



MIDLANDTM
DEVELOPMENT CORPORATION

2024 ANNUAL REPORT



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From the Chairman

2024 was a year filled with accomplishments for the Midland Development Corporation's initiatives.

As we reflect on another year of progress and innovation, it is with great pride that I present the Midland Development Corporation's Annual Report for 2024. This report captures the achievements, challenges, and opportunities that have defined our community's journey toward sustained growth and prosperity.

Our strategic focus this year has been on fostering industries that align with our region's strengths and potential. Notably, our aerospace and defense sectors have seen unprecedented advancements.

P. Lourcey Sams, Chairman

With significant investments in infrastructure, research, and workforce training, we are solidifying our position as a hub for innovation and excellence in these high-tech industries. Partnerships with leading companies and institutions have been instrumental in driving this growth, bringing new jobs and cutting-edge technologies to our community.

Equally important is our commitment to enhancing the quality of place for all residents. We have made strides in creating vibrant, livable spaces that support both economic and personal well-being. From new recreational amenities to improved public services, our efforts are aimed at ensuring our community remains a desirable place to live, work, and thrive.

A cornerstone of our strategy has been the revitalization of our downtown area. This year, we have seen transformative projects come to life, breathing new energy into the heart of our city. By attracting diverse businesses, supporting local entrepreneurs, and preserving the unique character of our downtown, we are creating a dynamic environment that fosters cultural and economic vibrancy.

Workforce development continues to be a top priority. Recognizing that a skilled and adaptable workforce is essential to our economic success, we have expanded training programs, forged new educational partnerships, and introduced initiatives to address critical skills gaps. These efforts are not only preparing our residents for the jobs of tomorrow but are also attracting talent and investment to our region.

As we look to the future, our vision remains clear: to build a resilient and prosperous community that offers opportunities for all. I invite you to explore the highlights of this report and join us in celebrating the achievements of the past year while envisioning the possibilities ahead.



P. LOURCEY SAMS, CHAIRMAN



JILL PENNINGTON, 1ST VICE CHAIR



BRAD BULLOCK, 2ND VICE CHAIR



ZACK DECK, TREASURER

**ELVIE BROWN, SECRETARY****GARRETT DONNELLY, DIRECTOR**

MDC Board of Directors

Midland Development Corporation is governed by a seven-member board. Board members are appointed by the Midland City Council and commit to serving three-year terms.

The MDC board's leadership guides the organization and is invaluable to the many businesses we have helped to grow in Midland.

**J.ROSS LACY, DIRECTOR**

MDC's Return on Investment

Since 2014, the MDC has invested or committed:



\$40M to new roads and infrastructure in Midland

\$106M in state and federal infrastructure funds secured for Midland as a direct result of MDC's commitment.



\$8.4M to healthcare for Midland's physical & mental health

85,000 patients served at TTUHSC's psychiatry clinics since 2018
20 mental health care providers located in Midland



\$17.7M to higher education and workforce training

\$25M in state and philanthropic funds secured for Midland as a direct result of MDC's commitment



\$63.7M to new and expanded businesses in Midland*

Includes **\$50M** to support new downtown hotel developments

1,400 new jobs created in Midland (direct, indirect, and induced)**

\$139M per year in **new payroll** in Midland (contractually obligated)

\$10.6M per year in local sales tax generated**

Total* MDC Investment: \$130.2M******

Total added economic value to Midland: \$426M (new payroll, capital investment, and contractually obligated investments from other entities directly induced by MDC commitment.

Return on Investment: 227%

*amount excludes the Midland Entrepreneurial Challenge

**source: Chmura Economics 2025

***Total includes all MDC economic development agreements. Total does not include promotional agreements.

****Data current as of 1/31/2025

Aerospace in Midland

One of the Midland Development Corporation's goals is to attract diversified industries and businesses to Midland. The aerospace and defense industry are two industries that have been identified as strong prospects. In 2024, MDC has worked with **AST SpaceMobile**, **Firehawk Aerospace**, **Castelion Corp.**, **Starfighters**, **MITRE**, **SFAtx**, and **Higher Orbits**.

