housing Costs

- Suburban growth has long enabled affordable housing in our region (e.g., Pearland, Sugarland, etc.)
- However, we have hit the point of diminishing returns; housing costs are rising
- Today 50% of renters are cost-burdened & there is a growing affordability gap for home ownership -- median home prices (\$325k) vs. what median family can afford (\$195k)*
- Looking ahead, population growth, rising insurance costs, etc. will likely put additional strain on affordability

The Problem with Continued Sprawl

- Suburban sprawl requires larger, geo-extended investments in infrastructure – roads, sewage, utilities, etc.
- Those investments are not financially-supported -- the tax dollars/acre are far lower in suburbia
- Our city budgets are strained, leading to deferred maintenance, deteriorating, aging roads & parks
- Ultimate trajectory of suburban sprawl could result in more budget woes & ultimately a “donut city” (hollow in the interior)

Looking ahead: We must increase housing density, especially in the urban core



Vibrant Urban Core – Inner Loop Case Study



Opportunities for a more Vibrant Urban Core



Renderings provided by Gensler

Plans to bury the freeway (& re-route 45) removes barriers, opens new connectivity

Thinking from the “inside-out”

- *Looking back:* Most population growth has been in suburbs (due to affordability, schools, etc.)
- *Looking ahead:* New levels of housing density can improve inner loop affordability
- North & West of downtown have long been more attractive than South & East of downtown
- Burying & re-routing of freeways opens opportunities to reimagine east downtown and, yes, even NRG Park area
- The ideal: Increased housing density with shared, common green spaces, walkable/bikeable corridors – a vibrant inner core

And GRB renovation will create a “walk-through arch” from Discovery Green to new green space on backside

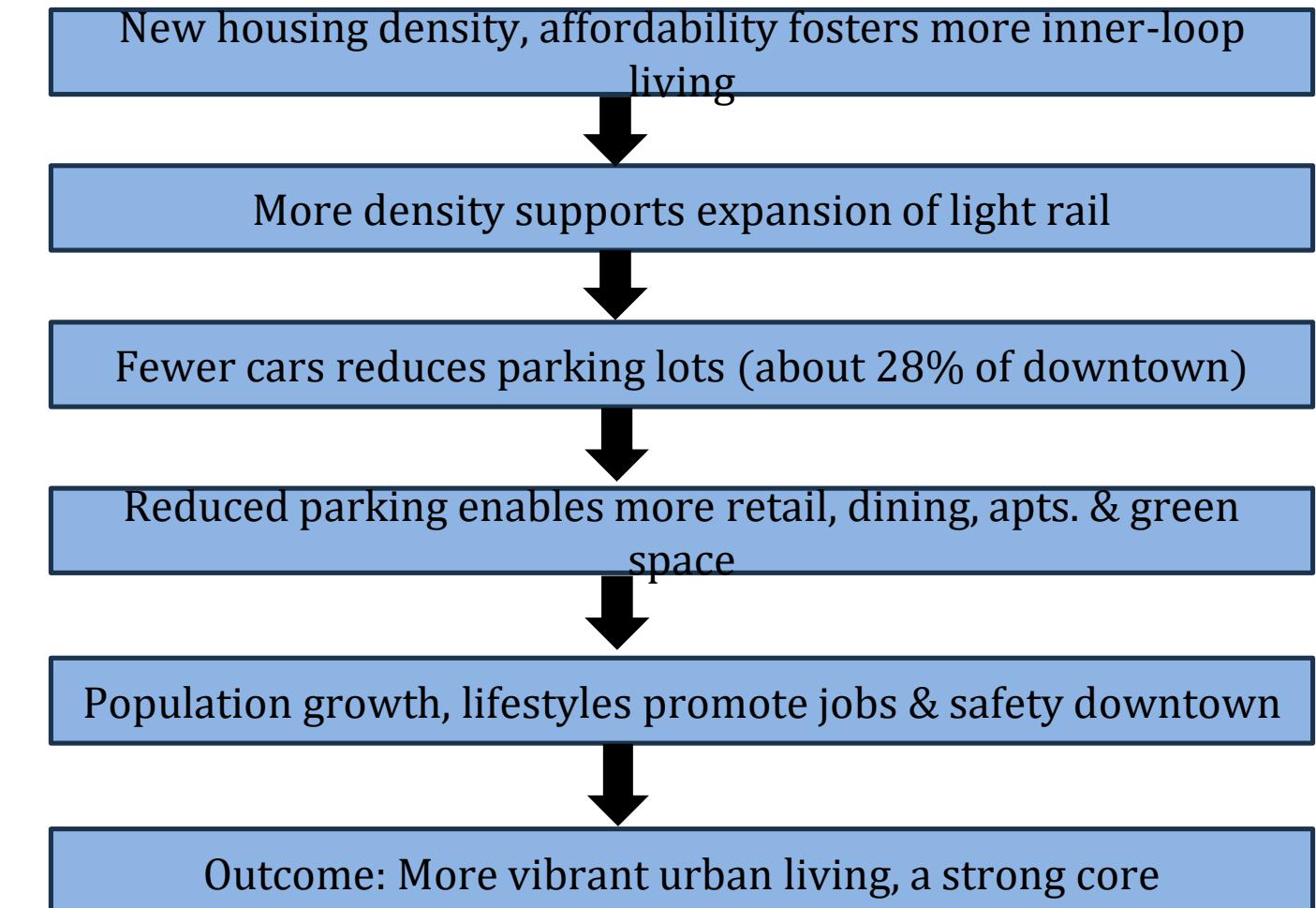


Fostering a More Vibrant Urban Core

Finding a path forward...



