

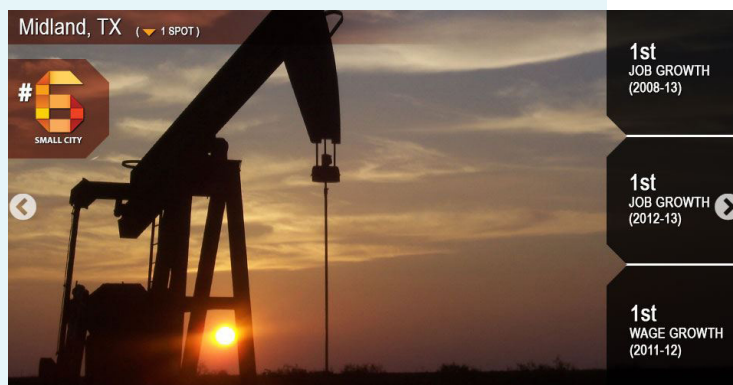


ANNUAL REPORT

A LOOK AT THE PAST AND INTO THE FUTURE

2014

- ▶ Midland ranked **6th Best Performing Small City** in the US - Milken Institute, 2014





MESSAGE FROM THE CHAIRMAN

What an honor it has been to lead the Midland Development Corporation in 2014. It has been a year full of activity as the board of directors and staff have attempted to keep pace with the record-breaking business activity in Midland County.

While virtually every economic indicator points to 2014 having the greatest economic growth in our history, I am pleased on behalf of the MDC, to highlight our specific efforts in continued assistance in the diversification of our economy and support for the City of Midland to accommodate the business growth.

We worked diligently to finalize a Spaceport Master Plan to prepare for new and existing infrastructure and to effectively market the Midland Spaceport Business Park to future companies.

In 2014, we finalized our agreements with Orbital Outfitters and brought another business to the spaceport. Construction began on the Midland Altitude Chamber Complex (MACC) which will be owned by MDC and housed in Orbital Outfitter's new building. Construction also commenced on an existing hangar at the Spaceport Business Park to be transformed into the home of XCOR Aerospace.

The MDC is partnering with Midland Memorial Hospital to provide \$2,000,000 over a five year period to recruit new medical professionals to our community to serve our growing population. Additionally, more than \$1,280,000 was funded in new infrastructure projects with the City of Midland.

As Midland continues to grow, the MDC will continue to assist in diversification and partner with others to do our part to build a World Class City!

MDC'S HISTORY

The Midland Development Corporation (MDC), created in January 2002, implements an aggressive business prospect program that focuses on marketing to primary diversified industries that create high paying jobs and supports Midland's existing industry base in the retention and creation of new jobs. Midland voters made these efforts possible when they approved a quarter-cent increase in the local sales tax rate, creating additional revenue earmarked to promote economic development and diversification.

Mission

Promote and advance opportunities that enhance and diversify the strength and stability of the Midland economy.

Goals

1. The Midland Development Corporation will retain and encourage expansion of existing businesses.
2. The Midland Development Corporation will market, recruit and strengthen Midland's workforce for current and future employers.
3. The Midland Development Corporation will attract diversified industries and business to Midland.
4. The Midland Development Corporation will provide assistance to develop areas of the City of Midland that meet the City's development objectives.

A five-member board appointed by the City Council governs the Midland Development Corporation.

BOARD OF DIRECTORS



Robert V. Rendall, Jr.
Chairman



Brent Hilliard
First Vice Chair



Cary Love
Secretary



Gary D. Douglas
Treasurer



Tracy Bacon

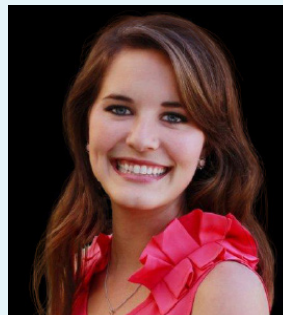
PROFESSIONAL STAFF



Pamela Welch
Executive Director



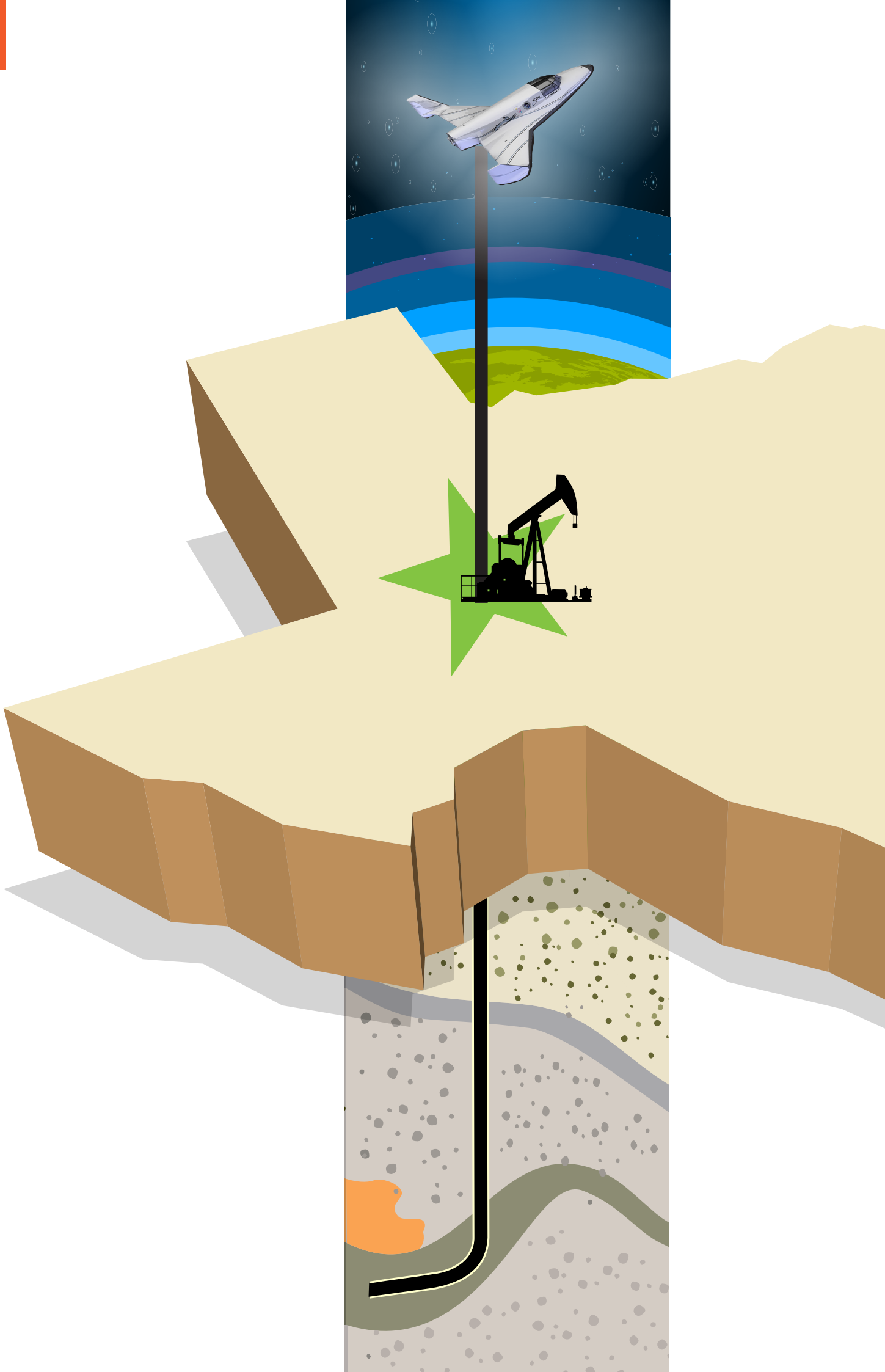
Zach Gilbert
Economic
Development
Specialist