AST SpaceMobile

Located at the Midland Spaceport Business Park, AST SpaceMobile has experienced a year of success with several significant milestones.

Launch of BlueBird Satellites: On September 12, 2024, AST SpaceMobile successfully launched its first five commercial BlueBird satellites into low Earth orbit aboard a SpaceX Falcon 9 rocket. By October 25, all five satellites had fully unfolded their large antenna arrays, marking a critical step toward operationalizing the company's satellite network. These satellites were built right here in Midland.

Partnerships with Verizon and Vodafone: AST partnered with Verizon and Vodafone to bring coverage to their customers using the space-based cellular service.

Regulatory Progress: In August 2024, the Federal Communications Commission (FCC) authorized AST SpaceMobile to launch and operate the frequencies necessary to support the initial BlueBird 1-5 satellite mission, including gateway, feeder link, and telemetry operations. This approval was a crucial step toward deploying their satellite constellation.

AST SpaceMobile thrives in Midland and has created over 200 jobs locally thanks to an economic development agreement with the MDC that provides manufacturing space at the Midland Spaceport Business Park.

AST's launch of the BlueBird satellites – Sept. 2024



Firehawk team at Midland test site

Firehawk Aerospace

Firehawk Aerospace joined Midland in 2022 to begin the testing of their hybrid rocket engines. After two years in the Tall City, Firehawk has experienced growth and success including:

- Secured a \$60 Million Series C Funding: Led by 1789 Capital, with participation from Donald Trump Jr., this investment aims to enhance U.S. security and competitiveness.
- Awarded a \$4.5 Million SBIR Phase III Contract by the U.S. Army: Through the Army Applications Laboratory, Firehawk is developing propulsion systems for key weapon systems, including the Guided Multiple Launch Rocket (GMLR), FGM-148 Javelin anti-tank, and FIM-92 Stinger anti-aircraft missiles.
- Selected by AFWERX for a SBIR Phase I Contract: Focused on developing solid rocket motors and hybrid rocket engines, this contract supports the U.S. Air Force's propulsion needs.
- Conducted Successful Hybrid Rocket Engine Tests in Midland, Texas: Demonstrating the reliability and performance of their 3D-printed rocket fuel technology.

These accomplishments underscore Firehawk Aerospace's commitment to advancing rocket propulsion technology and addressing critical defense challenges. Firehawk currently utilizes MDC-owned land for testing.

**Stay in orbit with
Midland's aerospace
activities!**



www.midlandspaceport.com



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[@midland-international-air-space-port](https://www.linkedin.com/company/midland-international-air-space-port)



[@midlandtxspaceport](https://www.facebook.com/midlandtxspaceport)

Castelion Corp.



In 2024, the Midland Development Corporation was excited to welcome modern defense company Castelion Corporation to Midland. Castelion signed a 24 month lease agreement with the MDC to test rocket engines outside of Midland city limits. Other milestones included:

Successful Hypersonic Missile Test: In March 2024, Castelion conducted its first full test flight of a hypersonic missile, marking a major advancement in their rapid development approach. This test is a demonstration of Castelion's capacity to provide low-cost hypersonic test platforms ready for on-demand launch.

Participation in DoD's Hyper-AMPD! Prize Challenge: In November 2024, the U.S. Department of Defense awarded Castelion \$250,000 as one of two winners in the Hypersonic Accelerated Manufactured Prototype Demonstration (Hyper-AMPD!) prize challenge. This initiative sought innovative concepts for the rapid and cost-effective delivery of hypersonic prototypes.

Capital Raise: In 2024, Castelion obtained \$100M of Series A financing from Lightspeed, A16z, and Lavrock Venture Capital.

Starfighters



Starfighters, a company renowned for its unique fleet of high-performance ex-military jets, has announced an expansion into Midland and the Midland Spaceport Business Park. This expansion will bring the creation of 23 full-time jobs in Midland by 2033 along with the arrival of \$78M worth of aircraft, including F-4 and F-104 jets, to the Midland International Air & Space Port.