Current Examples in development: Main Street Promenade: 7-block car-free corridor, 154% tree canopy increase. The Plant (Second Ward): 1,000 mixed-income units with third space community design



Making Green Spaces Pervasive



Green Space

Today:

- We have built-out, renovated iconic parks – e.g., Memorial, Hermann, etc.
- Yet accessibility to parks still an issue for many

Future:

Goal: Every resident to be within **10-minute walk** of shared common green space

- **Climate-resilient green corridors** connect communities and cool neighborhoods – improving heat index
- Our region can be marked by connected “green corridors,” lush green spaces & many trees
- More trees supports **improved air quality**



Renderings provided by Gensler

Connected green corridors



And over 50M trees!
(currently have 33M)

“Trees **are** the answer...”
Trammell Crow

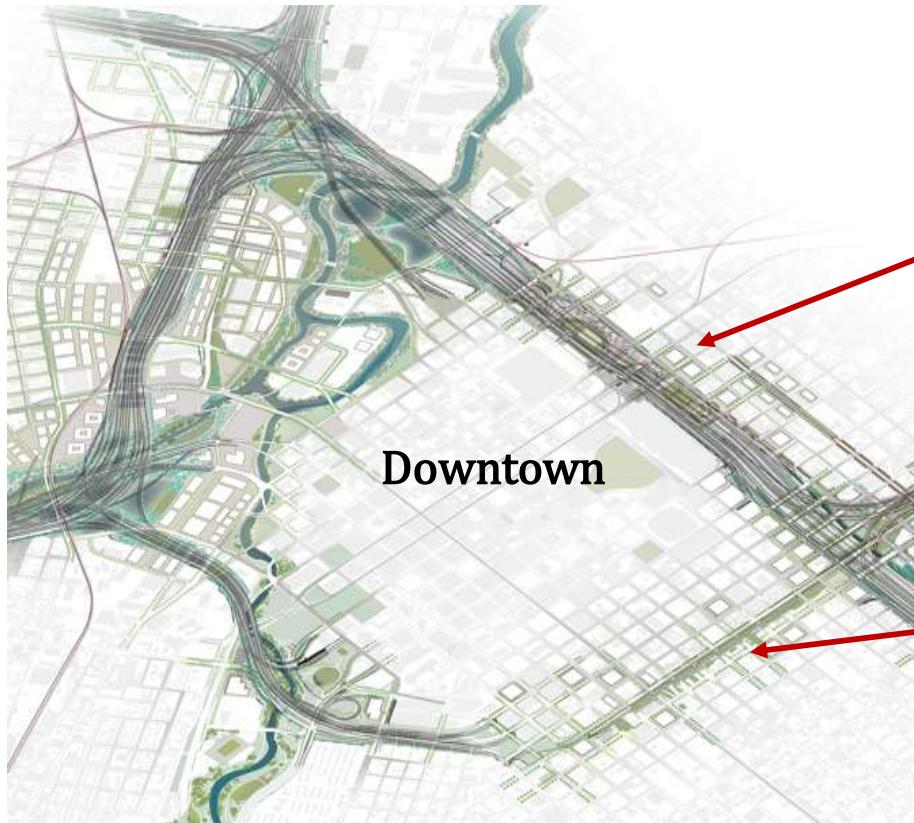


A Big Opportunity on the Horizon

Today's downtown surrounded by freeways



But big changes are planned, opening possibility for "green loop"



Burying of I-69
opens back of
convention center,
enables green space

Re-routing of I-45
makes Pierce
Elevated either green
corridor or a hi-line
walkway