Regan Latham
Marketing
Coordinator



Deniese Napoliello
Administrative
Coordinator



MIDLAND REACHING BEYOND



▶ The total investment in the commercial human spaceflight sector has risen by 20% since January 2008, reaching a cumulative total of \$1.46 billion. - Commercial Spaceflight Federation



▶ The aerospace and aviation industry directly employs more than 153,000 Texas workers at 1,300 establishments with an average annual salary of \$80,958.



▶ The Permian Basin has the largest rig count of any basin/region in the world - 27% of the world's rigs, 56% of those in Texas. - Texas Tech University's *Economic Impact of the Permian Basin's Oil and Gas Industry Study*.



▶ The Permian Basin generates \$137.8 billion in economic output and contributes more than \$71.1 billion to the gross state products of both Texas and New Mexico. - Texas Tech University's *Economic Impact of the Permian Basin's Oil and Gas Industry Study*



▶ The Permian Basin crude oil production is around 1.4 million barrels a day. - Texas Tech University's *Economic Impact of the Permian Basin's Oil and Gas Industry Study*

“For over a century Midlanders have been challenging frontiers and conquering world-changing innovations: the original Midland wildcatters to the now high-tech horizontal drillers; Jim Hall who revolutionized the automobile industry with his ground-breaking aerodynamic designs; and Leo Windecker who produced the first FAA-certified all-composite aircraft that influenced the way most aircraft are designed today.” - Andrew Nelson, XCOR Aerospace President

COMMUNITY

FORWARD PLANNING

“The Wall Street Lofts project will provide additional public parking and contributes to a vibrant downtown which is a key part of recruiting companies and employees to Midland.”

- Laura Roman, Chamber Chairman

Economic development is only one piece of a much larger puzzle. The City of Midland has a strategic plan in place and the MDC supports aspects of that plan when the two organization’s missions intersect for a greater good.

▶ **AVALON DRIVE EXTENSION**

In partnership with the City of Midland, the MDC funded \$550,000 for the engineering and design costs associated with the extension of Avalon Drive, approximately 1.8 miles from Musial Way to Business Interstate 20. The project will include a five-lane arterial cross section from Musial Way to approximately Thomason Drive and a three-lane arterial cross section from approximately Thomason Drive to Business Interstate 20. The expansion is expected to open a section of this area for commercial development.

▶ **BRIARWOOD PHASE II & III**

The MDC funded a \$730,000 agreement with the City of Midland for engineering and design services for Phases II and III of the Briarwood Avenue improvements project. Services include engineering, design and surveying work for the widening of approximately 2 miles of existing two-lane roadway into a five-lane arterial street with a 120-foot right-of-way from State Highway 158 to Avalon Drive. Right-of-way acquisition will also be determined.

▶ **WALL STREET LOFTS – PUBLIC PARKING FACILITY**

Construction of the four-level parking facility co-located with the Wall Street Lofts apartment complex continued throughout 2014. Two levels of the parking facility will be dedicated to downtown public parking. Completion date is scheduled for early 2015.