Known for its existing operations at the Kennedy Space Center in Florida, the company specializes in offering aerospace training, research opportunities, and flight experiences. Midland offers a strategic location for Starfighters to broaden its operational scope. This move aligns with Midland's growing reputation as a hub for aerospace innovation. Starfighters' presence in Midland will not only bolster the local economy but also provide unique educational and professional opportunities for the region. By leveraging Midland's infrastructure and resources, Starfighters can enhance its capabilities in supersonic flight training, suborbital research, and high-performance jet operations.

The expansion will bring numerous benefits, including job creation in areas like engineering, maintenance, and flight operations. Additionally, Starfighters will collaborate with local institutions and organizations, fostering STEM education and inspiring the next

generation of aerospace professionals. This partnership with Midland's community aligns with the company's broader mission to advance innovation in aerospace and provide cutting-edge solutions for clients ranging from governmental agencies to private corporations.

Starfighters' decision to expand to Midland underscores the city's growing influence in the aerospace sector. By integrating its state-of-the-art fleet and expertise with Midland's existing capabilities, the company is poised to play a significant role in shaping the future of aviation and space exploration in West Texas.



Starfighters' F-104 at the Midland International Air & Space Port

MITRE MITRE

In a significant step forward for the aerospace industry in 2024, The MITRE Corporation and the Midland Development Corporation (MDC) formalized a partnership aimed at developing a safe and efficient network of launch and reentry spaceports. This collaboration, established through a Memorandum of Understanding (MOU), underscores both parties' commitment to advancing commercial space and high-speed flight operations while fostering regional economic growth.

The MITRE Corporation, a nonprofit organization with a rich history of addressing challenges in the public interest, brings its expertise in transportation systems and airspace innovation to this initiative. With a focus on advancing the National Airspace System and enabling innovative spaceport infrastructure, MITRE is uniquely positioned to contribute to the United States' leadership in commercial space transportation.

The MDC aims to strengthen Midland's position as a hub for aerospace innovation. By working together, MITRE and the MDC aim to create a robust framework that promotes economic diversity and innovation while supporting cutting-edge aerospace systems.

Key areas of collaboration include:

1. **Research and Development:** Joint initiatives to enable commercial space and high-speed flight operations at the Midland International Air and Space Port (MAF). This includes developing technologies and conducting operational demonstrations critical to the spaceport's success.
2. **Knowledge Sharing:** The exchange of insights and technological expertise in areas such as space health, air traffic management, airspace design, and safety regulations.
3. **Regional Innovation:** Identifying opportunities to establish the necessary infrastructure and capabilities to support aerospace activities in Midland and the broader West Texas region.

These activities aim to position Midland as a leader in the aerospace industry, driving innovation and creating a sustainable economic ecosystem. The MITRE-MDC collaboration marks a pivotal moment in the evolution of commercial space operations. By combining MITRE's technical expertise with the MDC's focus on economic growth, this partnership is poised to create lasting value for the aerospace industry and the Midland community. With plans to extend through 2028, this initiative promises to lay the groundwork for a new era of spaceport innovation and regional prosperity.

Space Force Association

The Midland Development Corporation (MDC) authorized an agreement with the Space Force Association (SFA) to advance aerospace activities in Midland. The agreement will bring the SFA's headquarters to Midland. This initiative underscores Midland's commitment to fostering new and expanded business enterprises, with a focus on industries tied to aerospace and innovation.

By partnering with the SFA the MDC seeks to attract enterprises that align with the growing demand for space exploration, defense technologies, and related fields.

The SFA is a nonprofit organization dedicated to supporting the mission and vision of the United States Space Force. As an independent entity, it advocates for the development of space operations and the growth of related industries. SFA works to enhance public awareness about space-related opportunities and collaborates with government and private-sector stakeholders to drive technological advancements and economic benefits.



