



# Letter from the President

Welcome to North Texas!

Who is North Texas, you ask. We are a region as diverse as the world with some of the brightest minds, strongest wills and a spirit unbroken by none.

More than 6.7 million people call North Texas home, with another million joining their neighbors every eight years. We are the fourth largest metro region with a MSA of 12 counties, 135 municipalities – 13 of which have a population of more than 100,000 people – and we have a labor market of 3.5 million people.

North Texas lives by the motto that business comes where invited, but stays where appreciated. And no where else can you find a business-friendly environment with a low cost of doing business, a diversified economy driven by 18 Fortune 500 companies and highly qualified workforce educated by more than 35 higher education institutions.

Our central U.S. location fuels our logistics industry. Less than four hours to each coast by plane, North Texas is one of the nation's top intermodal transportation centers. And, DFW International Airport – the third busiest airport in the world in operations and one that is consistently ranked as one of the best – flies to more than 200 destinations daily.

And, North Texas ranks below the national average in cost of living, meaning that our residents have the benefit of less financial strain for a strong quality of life. We are home to a team in every professional sport and many semi-professional teams as well. Our arts and culture run deep in North Texas with world-class museums across the region, award-winning performance troupes and the AT&T Performing Arts Center, largest performing arts center built since Lincoln Center in New York.

This is just a taste of what makes North Texas unique. But don't take my word for it. Stop by, spend some time with our business leaders, meet with our elected officials, talk to the people who are the heart and soul of our region. I promise you that after a couple of hours you will agree that North Texas is the shining star in Texas and the U.S.



Mabrie Jackson,  
President and CEO,  
North Texas Commission

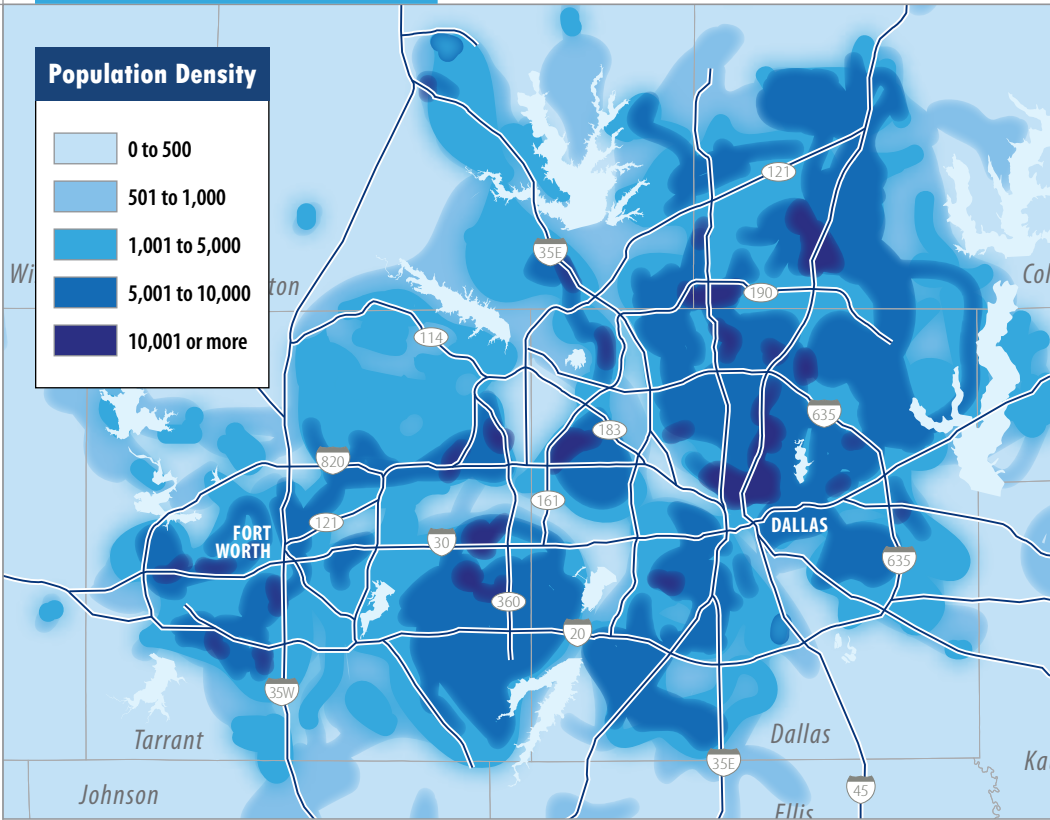
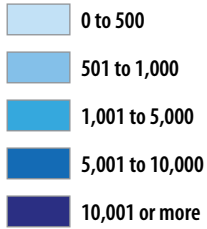