Renderings provided by Gensler



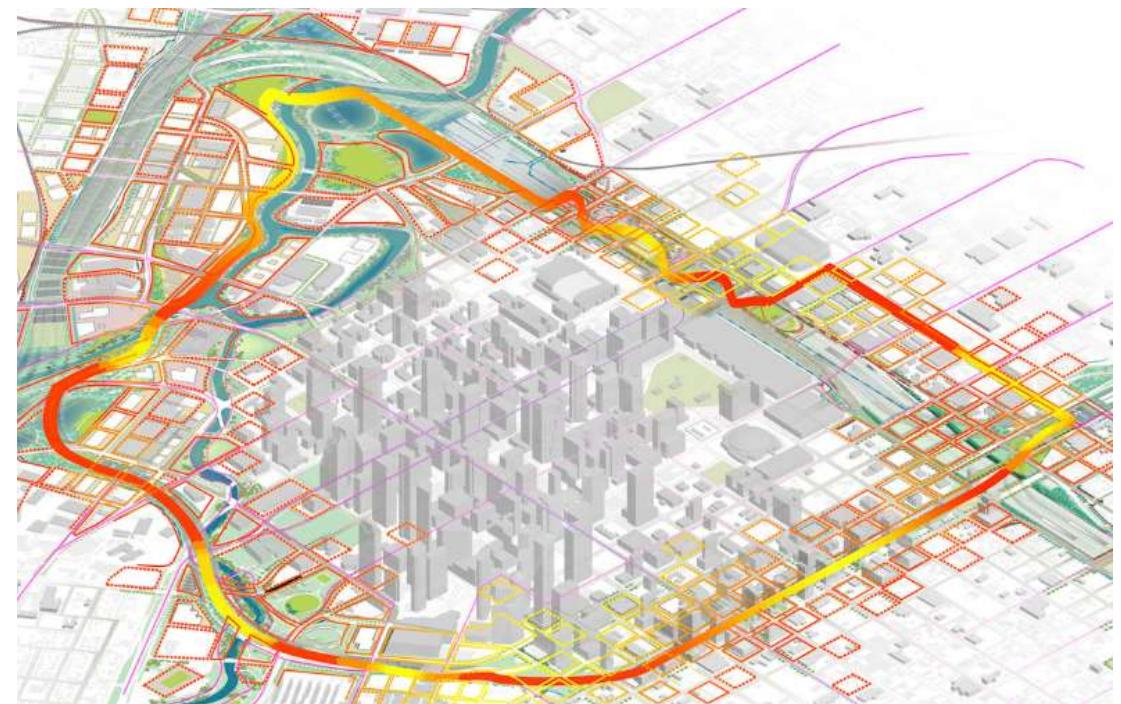
A Big Opportunity: Houston's Green Loop

Initiative is planned and funded (though the freeway project will take about a decade to complete)

Green spaces around bayous & over buried freeways create a new “green loop” around downtown



Features include walking, biking, scooters, etc. – adding to Houston's existing, impressive bike/hike trail network



Potentially keep Pierce Elevated as a High Line walk

Renderings provided by Gensler



Opportunity Similar to Other Leading Cities

Attractive, central destinations for (primarily) outdoor activity

NYC shows value of a “hi-line,” something that we could replicate

Indy, Atlanta etc. demonstrate value of such cultural trails

Cultural Trails



HOUSTON - GREEN LOOP



NYC - THE HIGH LINE



INDIANAPOLIS - CULTURAL TRAIL



CHICAGO - THE 606



MIAMI - THE UNDERLINE



ATLANTA - BELTLINE



Capturing the Potential of Our Region's Bayous



Image courtesy of Houston First Corporation



Image courtesy of CHF

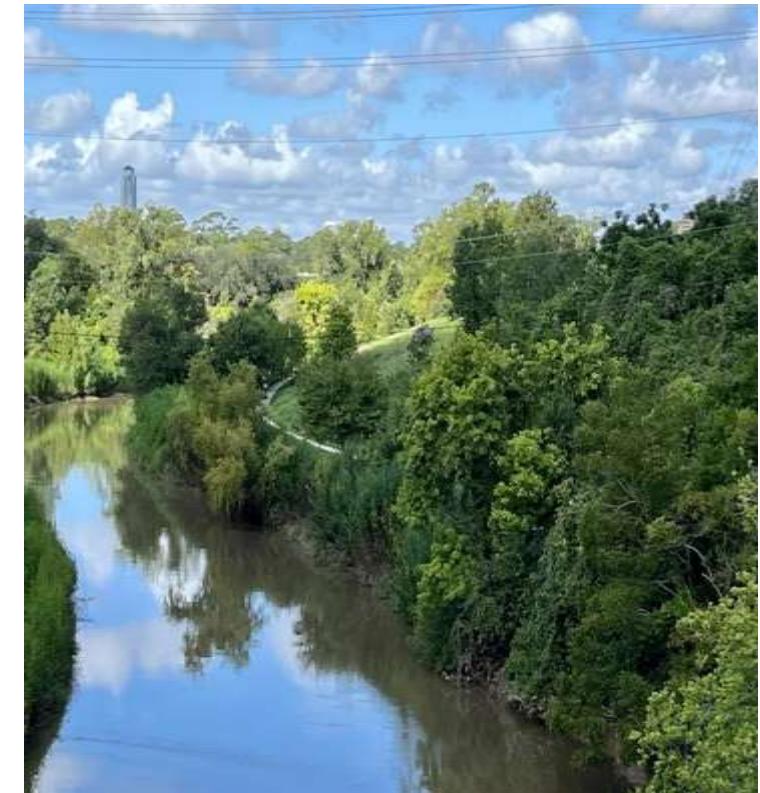


Image courtesy of CHF

Our urban areas can be green and lush, filled with trees and marked by iconic parks



Beautifying Bayous: More is Better

Intent: Expand miles of beautification within the blue box



Level of Restoration

	Beautify/recreational	Fosters Wildlife	“Swimmable”
All		Could make swimming difficult (e.g., alligators)	Likely not possible
High Visibility Areas	<p>Bayou Greenways & HGAC Work Very Impactful -----</p> <ul style="list-style-type: none">Completed 150 miles (6% of a total of 2,500 miles)Planning 50 more in '26, and <i>ultimately up to 300 miles</i>Enhancing water quality, wildlife & trails (herons, etc.)		Possible, but costly
Very Limited Areas			Likely doable