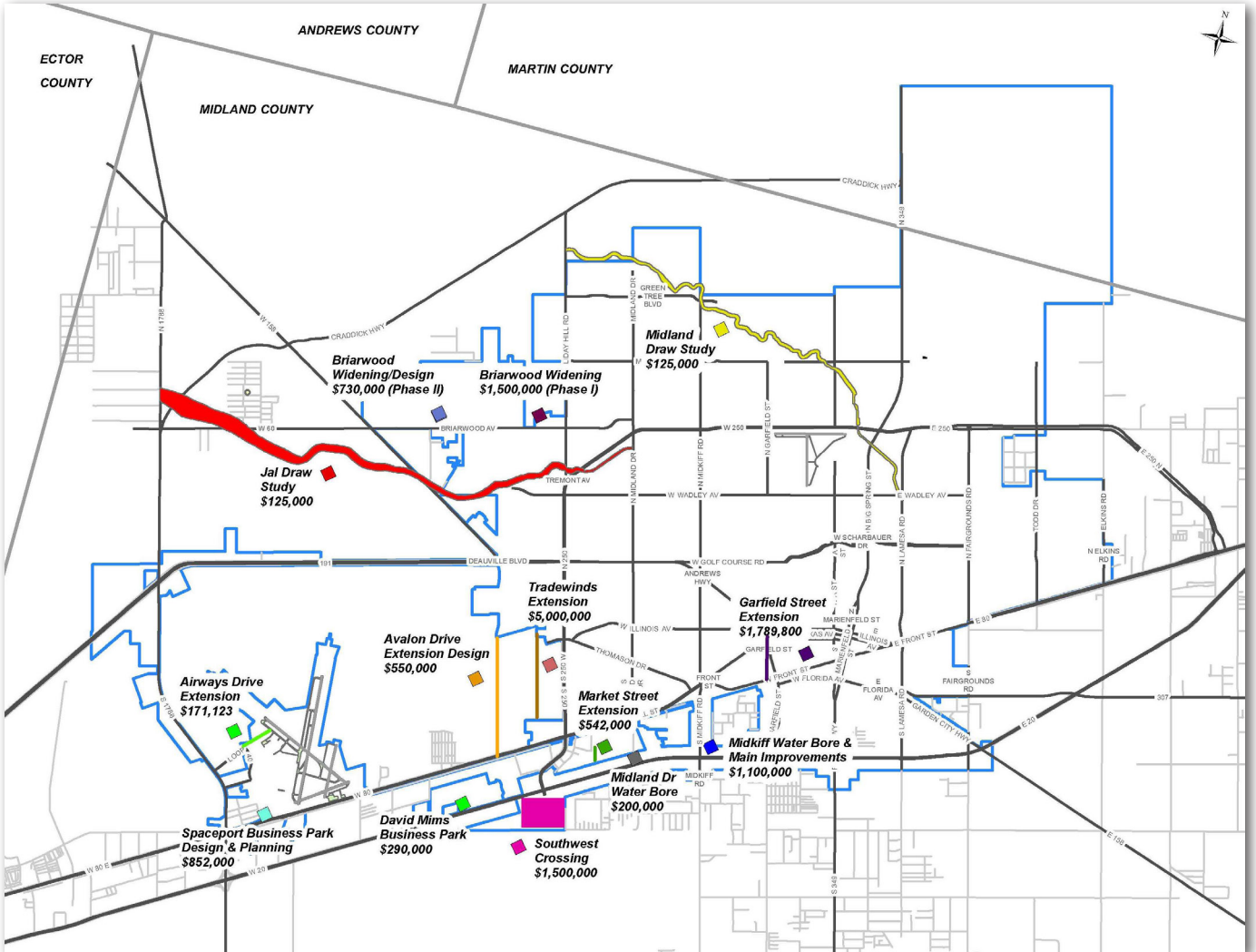


Wall Street Lofts & Public Parking Project

\$1,280,000

CITY ROAD IMPROVEMENTS IN 2013-2014

MDC INFRASTRUCTURE PROJECTS TO DATE



- | | |
|--|---------------------------------|
| ◆ Midland Dr Water Bore | ◆ Midland Draw Study |
| ◆ David Mims Business Park | ◆ Jal Draw Study |
| ◆ Spaceport Business Park | ◆ Southwest Crossing |
| ◆ Briarwood Widening (Phase I) | ◆ Airways Drive Extension |
| ◆ Briarwood Widening/Design (Phase II) | ◆ Market Street Extension |
| ◆ Midkiff Water Bore & Main Improvements | ◆ Garfield Street Extension |
| ◆ Tradewinds Extension | ◆ Avalon Drive Extension Design |

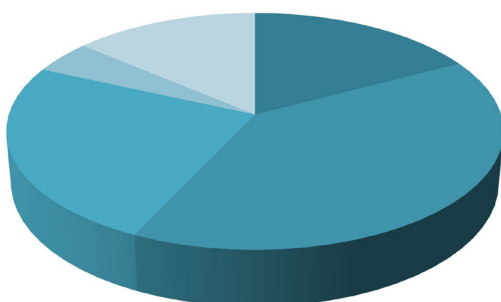
COMMUNITY FORWARD PLANNING

▶ DAVID MIMS BUSINESS PARK

The MDC continued with the engineering services for the David Mims Business Park. The preliminary design phase for infrastructure improvements consist of utilities and roads on the 78-acre site located on the north service road of I-20 for the attraction of new and expanding businesses.



▶ TARGET INDUSTRY EXPOSURE



- Aerospace/Aviation
- Site Consultants/Corporate Real Estate
- Manufacturing
- Alternative Energy
- Other

► **CENTER FOR INNOVATION**

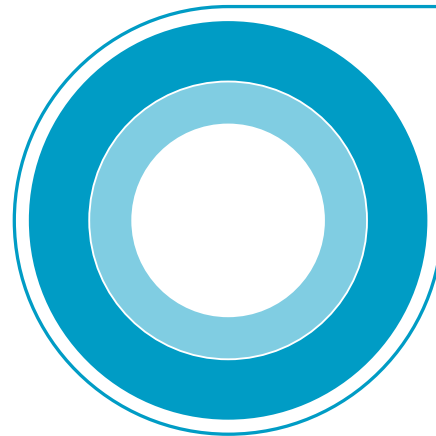
The MDC approved an agreement with The Center for Innovation (CFI) to support entrepreneurial and business development in Midland. The partnership will provide businesses the access to innovative services necessary to successfully launch and retain a business in the marketplace. The MDC has designated \$25,000 to the CFI for this service. CFI serves as a catalyst for technology-led economic development, facilitating and enabling the integration of industry, academic and government research with access to technology, capital and talent. Through the CFI, the MDC will participate in various consortia with key local stakeholders and connect Midland to many state of the art laboratories, organizations, and markets providing current local and future businesses access to cutting-edge technology and research. This new agreement is consistent with the mission of the MDC in providing assistance to retain and attract diversified industries by providing developmental assistance. The services of the CFI supports expansion of the MDC's portfolio of global tools and resources to attract new business ventures and will strengthen Midland's workforce.

\$25,000

SUPPORTING ENTREPRENEURIAL BUSINESS DEVELOPMENT

\$2,000,000

PHYSICIAN RECRUITMENT TO THE MIDLAND AREA



YEAR IN REVIEW:

877 Contacts

50 Leads

16 Prospects

► **MIDLAND MEMORIAL HOSPITAL**

The MDC has entered into an agreement with Midland Memorial Hospital for an amount not to exceed \$2,000,000, through five annual reimbursements, for costs associated with the recruitment of physicians to the city of Midland. The MDC recognizes that access to quality medical services is essential to the retention and recruitment of businesses to Midland.



BUSINESS

DIVERSIFICATION

Stepping into the future...

DIVERSIFICATION PROJECTS

► FRITO LAY

Rolling Frito-Lay Sales, LP, purchased a 5.357-acre site from the MDC, located in the La Entrada Business Park at Midland International Air & Space Port and are constructing a new regional distribution facility. The MDC finalized an economic development agreement with Rolling Frito-Lay Sales, LP for \$150,000 to be funded when they are issued a certificate of occupancy for the new facility. The agreement required Rolling Frito-Lay Sales, LP to create or maintain annual salaries and wages of \$1,500,000 and invest a minimum of \$4,500,000 for the purchase of machinery, equipment, fixtures and furniture at the property, and for the cost of constructing improvements at the property.

► XCOR HANGAR RENOVATIONS

XCOR has certified, as required by their agreement with the MDC, that their Midland payroll is more than \$200,000 in annual salaries and wages. Renovations are in progress to the existing hangar at the Spaceport Business Park that will allow XCOR to begin the relocation of their research and development operations to Midland.



Orbital Outfitters Groundbreaking Ceremony



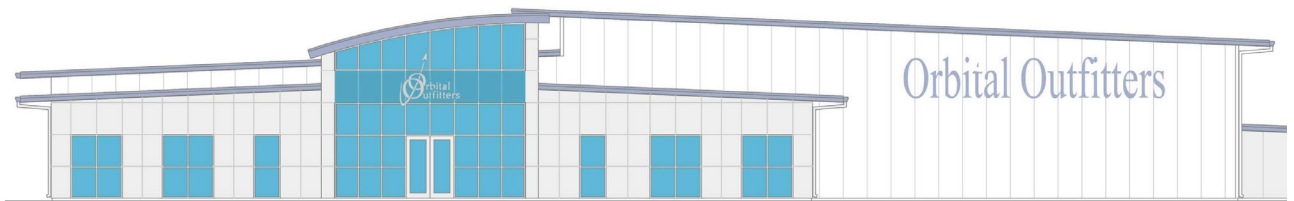
XCOR Aerospace "Wall Breaking" Ceremony

"The aerospace industry is critical to our economic diversity – innovation and breaking the mold have been, and will always be, embedded in our culture. Midland's next frontier is space!"