The Texas chapter of the Space Force Association plays a crucial role in connecting regional resources, talent, and businesses to the national space industry. This partnership is particularly relevant for Midland, a city historically tied to the energy sector, as it seeks to diversify its economy by investing in the aerospace and technology sectors.

By forging this partnership, the MDC positions Midland as a city at the forefront of innovation, ensuring long-term economic resilience. The collaboration between the MDC and the SFA will generate opportunities for local businesses, attract talent, and establish Midland as a significant player in the space and technology ecosystem.



Higher Orbits



Higher Orbits
through science, technology, engineering & math

The Midland Development Corporation, Higher Orbits, Chevron, the Midland Education Foundation, and Midland ISD partnered for a third series of Higher Orbits' Go For Launch programs.

Higher Orbits' Go For Launch! program incorporates hands-on STEM experiences for junior high and high school students as well as giving opportunities for skill building, immersion, and teamwork. The program also introduces students to the potential of careers in the aerospace industry.

Higher Orbits is a non-profit organization that was formed to promote science, technology, engineering, and math for students through space-themed programs.

In January 2025, Higher Orbits hosted a panel at the 2025 SciTech Forum hosted by the American Institute of Aeronautics and Astronautics (AIAA). A Midland ISD student and a Midland ISD graduate were given the opportunity to speak on this panel and share their personal experiences, challenges and aspirations in the world of space exploration. These students' achievements along with the continued success of Go For Launch! in Midland are a testament to Midland's growing reputation as a hub for aerospace and academic excellence.





Founders Blend



Founders Blend celebrated its first-year anniversary in March 2024 alongside Midland Development Corporation, Second Story Coworking, Midland College, University of Texas Permian Basin, Midland Chamber of Commerce, BAM Consulting, FilmHunter Media, and Anzwers Marketing.

Over the last year, Founders Blend has served the Midland business and entrepreneur community by providing a platform for vulnerable, but productive conversations for presenting businesses. In 2024, Founders Blend had 22 businesses present while multiple others attended and supported.

At Founders Blend each month, two businesses present a brief overview of their business with a focus on their entrepreneurial journey. These meetings include the high points and low points of being an entrepreneur along with offering lessons that these business owners have learned along the way. Each meeting includes networking, coffee, and breakfast.

2025 Dates:

January 8, 2025 at Second Story Coworking
February 12, 2025 at UT Permian Basin CEED Building
March 5, 2025 at Midland College Cogdell Learning Center
April 2, 2025 at Second Story Coworking
May 7th, 2025 at BAM Consulting
June 11, 2025 at UT Permian Basin CEED Building
August 6, 2025 at Midland College Carrasco Room
September 3, 2025 at Second Story Coworking
October 1, 2025 at UT Permian Basin CEED Building
November 5, 2025 at Midland College Carrasco Room
December 3, 2025 at Second Story Coworking



Welcome to Midland, Costco!

New development projects are on the horizon for west Midland, including Costco. The City of Midland and the Midland Development Corporation (MDC) worked together to bring Costco to Midland, catalyzing future development along State Highway 191. This collaboration represents a significant investment in the local economy, including job creation, enhanced infrastructure, and expanded shopping options for Midlanders.

The MDC board and Midland City Council approved these agreements over the summer and officially broke ground on the project in December 2024.

The Costco Project at a Glance

The proposed Costco facility will span 174,000 square feet on a 19-acre site in west Midland, adjacent to the northern boundary of SH-191 and west of SH-158. This \$50 million project is set to become a cornerstone of the area's economic and commercial landscape.



Costco's Obligations:

- Facility Development: Costco will construct and operate a modern retail facility, dedicating at least 160,000 square feet to the sales floor.
- Capital Investment: The corporation will invest \$50 million in the facility's development.
- Timeline: Construction began in December 2024, with completion expected by summer 2025.
- Job Creation: Costco will create and maintain a minimum of 100 full-time equivalent jobs at the Midland store.