Bayous Create Fun Activities & Sites

Ideas for Leveraging our Bayous

- Continue to expand beautified portions of the bayous (needs support to continue)
- Potential to develop eye-catching Riverwalks (reroute flood water via tunnels to enable more pristine appearance of water)

Water Ferry

- Increase downtown vibrance and connectivity
- A part of “The Main Attraction”
- Create funding stream for park maintenance
- Encourage downtown living/urban infill
- Build onto existing infrastructure
- Many fun destinations/stops



2050 Vision – Our Aspirations to Enhance Livability

Urban Vitality

- **Thriving urban cores:** Downtown, Medical Center, Galleria, Eado, NRG Stadium area
- **Mixed-use neighborhoods** generate revenue to fund regional needs
- **24/7 activity downtown** creates jobs, safety, and community wealth



Image courtesy of Downtown Houston+



Greenspace & Bayous

- Every resident within **10-minute walk** of shared common green space
- **Climate-resilient green corridors** connect communities and cool neighborhoods
- **Buffalo Bayou becomes a destination** linking downtown to neighborhoods



Rendering courtesy of Gensler



Housing Affordability

- Families can **afford to stay and thrive** as neighborhoods improve
- **305,000 new units (1M+ regionally)** across all income levels preserve Houston's reputation for opportunity
- **Mixed-income communities** ensure no one gets displaced by progress



Image courtesy of Downtown Houston+



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Mobility: Current State Poor & Growth Likely to Make Worse



Image courtesy of Shutterstock

Our current infrastructure is poor, and we are not positioned to accommodate expected population growth

Current State Reveals Significant Issues:

- **Congestion & Bottlenecks:** Houston drivers lost 66 hours to traffic delays in 2024, costing \$3.5 billion. Of top 25 Texas bottlenecks, we have 10
- **Safety:** Harris County experienced over 116,000 crashes and 533 fatalities (auto, biking & pedestrian) last year
- **Environmental Impact:** Vehicle emissions drive 60% of Houston's ozone pollution. The region ranks 7th worst nationally for ozone pollution
- **Limited Alternatives:** Only 4.4% of Harris County households are near transit stops
- **Growth Pressure:** The region is projected to add between 4.1 and 8.3 million new residents by 2050, resulting in a total population of over 14 million



Traditional Solutions Will Not Support Growth



TXDOT budget has only been allowed to be used for roads, but we cannot keep widening roads



Image courtesy of Shutterstock

We made a \$2B investment to increase to 24 lanes... and yet traffic issues persist



Thus, we must be proactive in searching for *alternative* solutions

1. **Benchmarking Other Cities:** Looking at best practices, winning solutions in other cities -- with an eye for whether we could apply them here
2. **Developing Future State Solutions:** Investigating futuristic solutions and their impact



Considering the Evolution of Our Region* (KPMG work)

Vibrant Inner Core

- Development of inner urban areas to reduce sprawl & enhance urban efficiency
- Think: compact city model

Polycentric Communities

- Smaller cities and/or connected communities surrounding the robust urban core
- Think: hub & spoke model

Far-Flung

- Promotes low-density development in peripheral regions, emphasizing affordability, space & car-dependent expansion

Not considered in our mobility solutions

Benchmarking Methodology:

- Benchmarked global cities based on density metrics, infrastructure concentration, land use & parking space efficiency
- Evaluated economic activity, transit connectivity, transport modes, land use, parking space & accessibility

- Evaluated spatial spread, connectivity to core, parking & infrastructure investment in outer zones for various global cities



Outlook & Comparisons of Different Models*

Vibrant Inner Core

Benefits:

- Reduces car dependency & urban sprawl
- Enhances infrastructure efficiency & economic vibrancy
- Supports sustainability & livability (easier transit)

Challenges:

- Risk of gentrification & displacement
- Infrastructure strain & congestion in core areas
- Requires strong governance & zoning considerations

Benchmarks:

- Amsterdam, Philadelphia, NYC, Melbourne, Paris, Tokyo

Polycentric Communities

- Lower housing costs & perceived quality of life
- Scalable growth with fewer ordinance constraints
- Appeals to families seeking space & privacy

- Limited local economic activity; Transit connectivity more difficult
- Runaway sprawl hard on city budgets

- Atlanta, DFW, Dubai, Johannesburg, Riyadh, Phoenix

Far-Flung

- Balances development across regions
- Reduces pressure on central core
- Promotes sustainability

- Requires major transit investment & coordination
- Risk of uneven hub development
- Zoning conflicts & governance complexity

- London, Seoul, Singapore, Chicago, Toronto



Innovations are Coming (these & see next page...)



Autonomous Vehicles with “swarm intelligence”

A hive of inter-related autonomous vehicles can increase # of vehicles travelling in a lane by 40% each hour



Flying Cars

Unmanned Aerial Vehicles “UAVs”: The technology is here; the issue is regulatory. Can avoid “chaos” in skies by programming cars to fly over roads, adhering to traffic rules below.



Gondola Mobility

These gondolas are excellent for “last mile” needs as you can enter or exit nearly everywhere. They may emerge for longer haul also.