## MAJOR INVESTORS

Alcon Laboratories, Inc.  
American Airlines, Inc.  
AT&T  
Atmos Energy Corporation  
Balfour Beatty Construction  
Bank of America  
Bell Helicopter Textron Inc.  
Blue Cross and Blue Shield of Texas  
BNSF Railway Company  
Breitling Royalties  
Capital One, N.A.  
Children's Medical Center Dallas  
City of Arlington  
City of Dallas  
City of Denton  
City of Fort Worth  
City of Frisco  
City of Garland  
City of Irving  
City of Mansfield  
City of McKinney  
City of Mesquite  
City of Plano  
City of Richardson  
Coca-Cola Refreshments  
Collin College District  
Dallas Area Rapid Transit Authority  
Dallas County Community College District  
Dallas Cowboys Football Club  
Devon Energy Corporation  
DFW International Airport  
EFO Holdings, L. P.  
Energy Future Holdings  
Exxon Mobil Corporation  
Fidelity Investments  
Fluor Enterprises, Inc.  
Freese and Nichols, Inc.  
HNTB Corporation  
Hyatt Regency DFW  
Lockheed Martin Aeronautics Company  
Methodist Health System  
Mike Moncrief Investments, Inc.  
North Texas Municipal Water District  
North Texas Tollway Authority  
Oncor Electric Delivery  
One Prime  
Reliant Energy  
Sewell Automotive Companies  
Slalom Consulting  
Tarrant County College  
Tarrant Regional Water District  
Tenet Healthcare Corporation  
Texas A&M University-Commerce  
Texas Health Resources  
Texas Instruments Incorporated  
The Rios Group, Inc.  
The T  
The University of Texas at Arlington  
Tom Thumb Food & Pharmacy  
Trinity River Authority  
Trinity Waters  
Turner Construction Company  
Union Pacific Railroad  
United Technologies  
University of North Texas System  
Upper Trinity Regional Water District  
URS Corp.  
Verizon Communications  
Verizon Wireless

## Population

### Population Density



Source: North Central Texas Council of Governments

The North Texas region, defined as the Dallas-Fort Worth-Arlington metropolitan statistical area, grew by 23.4 percent from 2000 to 2010, according to the Census 2010.

This growth rate was among the largest in the country. In fact, Texas added more people during the last decade than any other state, topping second-place California by nearly a million more people.

The O'Neil Center for Global Markets at SMU's Cox School of Business identified six factors in its annual report that explain a large share of net

migration among states: personal income tax; climate; union membership; government spending; housing prices; and public schools.

With a large population share migrating toward Texas, the major metropolitan centers are receiving a majority of the influx. North Texas and the Houston-Sugar Land-Baytown statistical area each added more than 1.2 million people in the last decade.



## LARGEST AREA CITIES

The following list shows North Texas cities ranked by 2012 population estimates:

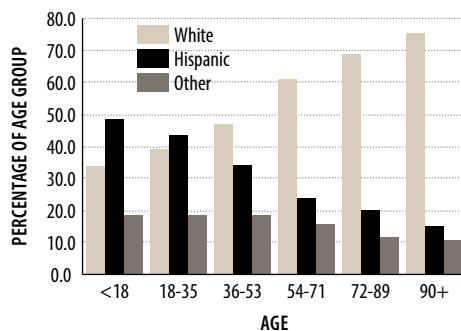
No.	City	Population
1	Dallas	1,241,162
2	Fort Worth	777,992
3	Arlington	375,600
4	Plano	272,068
5	Garland	233,564
6	Irving	225,427
7	Grand Prairie	181,824
8	McKinney	143,223
9	Mesquite	143,195
10	Frisco	128,176
11	Carrollton	125,409
12	Denton	121,123
13	Richardson	103,297
14	Lewisville	99,453
15	Allen	89,640
16	Flower Mound	67,825
17	N. Richland Hills	65,290
18	Mansfield	59,317
19	Rowlett	57,703
20	Euless	52,780
21	DeSoto	51,102
22	Grapevine	48,447
23	Bedford	48,150
24	Cedar Hill	46,461
25	Wylie	44,267

Source: Census Population Estimates

## DEMOGRAPHIC TRENDS

An aging baby boomer population and a growing Hispanic proportion are two key characteristics of the current demographics in Texas, as highlighted by the Census 2010. Nearly half of the under-18 population in Texas is Hispanic, while the 65-and-older population is primarily White.