City of Midland's Support:

- Property Tax Rebate: The city will rebate 50% of its portion of real and personal property tax revenue generated by the project for 20 years following the facility's completion and annual certification of the 100 jobs.
- Sales & Use Tax Rebate: A 50% rebate on local sales and use tax generated by the project will be provided for 30 years under similar conditions.

MDC's Contributions:

- Reimbursement for Infrastructure: The MDC will reimburse Costco up to \$6.5 million for infrastructure and site improvements related to the project. Reimbursements will be made over three years: when the project is complete, and upon certification of creating and maintaining jobs.

This project is expected to catalyze further growth along the SH-191 corridor, retaining local spending and attracting new businesses to the area. With a commitment to job creation and infrastructure improvements, the partnership between Costco, the City of Midland, and the MDC exemplifies a forward-thinking approach to economic development. Construction of the Costco facility marks a transformative chapter for Midland, bringing a highly requested retail option to the community. By fostering economic vitality and enhancing the quality of life for residents, this project underscores the power of strategic public-private partnerships in driving regional growth.



2024–2025 Midland Entrepreneurial Challenge

The Midland Entrepreneurial Challenge (MEC) has become a cornerstone of business development and innovation in West Texas. Funded by the Midland Development Corporation and facilitated by UT Permian Basin Office of Innovation & Commercialization and the Small Business Development Center, the MEC is more than just a competition—it's a launchpad for aspiring entrepreneurs and a testament to the vibrant economic ecosystem in Midland, Texas.

The 2024-2025 MEC saw record-breaking participation from Midland businesses and its largest number of sign-ups at the beginning of the challenge.

The winners of the 2024-2025 Midland Entrepreneurial Challenge:

KidsTown Daycare

I'd Rather Bake

Flourish Speech Therapy

Pearl Head Spa

AnnGee's Barber Academy

The MEC is a structured business development program aimed at nurturing entrepreneurial talent in the Midland community. Participants, ranging from individuals with nascent business ideas to existing small businesses looking to scale, engage in a multi-month journey of learning, networking, and growth. The program includes workshops, trainings, mentorship opportunities, networking, and a pitch competition. Since its inception, the Midland Entrepreneurial Challenge has had a significant impact on the local economy by: empowering small businesses, job creation and strengthening community ties.





Midland Downtown Farmers Markets

The Midland Development Corporation board of directors approved a promotional agreement with the Midland Downtown Farmers Market (MDFM) in 2024.

The MDFM brings a large variety of business owners, entrepreneurs, farmers, bakers, and makers to downtown Midland every Saturday.

As downtown continues to grow, organizations like this one are vital to keeping and maintaining the spirit of this area alive.

Be sure to join the Farmers Market every Saturday at 404 N Colorado St. from 8 am to 12 pm.



Downtown Midland



Downtown Midland is experiencing a resurgence of energy with an uptick in business activity, events and programming, and upcoming projects. In 2024, the Midland Development Corporation spearheaded projects that will help downtown realize its full potential.

Omni Midland

In 2023, the Western United Life Building was demolished, and the Midland Development Corporation and the Midland City Council issued a request for proposals for a project to take its spot. A selection committee made up of MDC board members and city council members reviewed proposals received, and selected the project presented by Midland Downtown Renaissance, a project that would not only bring quality

accommodations to our downtown but anchor other investments made in the area such as the Bush Convention Center and Centennial Park.

In 2024, MDR began the first stages of bringing Hotel Santa Rita to life starting with a partnership with Omni Hotels & Resorts to initiate the Omni Midland Hotel.



**135 rooms & full service
Omni Hotel**



**Estimated \$67 million in
added tax revenue over
the next 22 years.**



**\$169.5M project
financed and led by
local investors**

OMNI
HOTELS & RESORTS

Tapestry Hotel

The Midland Development Corporation Board of Directors approved an economic development agreement with LS Brentway for the development of the Tapestry Hilton Hotel in Downtown Midland.

The Tapestry Hotel will be a 34,000-square-foot project that includes renovations in the existing structure along with the construction of a NEW six-floor structure.