Image courtesy of U.S. Department of Transportation

Images courtesy of Shutterstock



Innovations are Coming... (these & see next page...)



New technologies for developing tunnels

The cost to dig/build out tunnels has come down radically (see recent Paris developments) – tunnels may become viable for autos and/or rail/subway...



“Mobility as a Service”

A fleet of autonomous vehicles deployed across urban core enabling the “last mile” solution



Congestion Pricing

Though not a new solution, lanes of congestion pricing may alter timing of commuting and/or push people to carpool or park & ride

Images courtesy of Shutterstock



Considering the Ultimate Answer



- Congestion renders a high lost productivity, loss of attractiveness as a place to live & cause emissions affecting air quality
- Current approaches not likely to support our growth
- Our future state to include a denser urban core with polycentric communities
- Innovations introduce new opportunities; we can evolve from our “widen the roads” mentality
- Solutions will differ dependent upon location and need to commute

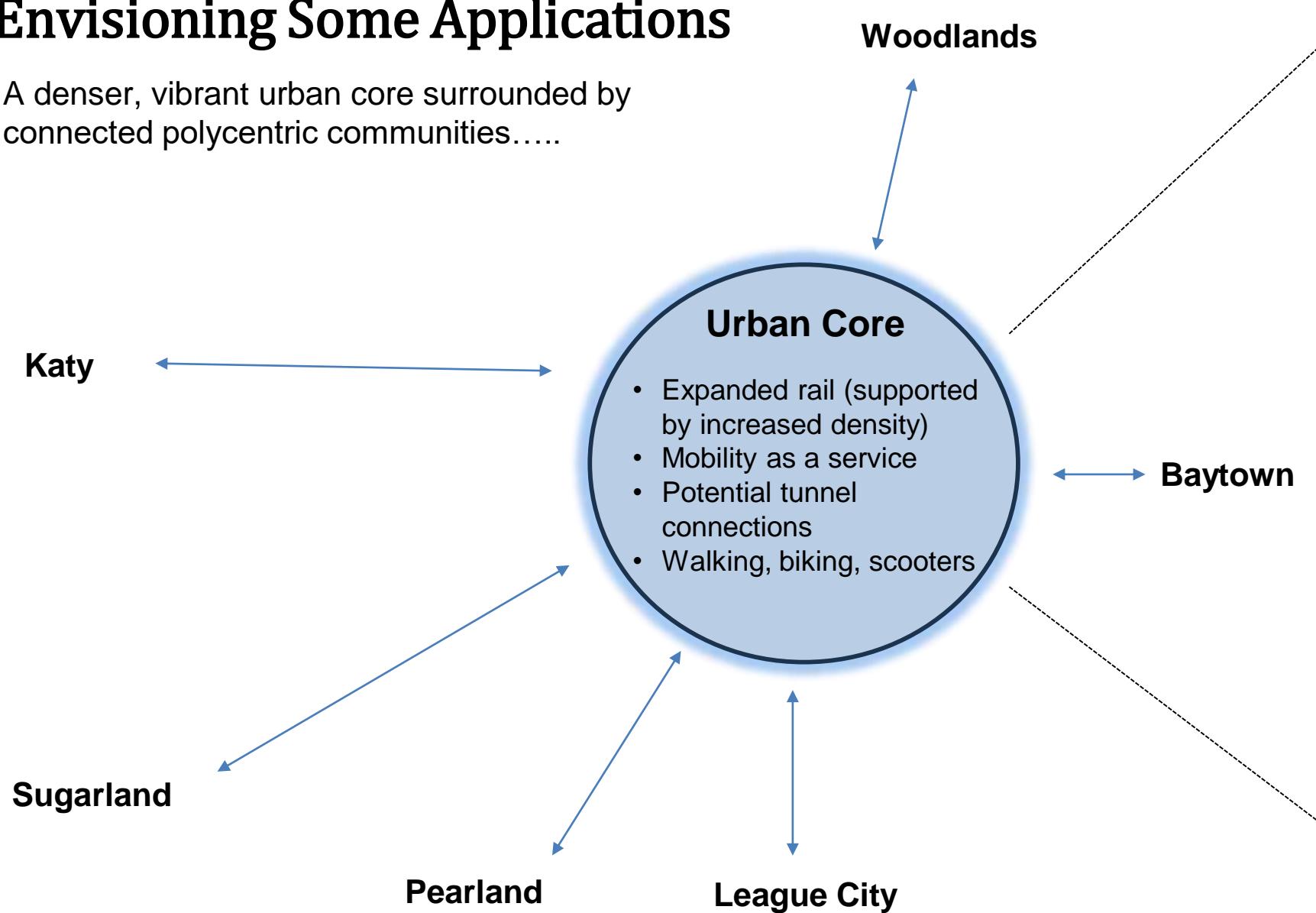


In 2050 we shall have implemented a portfolio of new modalities that will improve safety, reduce cars on the road, reduce emissions & accommodate projected growth



Envisioning Some Applications

A denser, vibrant urban core surrounded by connected polycentric communities.....