### RACE/ETHNICITY BY AGE FOR TEXAS POPULATION



## LARGEST METRO AREAS

Metro Area	Population
New York-North New Jersey-Long Island, NY-NJ-PA	19,949,502
Los Angeles-Long Beach-Santa Ana, CA	13,131,431
Chicago-Joliet-Naperville, IL-IN-WI	9,537,289
Dallas-Fort Worth-Arlington, TX	6,810,913
Houston-Sugar Land-Baytown, TX	6,313,158

Source: Census population estimates, released 2014

# Major Industries in North Texas

A major reason why North Texas weathered the recession was having an economy not dependent on one or two industries. In fact, the North Texas economy is among the most unique in the world. Here's a look at the major industries that shape the region's economy:

## AVIATION

The North Texas region has one of the largest concentrations of aviation-related businesses in the world, and since its beginning, this industry has had a significant impact on the region's economy. There are more than 900 aerospace and defense businesses in North Texas, which is more than any other area of its size across the globe.

The area is home to two major airlines – American Airlines and Southwest Airlines. Industry leaders Lockheed Martin, Raytheon, Bell Helicopter, CAE SimuFlite, Turbomeca and American Eurocopter also call North Texas home.

## ENERGY

Energy-related business is big in North Texas, with several Fortune 500 firms headquartered here, including Exxon Mobile, Energy Future Holdings and Atmos Energy.

Located across 5,000 square miles in 24 counties across North Texas, the Barnett Shale is the nation's largest gas-producing area (over 9 trillion cubic-feet of natural gas have been produced thus far), and even through the recent recession, its booming effect on the area's economy doesn't show signs of slowing down anytime soon.



## HEALTH CARE

Whether it's for nationally recognized treatments and research, or the huge financial impact they have on the local economy, North Texas is proud of its healthcare institutions, research centers and award-winning hospitals, which together, are key components in this thriving region. According to the Health Industry Council, the North Texas healthcare sector is a \$10.4 billion industry and is one of the most diverse in the country.

## RETAIL

North Texas is the 10th largest retail market in the country. The region has 18 centers or malls with at least 1 million square feet of space. Texas is one of only two states that refund sales tax to international visitors prior to departure. Through Tax Free Shopping, international travelers bring their receipts and travel documents to one of 12 kiosks in the state, including one at DFW Airport, for an instant cash refund.

## HIGH TECH

The North Texas technology sector is a billion-dollar business. The area is known for having a deep pool of engineering software companies and scientific talent, all of which goes back to a technology trifecta that occurred in the late '50s and early '60s – the development of the Telecom Corridor, the growth of Texas Instruments and the founding of Electronic Data Systems.

## GROSS METROPOLITAN PRODUCT

The following table shows dollar value of goods and services produced within a metro area.

Metro Area	GMP (in billions)
New York	\$1,379.7
Los Angeles	\$792.4
Chicago	\$585.9
Houston	\$463.7
Washington, D.C.	\$455.8
Dallas-Fort Worth	\$420.3
Philadelphia	\$364.1
San Francisco-Oakland	\$360.4
Boston	\$336.2
Atlanta	\$294.6

Source: Bureau of Economic Analysis

## FINANCIAL AND BANKING

North Texas hosts one of 12 regional Federal Reserve Banks, along with the corporate headquarters to Comerica Inc. The Dallas-Fort Worth area is also home to regional offices of major banks Fidelity Investments, Bank of America, Capital One and Citigroup, Inc.

## LOGISTICS

A key component of the North Texas region's economic success is its logistic industry, marked by an integrated transportation infrastructure. This infrastructure includes three intermodal hubs, Class I rail services, a large interstate highway system with direct NAFTA access, and a network of commercial airports. As the nation's fifth-largest global exporter, the region has positioned itself as a premiere, global logistical hub.



▲ Lockheed Martin's F-35 Joint Strike Fighter

## Labor Force

# Largest labor force in the state

North Texas has the largest labor force in the state at nearly 3.5 million people. Employers in the area benefit from an educated and highly skilled workforce.

DFW's corporate companies are distributed throughout the area – located in Dallas, Fort Worth and in between, which is a positive indication of the area's strength and ease of navigation

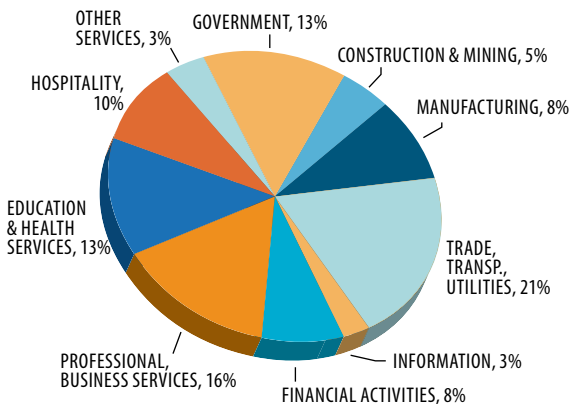
between cities and corporate centers. People can live and work anywhere in the region, and get to and from wherever they need to go – whether it's to work, home or to meetings with suppliers and clients – all within a reasonable amount of time.