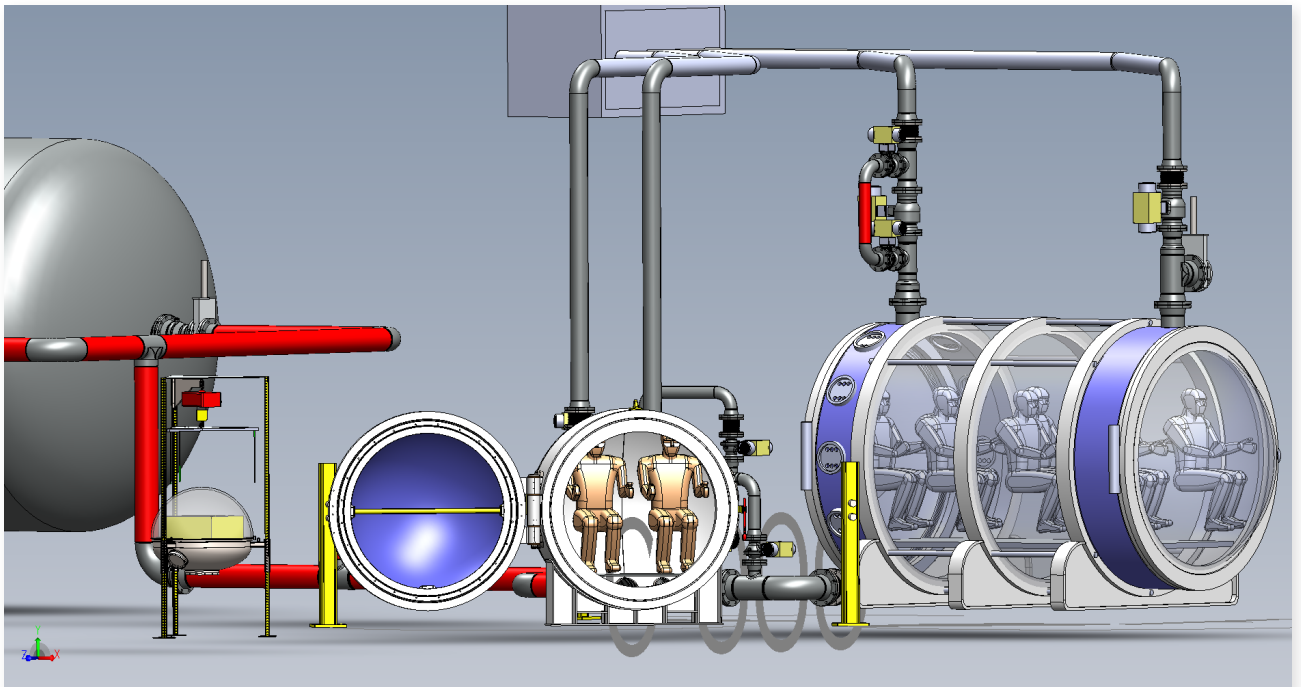
- Mayor Jerry Morales

► **ORBITAL OUTFITTERS FACILITY AND MIDLAND ALTITUDE CHAMBER COMPLEX (MACC)**

The MDC approved an agreement with Orbital Outfitters, Ltd for the location of their Space Pressure Suit Manufacturing and Development business at the Spaceport Business Park. The MDC is constructing a facility that will be sub-leased to Orbital Outfitters. The new building at the Midland Spaceport Business Park, which is located at the Midland International Air & Space Port, will house the Midland Altitude Chamber Complex (MACC). The complex is owned by the MDC and operated by Orbital Outfitters and will support the testing and qualification of space and pressure suits, small space systems and components testing and flight crew training operations. The MACC will be made available for use by UTPB for research. Orbital Outfitters specializes in the design, development, and manufacturing of space and pressure suits, with a secondary line of business focusing on the production of full-scale space vehicle mockups.



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Midland Altitude Chamber Complex (MACC)