Increased density supports light rail:

- Light rail travel common within urban core
- Provides “last mile” solution for suburban commuters
- Tunnels may become economic

Mobility as a service:

- New autonomous vehicles (“AVs”) pervasive in inner core – reduce need for many parking lots
- Also serve as a part of “last mile” solution for commuters

Other attributes of density:

- Walking, biking, scooters more viable



Some Specific Opportunities for the Urban Core

With a denser urban core, expanded mass transit options – light rail, BRT*, etc. now viable – and desirable (e.g., a built-out EADO community connected to downtown)

Urban Core

- Expanded rail (supported by increased density)
- Mobility as a Service
- Potential tunnels
- Walking, biking, scooters

One opportunity to highlight: Nonstop rail or high-capacity BRT*, rapid transit service from downtown to Post Oak (Galleria area)

- Likely to run from downtown (perhaps partly underground), along Westpark (where there are easements) to Post Oak
- For residents: With no stops, would be a strong commuting option for Galleria residents (where there is some density) to downtown (coupled with mobility as a service).
- For tourists: Would connect “The Main Attraction” with our premiere shopping districts

Innovation to Watch: Tunnels

If tunnels prove to be cost efficient, they may be strong opportunity to add impactful rail routes and/or vehicle traffic

***Bus Rapid Transit (BRT)** is a high-capacity bus system designed to deliver **rail-like performance**—speed, reliability, and efficiency— often at a lower cost than light rail or subways.



And One Very Specific Case: 610 West Loop



Image courtesy of Texas Department of Transportation

610 West Loop

- One of the **most congested strips** of road in the country; Texas A&M estimates 1.6 million wasted hours per mile & annual congestion cost of \$120M
- A big issue: between I69 & I10 there are few north-south roads connecting them: Chimney Rock & Hillcroft (hard to widen or enhance) – and Beltway 8

A Need to Highlight: This is a big opportunity for impact.... *if we could fix just one important stretch of road...*

A Portfolio of Levers for Improvement:

Light Rail (or High-Capacity Rapid Transit): New solution from downtown to Post Oak likely takes some autos off the road – e.g., commuters who previously drove on 610 now use the “no-stop” transit service.

Tunnels: Cost of tunnels is coming down

- Could open a non-stop underground thorough-fare from I69 to I10

Congestion Pricing: Charge for speedier travel opportunities on inner lanes in both directions (or in built-out underground tunnel)

- May re-route some to less expensive Beltway 8
- Clears off some congestion for those needing to exit to Galleria

Innovation to watch here: Aerial Vehicles could effectively create additional lanes up in the air



For Our Polycentric Communities



For polycentric communities like Katy & Sugarland, the goal: One can travel from their home to workplace ***in 45 minutes or less*** – and ***with a high level of predictability***

The Goal:

- Goal is not perfect (of course, less time would be better), but goal is realistic
- Better than today and it accommodates growth
- Predictability a key factor; often the surprise or unplanned bottleneck is most negative issue

Considerations to Achieve the 45-minute Goal:

- As urban core becomes more vibrant... suburban sprawl will slow down
- And there will likely be some growth in workplaces near residences (e.g., Energy Corridor)
- Widening roads no longer the solution; Deploy new solutions to achieve goal



Top Ideas for Commutes from Polycentric Communities



Use current HOV lanes to deploy High-Capacity Rapid Transit*

The Case for “Next-Generation Buses”:

- Use autonomous-driven, electric buses – seemingly a “sure-thing” opportunity
- Drivers are currently a large cost of buses, so *autonomous* buses become far more cost effective – and, importantly, we can increase the frequency of bus pickup times (far more buses)
- Hive technology enables an increase in the number of buses (more frequency)
- This solution (as opposed to rail) still enables cars to ride on HOV lanes (with likely a high toll)

Other Considerations:

- Electric buses support air quality
- *Predictability* of commute very high (as well as *productivity* of commute – think: Vonlane with WI-FI)
- Likely would want to use congestion pricing to motivate people to get out of cars and into HOV buses
- Another time-saver: no need to find parking & walk to office (offsets the time for “last mile” of commute)

Innovations to Watch:

- Rail on HOV lanes
- Unmanned aerial vehicles (“UAVs”)

* We currently have HOV lanes on all highways except I10 East of downtown



Examples of Future State Commutes to Downtown



Pillars



“Eddie from EADO”

Commute Approach

Bikes on cool days
Light rail on warm days
Mobility as a service sometimes

Estimated Time:

15-20 minutes

**Multimodal
solutions**



“Gail from Galleria”

Non-stop rail from Galleria to downtown, supported by mobility as a service

15-20 minutes



“Katie from Katy”

Takes the High-Capacity Rapid Transit option on HOV lane, supported by mobility as a service

45 minutes or less



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Each of Our Aspirations is Achievable