The developer of this project is a company owned by a local family that owns and operates hotels across the Permian Basin. The family is invested in the growth of Midland and the revitalization of downtown. This project will be an 80-key, four-star hotel and will include an upscale restaurant and bar.

The Tapestry Hotel will work together with the Omni Midland Hotel to bring quality accommodations to downtown Midland. Other investments such as the Bush Convention Center and Centennial Park will anchor these projects and will bring further growth to the area.



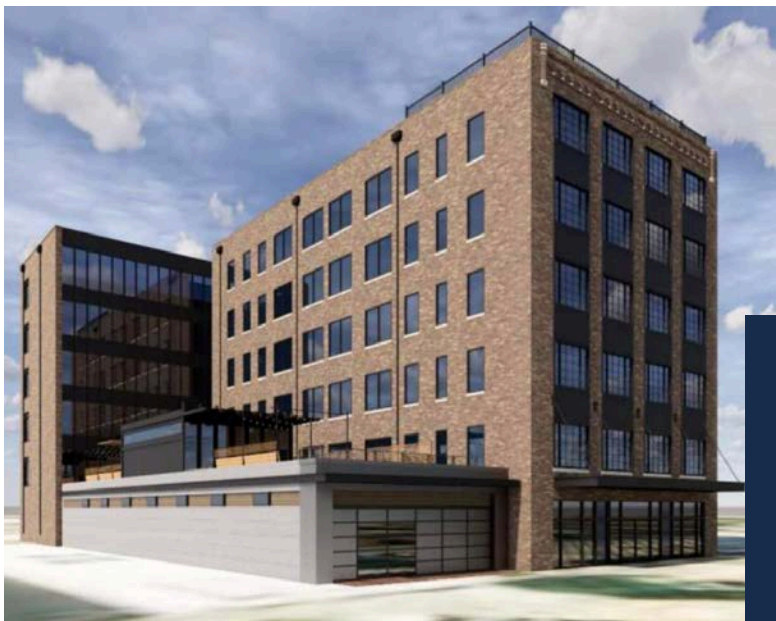
Project developed by local family who are invested in the revitalization of downtown



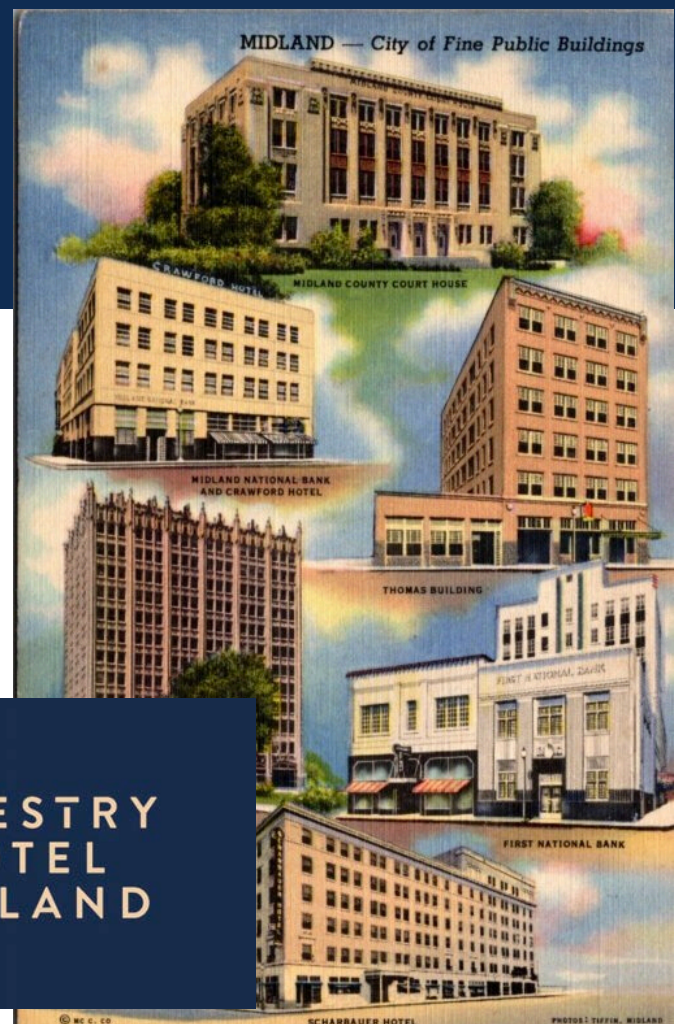
Hotel project will generate a financial return for taxpayers of an estimated \$11 million over the next 22 years.