SPACEPORT BUSINESS PARK



SPACEPORT BUSINESS PARK

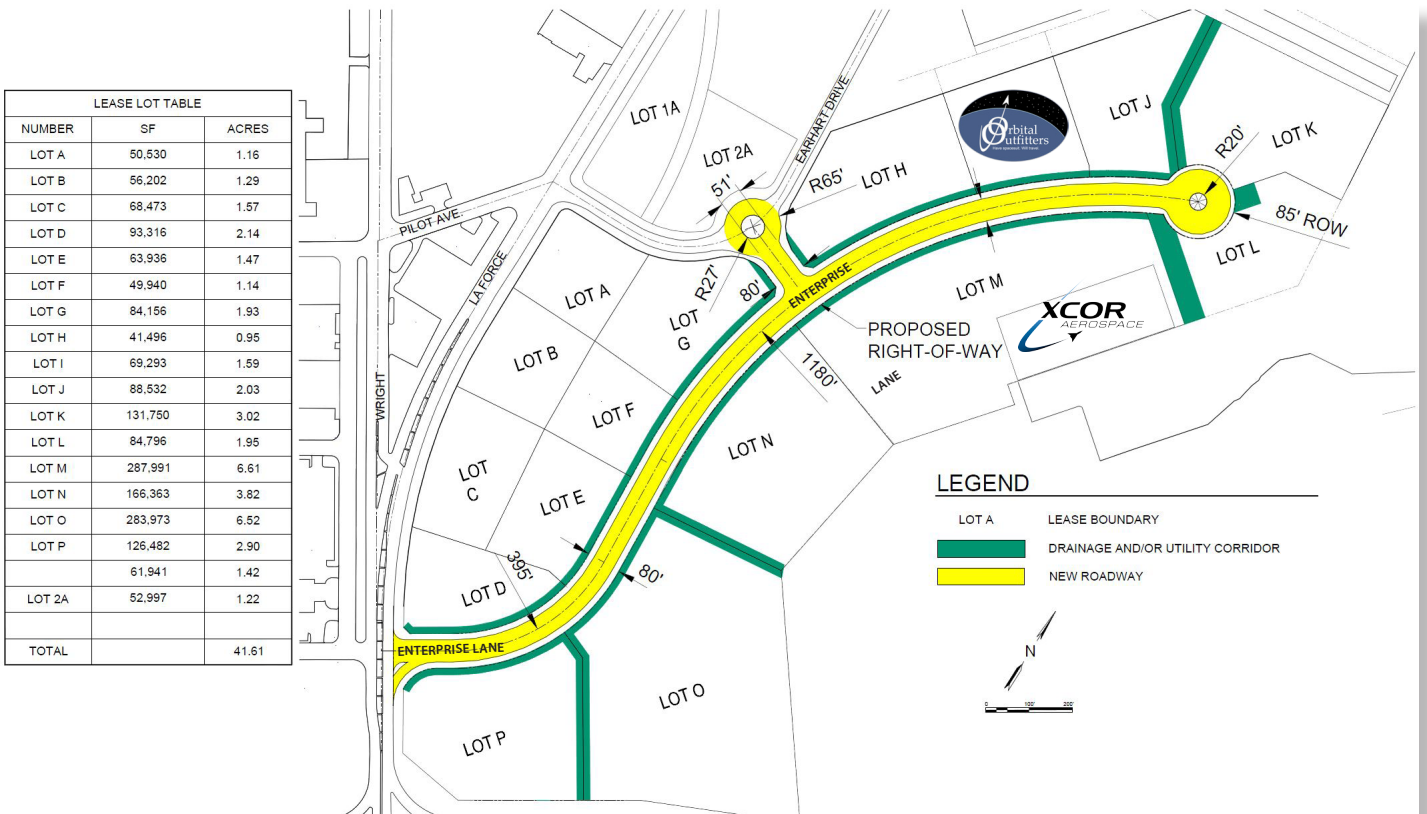


Midland International
Air & Space Port

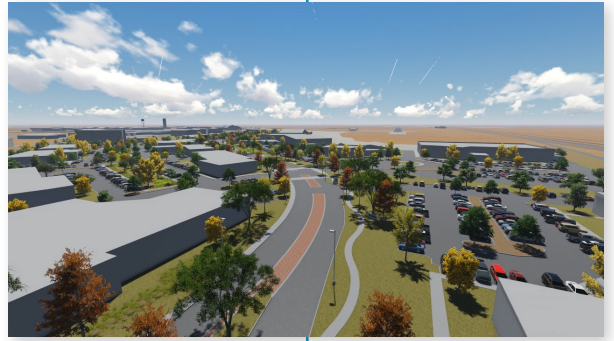
► MIDLAND SPACEPORT BUSINESS PARK

A 50-acre lot of land on the southeast side of the Midland International Air & Space Port has been designated as the Spaceport Business Park. XCOR Aerospace and Orbital Outfitters are the first two businesses to commit to locate in the business park. The MDC has completed a Spaceport Master Plan and conceptual layout of the business park. The design and construction of the roads, landscaping and utilities will commence in 2015. The Spaceport Business Park will be marketed to the aerospace industry and the commercial space industry to continue to bring diversification to Midland.

► SPACEPORT BUSINESS PARK MASTER PLAN



- ▶ FAA approved Commercial Space Launch Site (spaceport)
- ▶ The first U.S. commercial spaceport to be co-located with a major commercial airport
- ▶ Available sites allows commercial space companies an economical venue for testing, production and launch operations
- ▶ Opportunities for commercial development
- ▶ The MDC can provide active business support for diversified companies
- ▶ Favorable regulatory setting
- ▶ Growing a cluster of innovative aerospace companies and a strong labor market of engineers and technical workers
- ▶ The Midland Altitude Chamber Complex (MACC) provides higher education R&D opportunities
- ▶ Higher education support for the aerospace industry
- ▶ Aerospace companies work closely with local school districts to focus on the STEM fields





EMPLOYMENT GROWTH RATES BY TEXAS METROPOLITAN AREAS

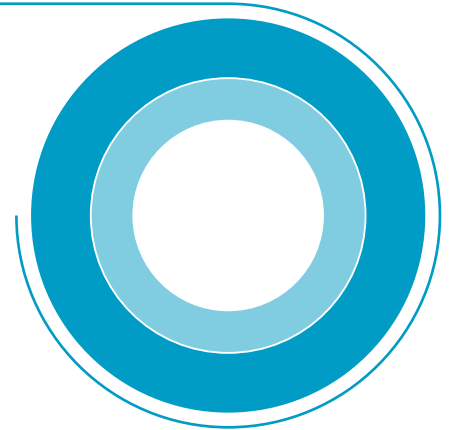
Midland metropolitan area ranked first in job creation with a 7.2% growth rate from Oct. 2013-Oct. 2014. - Real Estate Center at Texas A&M University

7.2%

LABOR FORCE

From 2013-2014, Midland County's civilian labor force has increased from 96,032 to 100,251. - Texas Workforce Commission

+4219



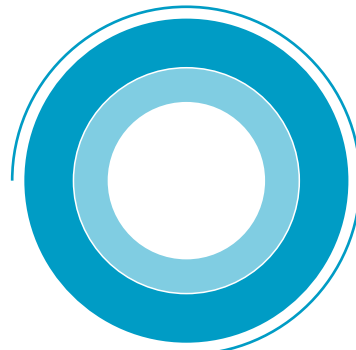
6TH

MIDLAND JOBS

Midland ranked 6th in Forbes Magazine's *Best Small Cities for Jobs 2014*.



2.6%



THE LOWEST UNEMPLOYMENT RATE

Midland, Texas, had the state of Texas' lowest lowest unemployment rate at 3.1% - Bureau of Labor Statistics, September 2014

A STABLE AND GROWING WORKFORCE

“For the last several years, Orbital Outfitters has been looking for the ideal location for a manufacturing facility to support our growth as the commercial space industry matures and Midland has proven itself to be just the right fit.” - Jeff Feige, CEO of Orbital Outfitters

▶ **BAKER HUGHES HIRING EVENT**

Baker Hughes hosted a Hiring Event that took place in Bakersfield, CA. The MDC assisted and provided Baker Hughes with information about our community, data regarding our economic outlook, and promotional videos and materials. Baker Hughes hired over 100 new employees, covering various occupational demands. Most have already moved to the area and begun work.



▶ **RED, WHITE & YOU JOB FAIR**

Co-sponsored with Permian Basin Workforce Board & Workforce Solutions with more than 40 employers in attendance to recruit veterans at the event held at the National Guard Armory on November 14th.



▶ **MIDLAND/ODESSA REGIONAL WORKFORCE AND EDUCATION FORUM**

Midland/Odessa Regional Workforce and Education Forum. In attendance was Commissioner Michael Williams from the Texas Education Agency, Chairman Andre Alcantar from the Texas Workforce Commission, and Commissioner Raymund Paredes with the Texas Higher Education Coordinating Board. TWC Chairman Alcantar, Commissioner Paredes and Commissioner Williams agree that linking education to in-demand job skills is critical for Texas to remain competitive and offer our future workforce the best promise for career and lifelong opportunities. The meeting with education and business leaders provided valuable information on initiatives currently taking place in the Midland and Odessa areas. Area industry and educational leaders also expressed the current needs and demands for the Permian Basin.

▶ **PARTNERSHIPS IN EDUCATION**

The MDC, MISD, and Midland College are still examining and exploring many programs that would be beneficial to our workforce and education needs. We continue to collaborate with our partners and invest in community groups such as M1DLAND FIRST, to ensure that our economy is being supplied with the best talent that can be offered.

STRATEGY IN MARKETING

“Twitter is not a technology. It’s a conversation. And it’s happening with or without you.”

- Charlene Li, Co-Author of Groundswell

In this fast-paced business market, it no longer makes sense to send a message to the masses in hopes of persuading the few. Our strategy in 2014 incorporated a greater presence online and in social media where conversations grew and flourished. We had the opportunity to script Midland’s story and see it re-told by others. Our messages are now reaching our audience in real-time.

► WEBSITE

MDC’S newly designed website offers up-to-date content, news and promotes interactive use. One primary goal of the new website was to increase usability and cater to the specific needs of site selectors and prospective companies who visit the website looking for relocation and expansion information. An economic development website often makes or breaks a viable deal.

► SOCIAL MEDIA

In 2014, MDC vastly increased its presence on social media through Twitter, Facebook, YouTube, and LinkedIn. These outlets offer an inexpensive platform for two-way conversation and word-of-mouth content sharing. We are able to control content, frequency, and directly reach an audience who is interested in our story. Our community can be educated and engaged in what we do.

PAST, PRESENT & FUTURE

By using key traditional marketing strategies combined with new media marketing, we have expanded our reach and audience. A monthly e-newsletter helps to keep our community informed of economic indicators and MDC’s recent events.