Already Being Addressed

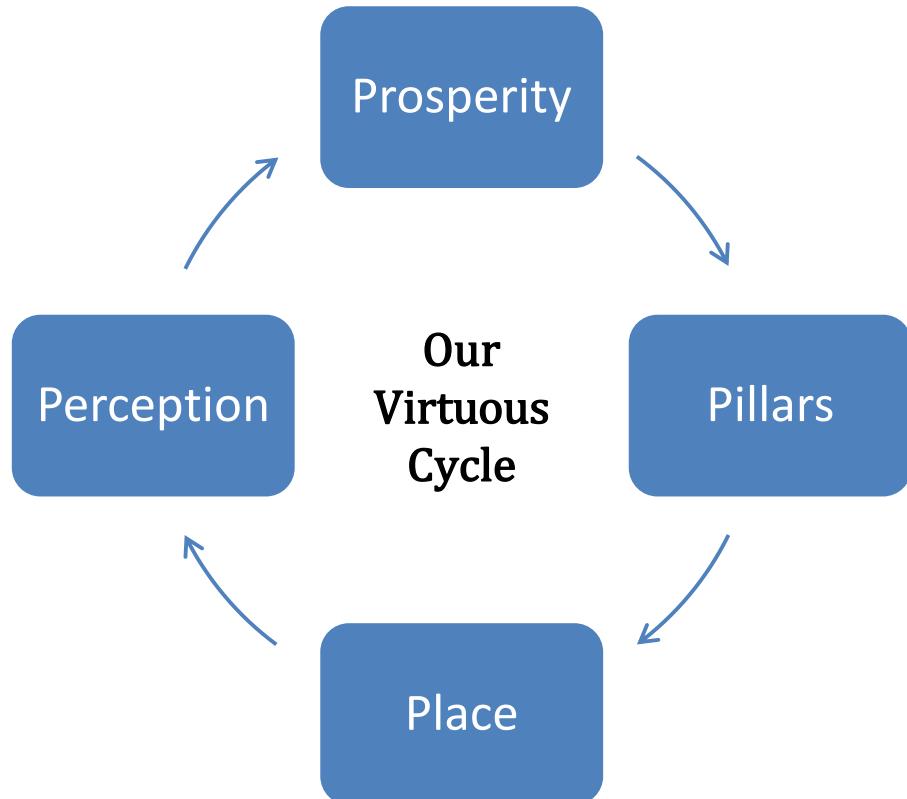
Can Be Achieved

	1. Prosperity (Economic Growth)	2. Place (Culture/Livability)	3. Pillars (Infrastructure)
Already Being Addressed	<ul style="list-style-type: none">✓ Lead energy transition✓ Enhance innovation ecosystems✓ Upgrade workforce	<ul style="list-style-type: none">✓ Capture value of our diversity (foundational to other initiatives)	<ul style="list-style-type: none">✓ Become a global model of resiliency
Can Be Achieved	<ul style="list-style-type: none">✓ Foster a new industry✓ Improve education✓ Grow short-stay tourism...✓ ... Promote arts & culture	<p>Enhance Livability:</p> <ul style="list-style-type: none">✓ Protect housing affordability✓ Upgrade urban core✓ Continue green space momentum✓ Expand bayou beautification	<ul style="list-style-type: none">✓ Improve transportation & mobility

4. Perception – Improve our image (an outcome of above)



We can Unleash a Virtuous Cycle



Our Virtuous Cycle:

Prosperity enables investments in pillars (e.g., resiliency)

Pillars (e.g., mobility, resiliency, air quality) enhance our places

Places are so attractive (e.g., green spaces) that perception improves

Perception improvement enhances prosperity--unleashing *a positive, self-reinforcing, virtuous cycle*



Vision 2050: We can Make our Aspirations a Reality



- Our economy will provide **an abundance of opportunity** with new industries (brain capital of the world) and innovation, fueled by a highly-skilled workforce & ever-innovative education learning systems
- Adding to our growth: we will become known as **an attractive destination for tourism**



- Our region will feature **a vibrant urban core with attractive surrounding communities** (e.g., Sugarland)
- We will preserve our relatively **low-cost housing by increasing density** coupled with shared green spaces. Our landscape will be filled with trees and lush green spaces with beautified bayous



- Our **mobility offerings catch up to** and meet the needs of our growing population
- **Flooding is no longer commonplace** as heavy rains move through drainage tunnels; our **power is stable** year-around and our new green spaces & trees have **improved air quality**



- If we get the other 3Ps – prosperity, place & pillars – our perception will soar
- We can be known as **a global destination for commerce, culture and tourism**



Vision 2050: Key Metrics for the Future (Part One)

	Today	2050
Prosperity		
Large-scale industries	Four (or Five, if you include port)	Energy & <i>Climatech</i> Capital of the World At least one more: Brain Capital of the World
Innovation		
Annual # of Unicorns	About one every 3 years	At least 1 unicorn each year
Visitors/Tourism	54 million annual visitors Average stay: 1.8 days Visitor spending: \$11B	70 million annual visitors Average stay: 4.5 days Visitor spending: \$22B
Education	Only 20% earning livable wage 6 yrs. after graduating	90% earning livable wage 6 yrs. after graduating
Pillars		
Mobility	Very unpredictable, often-long commutes 8 Houston segments in top 100 national traffic bottlenecks <25% of inner loop homes within 500 feet of transit	Highly predictable commutes less than 45 mins 0 Houston segments in top 100 90% of inner loop homes within 500 feet of transit
Power	Centerpoint/ERCOT standard: 99.9%	99.9% reliability 24/7/365

We can track our progress for prosperity & pillars with these metrics.... (And on next page are metrics for place and perception)