80-key Tapestry Hilton



TAPESTRY
HOTEL
MIDLAND



Midland College Transportation Training

Midland College has an outstanding commercial driver's license (CDL) training program with a history of producing successful, well-paid graduates who are essential to the local economy. The oil and gas industry's needs drive demand for this program, and in 2023 the MDC partnered with Midland College for a second expansion of the program's capacity.

The Midland Development Corporation along with the Permian Basin Workforce Development Board each gave \$150,000 to expand the program with the purchase of a new Peterbilt truck for training, and scholarship opportunities for incoming students.

The MC Transportation Training Program kicks off with a week-long online course that helps students to obtain their learner's permit. After this, students get behind the wheel of an 18-wheeler for 120 hours of in-person instruction.

In 2024, the Midland College Transportation Program received and presented their new truck which will be used for current and incoming students.



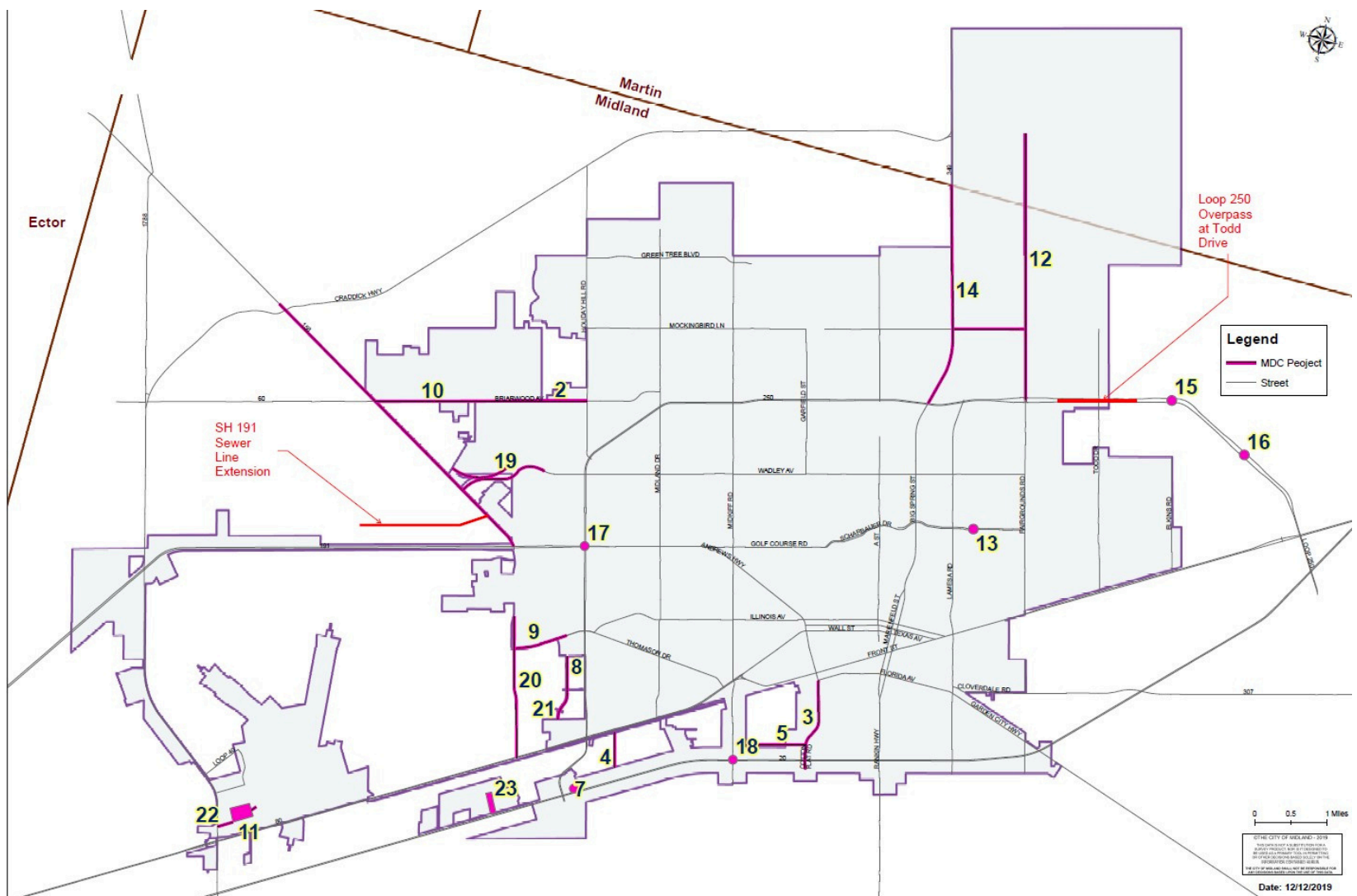
MDC

Infrastructure Projects

Since 2010, the MDC has made investments in infrastructure projects across Midland. The community has evolved around the projects and has continued to grow with them.

These investments have acted as corridors of growth as more development has followed each decision made by the MDC board of directors.

The MDC has invested in all sections of Midland where growth has been identified including Todd Drive (northeast Midland), Tradewinds Boulevard (west Midland), Sinclair Avenue and SH 158 (west Midland), and downtown Midland.





SARA HARRIS, EXECUTIVE DIRECTOR



GABI PERALES FRANKS, BUSINESS RETENTION & ENGAGEMENT



**KEN DOYLE, MIDLAND ALTITUDE CHAMBER
COMPLEX OPERATIONS MANAGER**

MDC Staff

Midland Development Corporation has three staff members who work full time to serve the Midland community. Sara and Gabi work at MDC's downtown office while Ken handles things out at the Midland Spaceport Business Park.

Need help? Drop us a message!