▶ **ADVERTISING**

The MDC's advertising strategy has evolved over the last year to encompass a variety of mediums. Although print advertising in target publications may still be necessary at times, digital marketing has taken precedence because of the ability to reach a desired target audience at a lower cost. Our outlets include the use of MDC's website, direct communications to our contacts, editorials, blogs, online advertising, print advertising, social media and more.

▶ **SPONSORSHIP**

- Commercial Space Federation
- High Ground of Texas Annual Meeting
- IAMC Regional Meeting & Forum
- Midland Chamber of Commerce State of the Economy Lunch
- Midland Chamber of Commerce Annual Lunch
- PBPA Annual Meeting
- Small Satellite Conference

▶ **TARGET MARKETING**

The MDC continues to work with an aerospace consultant to define target companies and enhance a strategic marketing program and recruitment efforts.

▶ **BUILDING A BRAND FOR WEST TEXAS THROUGH PARTNERSHIP**

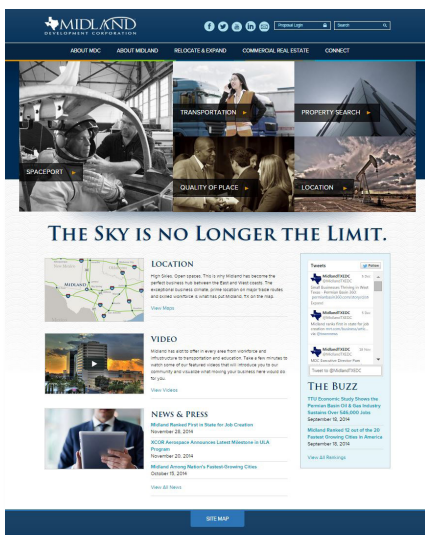
- Center for Innovation
- Commercial Space Federation
- High Ground of Texas
- International Economic Development Council (IEDC)
- Midland Chamber of Commerce
- M1DLAND FIRST
- Permian Basin Coalition
- Permian Basin Petroleum Association (PBPA)
- Spaceport Development Board
- Team Texas
- Texas Economic Development Council (TEDC)
- TexasOne

▶ **FACILITATING FACE-TO-FACE CONVERSATION**

The MDC exhibited and participated with state and regional partners through a variety of conferences, domestic trade shows, consultant forums and recruitment missions throughout the year. Some of which are included here, but not limited to:

- A&M University Commercial Space Flight Workshop
- AWEA Windpower Show
- Commercial Space Transportation Advisory Committee (COMSTAC)
- FAA Commercial Space Transportation Conference
- IAMC Fall Forum
- IAMC Spring Forum
- International Symposium for Personal and Commercial Spaceflight (ISPCS)
- Logistics Development Forum
- Maintenance, Repair & Overhaul Tradeshow (MRO)
- National Space Symposium
- New Space Conference
- Small Satellite Conference
- Space Tech Expo

NEW & IMPROVED WEBSITE



TEXAS MONTHLY INSERT



PRINT ADVERTISEMENT





MDC UPDATES

Here at the Midland Development Corporation life is busy! Midland is growing rapidly and our job is to ensure that equates to permanent progress for our city. This progress includes new industry, companies and jobs in Midland, but it also means being proactive about city infrastructure needs.

One of our goals at MDC is to provide assistance to develop areas of the City of Midland that meet the City's development objectives. A few of these current projects include, but are not limited to, bringing water infrastructure to south of I-20 as well as the Tradewinds Corridor.

The MDC has also recently granted funds to Midland College for a semi-tractor trailer practice vehicle for commercial driver license (CDL) job training for Midland citizens.

Wall Street Lofts apartment construction is underway and will bring additional public parking and living space to Midland residents in the downtown district.

Pam Welch
MDC Executive Director

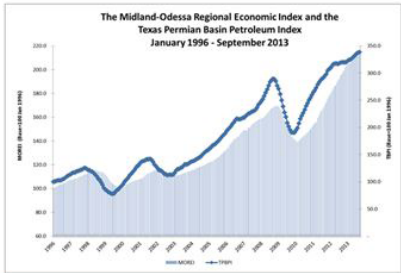
MIDLAND ECONOMIC INDICATORS

- The third-Quarter Economic Indicators for Midland-Odessa continues to reflect stout ongoing economic expansion.
- Construction activity in the Permian Basin as measured by building permit valuations surpassed \$1 billion for the year in September for the first time ever.

Source: INGHAM ECONOMIC REPORTING for the Midland Development Corporation by Karr Ingham. *Labor statistics for September are not yet available.

Midland County Employment Information	August 2013	July 2013	August 2012	High
Civilian Labor Force	95,087	96,151	91,717	96,155 (July 2013)
Employment	95,596	92,809	88,484	92,809 (July 2013)
Unemployment	3,089	3,351	3,233	5,414 (June 1999)
Unemployment Rate	3.2%	3.5%	3.5%	8.2% (June 1999)

September City of Midland	2013	2012	2013 Year to Date Totals	YTD % Change 2012-2013
Building Permit Valuation	\$48,845,864	\$15,012,804	\$68,350,008	135.9%
Sales Tax Rebate	\$4,478,904	\$4,736,348	\$43,685,328	9.5%
Home Sales Total Dollar Volume	\$45,521,787	\$37,853,224	\$365,687,543	7.7%
New Single-Family Residence Permits	61	33	569	19.0%
Midland International Emplacements	40,370	39,173	374,635	2.4%
Midland Hotel/Motel Tax Receipts (3rd Quarter)	\$1,527,466	\$1,323,473	\$4,268,350	20.4%



Pam Welch
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Midland, where the sky is no longer the limit!

Give us a call and learn more today!

MONTHLY EMAIL UPDATES

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- The Midland Development Corporation will market, recruit and strengthen Midland's workforce for current and future employers.



Pamela Welch
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MIDLAND INTERNATIONAL AIR AND SPACEPORT



OPEN FOR BUSINESS

- First commercial spaceport to-located with a major commercial airport (space available for HTHL and testing)
- Growing aerospace cluster with innovative space companies in West Texas
- Favorable regulatory environment for development companies
- Active business support and economic incentives available through the MDC
- Strong labor market of engineers and technical workers
- Located in growing metropolitan area with many amenities

SPACEPORT BUSINESS PARK DEVELOPMENT MARKETING BANNER AND BROCHURE



MDC's New Website Launched Today

The Midland Development Corporation has launched a new and improved website for a more user-friendly experience.

Visitors to the site will have access to "Custom Reports" of desired information found on the site as well as a GIS interactive map to show our available buildings and properties. Find information on relocating and expanding your business, area demographics, and *The Buzz* which offers the latest news and press highlights.

*For those of you who visit our site often, a reset of your cache may be needed in order to update the existing domain to show the new site properly. If you are experiencing any problems viewing the new page, please press "ctrl + shift + R" while on the site to refresh your cache history.

Click here to view MDC's website: www.midlandtxedc.com



MDC Website Homepage



MIDLAND, TEXAS INTERNATIONAL AIR AND SPACEPORT



- > Midland Spaceport - Open for Business
- > FAA License Imminent
- > Dynamic Economic Incentives
- > Collocated with Commercial Airport
- > Home to:
 - XCOR Aerospace
 - Orbital Outfitters
 - Your Future Space Company

Where the sky is no longer the limit
www.midlandtxedc.com

SPACEPORT BANNER

MidlandTXEDC,
You were mentioned in a Tweet!