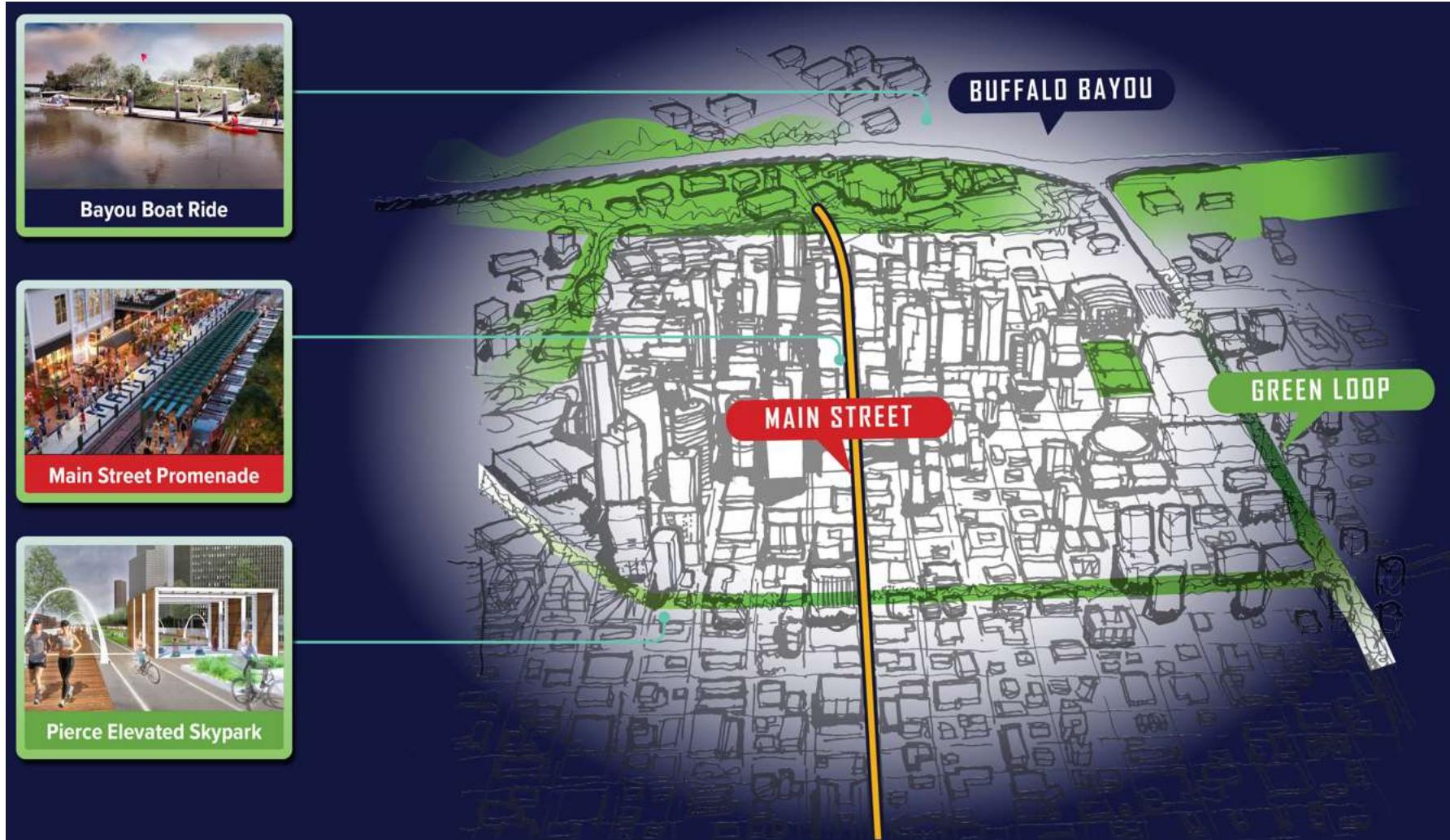
Vision 2050: Key Metrics for the Future (Part Two)

Place	Today	2050
Housing	52% are cost-burdened*	0% are cost-burdened
Green spaces	61% green space access (within 10-min walk)	90% green space access (10-min walk)
Trees	33 million	50 million
Bayous	6% of bayous beautified	25% of bayous beautified
Arts/Culture	Michelin star restaurants: 6	Michelin star restaurants: 25
Perception	Today	2050
	Not ranked anywhere as a top 5 place to visit	Usually ranked as a top 5 national destination

Robust set of metrics for place and perception



Visualizing the Future State: Bayous, Green Loop & the Main Attraction



- Walking, biking trails along long stretches of beautified bayous
- A new green loop encircling downtown
- The Main Attraction as a nexus destination, attracting tourists & locals
- And a core that is surrounded by compelling suburban communities



Our Time Capsule...



Image courtesy of Shutterstock



Kaylinn Esparza



Megan Rose



Jennifer Beers

The intent: We have many aspirations for our future, articulated here

We will store this plan in a time capsule for 25 years. We will count on one of our young team members to retrieve the capsule

May the future exceed our best imagination and aspirations

CHF: Betting that one of our “younger people” will be around to retrieve the time capsule