Sara - sharris@midlandtxedc.com

Gabi - gfranks@midlandtxedc.com

Ken - kdoyle@midlandtxedc.com

In 2024, the Midland Development Corporation continued to grow its digital presence online with a focus on reaching local Midlanders. Video content continues to be the most popular form of media and the best way to reach our target audience. This was shown through the high viewership of Instagram Reels and TikTok content produced by the MDC and posted to MDC's social media accounts.



www.midlandtxedc.com

The MDC website received a redesign in 2024 to match current marketing materials and other marketing efforts. The website receives local web traffic a long with non-local web traffic who are looking for information on Midland's major employers, major industries, workforce statistics, and other economic data that is provided on the website.



@midlandtxedc

The MDC utilizes Instagram, Facebook, LinkedIn, and TikTok to reach Midlanders and visitors. Content posted on these channels consists of local economic data, BRE visits, our #MadeinMidland business series, and new MDC projects.



Other Activities

If you're not following the MDC on social media, the best way to stay up to date on the MDC's projects and Midland's economy is through our newsletter. The MDC also participates in various advertising opportunities.

Sign up for our newsletter



Marketing Report





Midland MSA Population
182,324



272,931 Permian Basin
Civilian Labor Force



Midland-Odessa
Population 362,925



Median Age: 32



Higher Education:
Midland College, UT
Permian Basin



Midland ranks second
nationally in per capita
income at over \$143,000
and is Texas' fifth largest
metro by GDP.

A white line-art graphic on a dark blue background. The top portion shows a city skyline with various building silhouettes. Below the skyline, several wavy, horizontal lines represent geological strata or topographical contours, with a vertical line on the left side suggesting a cross-section or a specific location.

Midland
Fast Facts

Midland Development Corporation

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