AD Area Development @AreaDevelopment
Orbital Outfitters To Establish Altitude Chamber Research Facility In Midland, Texas
areadevelopment.com/newsitems/1-24...
#econdev @TexasOne @MidlandTXEDC
07:32 PM - 29 Jan 14

Reply to @AreaDevelopment Retweet Favorite

TWITTER CONVERSATIONS

Enjoy the freedom you've worked so hard to protect.

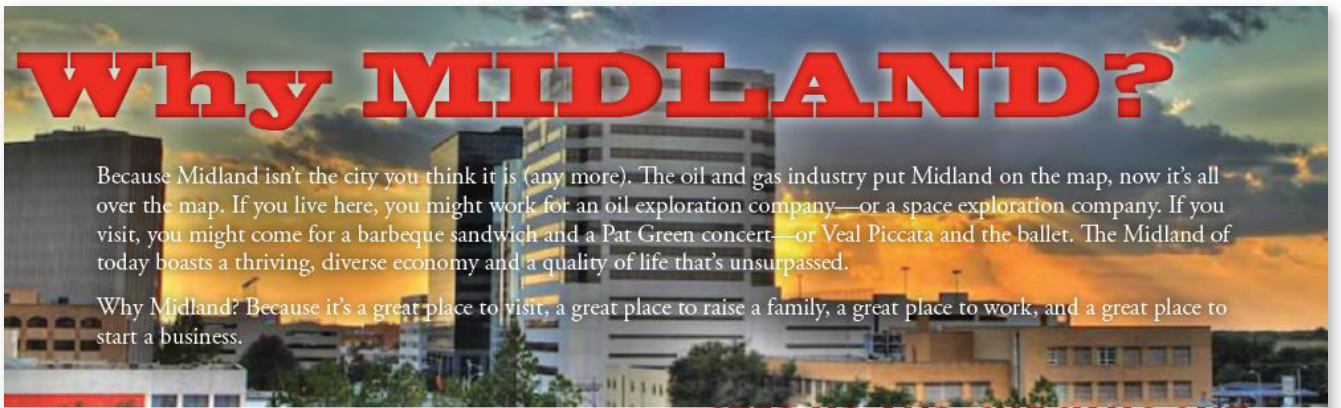
MIDLAND, TEXAS
WHERE THE SKY IS NO LONGER THE LIMIT

Job Opportunity
Progress
Growth
Quality of Place

"Second-highest per capita income in the nation."
- Bureau of Economic Analysis

MIDLAND DEVELOPMENT CORPORATION
www.midlandtxedc.com

WORKFORCE ADVERTISEMENT



Why MIDLAND?

Because Midland isn't the city you think it is (any more). The oil and gas industry put Midland on the map, now it's all over the map. If you live here, you might work for an oil exploration company—or a space exploration company. If you visit, you might come for a barbecue sandwich and a Pat Green concert—or Veal Piccata and the ballet. The Midland of today boasts a thriving, diverse economy and a quality of life that's unsurpassed.

Why Midland? Because it's a great place to visit, a great place to raise a family, a great place to work, and a great place to start a business.

STEP UP AND CHECK US OUT

"I started my business in 1991 in my house. Most of our customers send our candy as corporate gifts. We've shipped everywhere, including Dubai and even to a nuclear sub! Now we've moved into a new complex in downtown Midland that's our factory, our offices, one of our two stores, and a tourist attraction, too. Midland's an incredible city to live in...you'll get 150% support from the community if you care about Midland."

**– Susie Hitchcock-Hall,
owner of Susie's South Forty Candy Factory**

"Texas, and the city of Midland in particular, has a robust, business-friendly climate that we believe will be very conducive to building our company now and in the future. Due to the industrial base established to service the increasingly high-tech, high-precision oil field works, the Midland workforce and supply chain is quite advanced and relevant to XCOR's needs. And Midland has an entrepreneurial spirit that is incredibly vital!"

**– Andrew Nelson, COO
XCOR Aerospace**

XCOR is focused on the research, development, project management, production and maintenance of safer, more reliable, reusable suborbital and orbital launch vehicles (RLVs), rocket engines and rocket propulsion systems.

"For the guy who has a dream, Midland is the place where he can find his own piece of the American dream. Work hard and you'll be rewarded. I say, why not Midland?"

**– Jose Cuevas
JumBurrito Inc.**

Mr. Cuevas opened his first burrito stand in Midland in 1979. He now has six locations and over 150 employees.

"At ASCO, we strive to make ourselves the very best, and it's great to have a city and Convention & Visitors Bureau that are right there with us the whole way."

**– Brian Smith
Tournament Director, ASCO Midland Football Madness**

"Pioneer's roots are in Midland and we are excited about what the future holds for the community. Midland is home for many of our 1,600 employees and families who live and work in the Permian Basin. It is a town with a great sense of community where people look out for one another, and Pioneer is proud to be part of the great things happening in Midland."

**– Scott Sheffield, Chairman and CEO
Pioneer Natural Resources**

Pioneer Natural Resources is a large independent oil and natural gas company, heavily involved in Permian Basin operations, that maintains an office in downtown Midland.

"To accommodate growth, we just moved into a two-and-a-half-times bigger store. So obviously, we're very hopeful for the future. This is a great time to be in business in Midland. There's no other place like it. We've thought about other locations, but no."

**– Kathy Harrison
Miss Cayce's Christmas Store**

"Midland is a great place to start a business and raise a family. The economy is diverse—it's the epicenter for all kinds of businesses, so Midland is in a position to keep growing for many years. The future's real bright for us."

**– Glen Aaron ("Big Boss Hog")
The Hog Pit**

"I opened my restaurant in 2005 and have moved twice and now occupy a space three times larger than my first one. My business has increased 35-40% in the last few years. The increased competition is good for us, in my opinion—it keeps us on our toes. We're part of Midland and we're happy to be here."

**– Joe Torres
Cancun Grill**



www.midlandtxcdc.com
(855) 824-6435 toll free



www.VisitMidlandTexas.com
(800) 624-6435

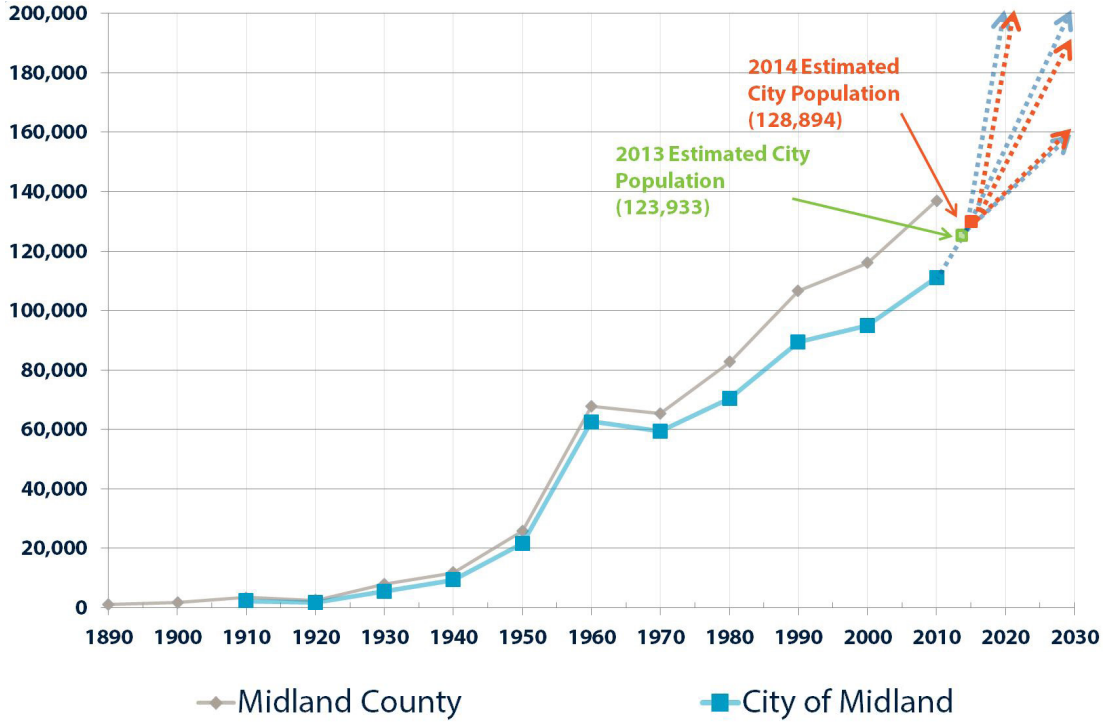


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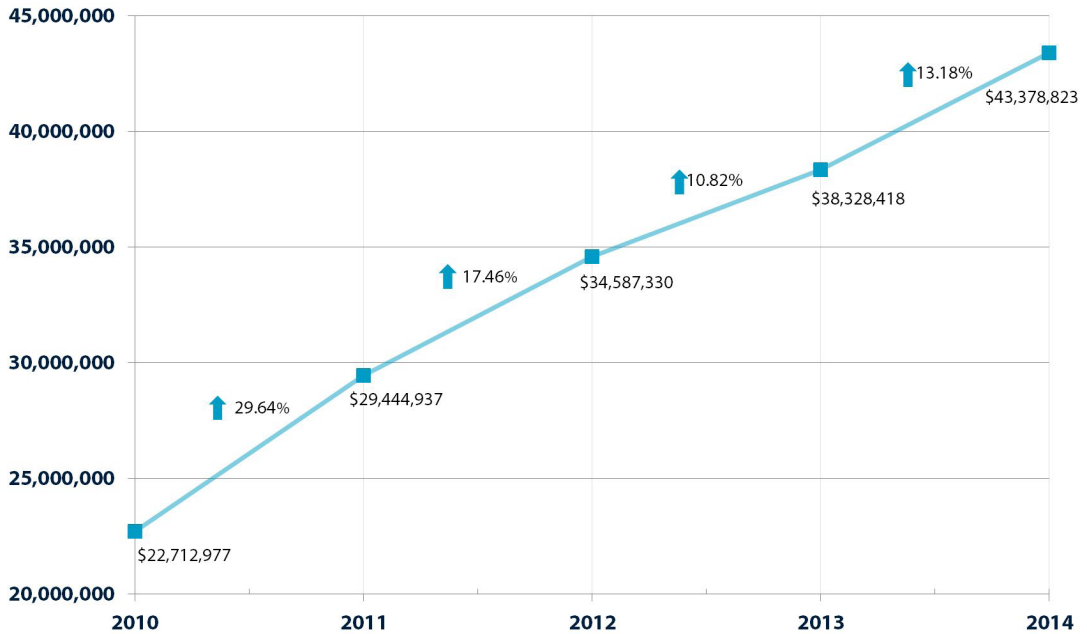
ECONOMIC INDICATORS



HISTORIC POPULATION GROWTH

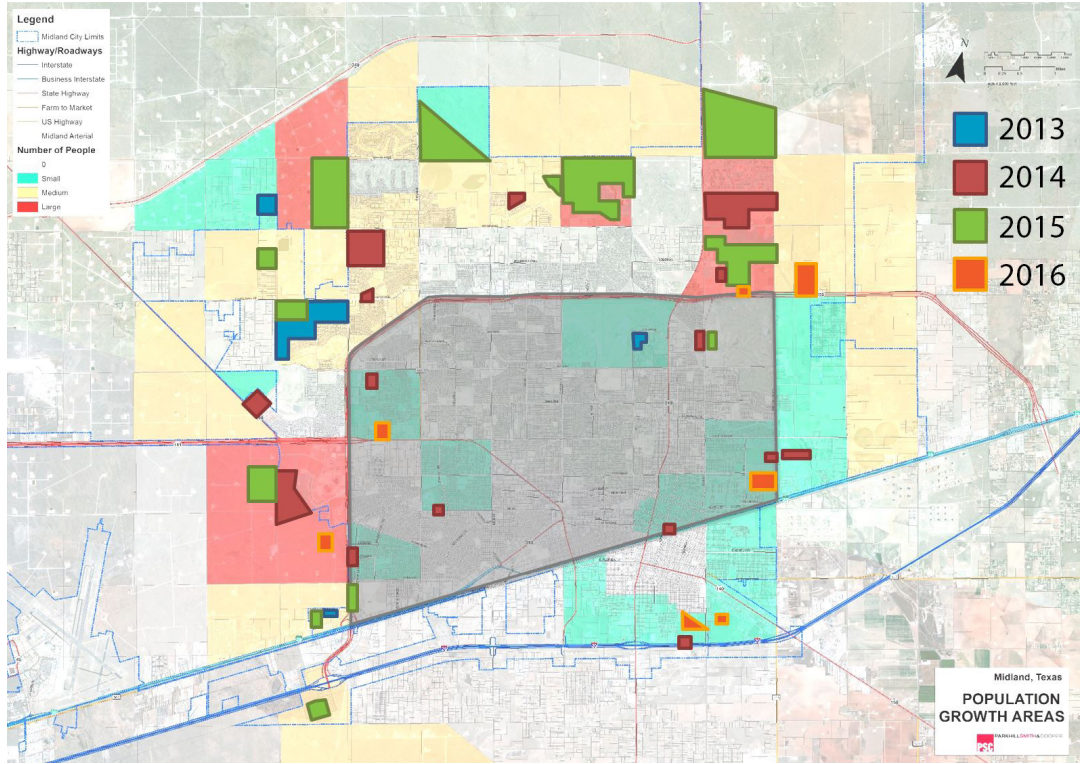


5-YEAR SALES TAX GROWTH FOR THE CITY OF MIDLAND





CURRENT AND PLANNED HOUSING DEVELOPMENT (SEPTEMBER 2014)



	2013	2014	2014	2016
Single Family Lots	2,268	2,175	2,281	200
Apartment Units	2,448	1,052	2,086	700
Totals	4,716	3,227	4,367	900





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CONTACT US