The diverse economy in North Texas allows companies to draw from a deep base of skilled workers. The region has a significant base of major headquarters that make North Texas a magnet for business leadership.

A large network of transportation options – highways, tollways, buses and light rail, make it easy for workers to navigate the area, keeping commute times low for major employment centers surrounding the Dallas and Fort Worth city centers.

The region benefits from a relatively low cost of living, which lets employers draw from a strong labor force anywhere in the 12-county area. This wide distribution of jobs means that employees are able to choose from a variety of communities in which to live and enjoy the lifestyle that best fits their needs.

### INDUSTRY COMPOSITION



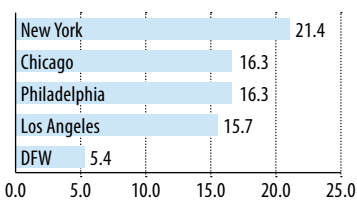
Source: Texas Workforce Commission

### LABOR UNIONS

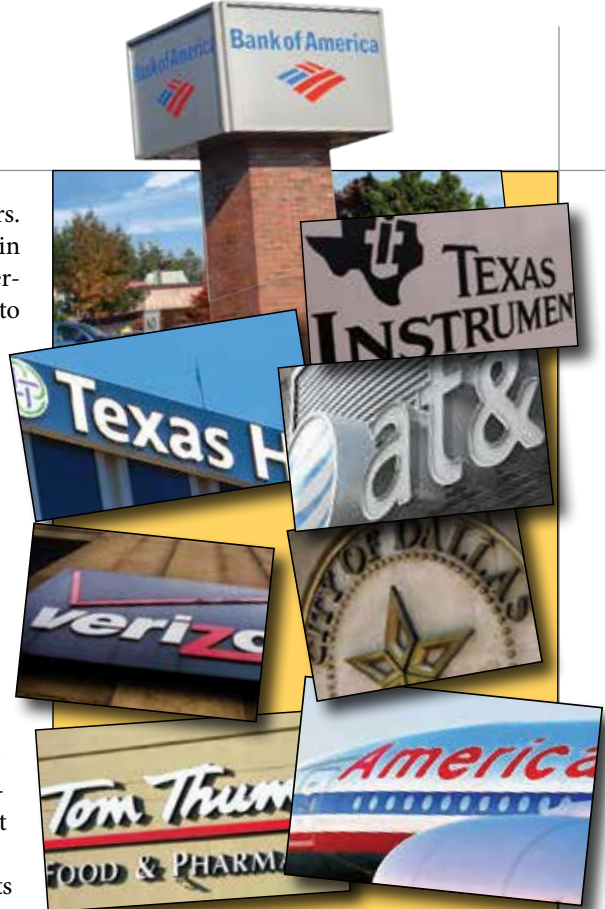
Labor Unions prevent competition and restrict job creation. As a result, employers and workers are attracted to less unionized states, where markets set pay and companies have greater leeway in hiring new workers, reducing redundancies and adjusting their operations. Texas is a "right-to-work" state, which means that under the Texas Labor Code, a person cannot be denied employment because of membership or non-membership in a labor union. This distinction makes North Texas a favorable environment for workers and their employers.

### UNION MEMBERSHIP

Percent of employees who are union members in the 5 largest metros:



Source: Union Membership and Coverage Database from the Current Population Survey



### LARGEST DFW EMPLOYERS

The table below shows North Texas employers ranked by number of employees:

No.	Name	Employees
1	Texas Health Resources	21,100
2	Bank of America	20,000
3	Dallas ISD	19,800
4	American Airlines	19,219
5	Baylor Health Care System	16,850
6	Lockheed Martin	16,000
7	JPMorgan Chase	14,500
8	Texas Instruments	14,000
9	City of Dallas	13,000
10	UT-Southwestern Medical Center	12,100
11	Fort Worth ISD	10,000
12	Parkland Health & Hospital	9,442
13	Energy Future Holdings	9,400
14	United Parcel Service	9,209
15	Target	8,671
16	HCA North Texas Division	8,500
16	Raytheon Co.	8,500
18	Southwest Airlines	7,708
19	Garland ISD	7,300
20	Verizon Communications	7,281

Source: Dallas Business Journal, 2014

## Business Climate

▼ Downtown Fort Worth



North Texas has the fourth-largest number of corporate headquarters in the country, and is home to 18 Fortune 500 and numerous Fortune 1000 companies.

The area has emerged as one of the world's leading hubs for commerce, and its diverse base of employers drives the region's economic strength, pulling from a variety of burgeoning industries so that growth remains, even in downward business cycles.

North Texas has benefitted from a recent influx of business activity – becoming a magnet for corporate headquarters and company expansions, which have successfully generated jobs, investment and economic growth for the region.

The business environment created by the state of Texas, the Texas Enterprise Fund (TEF), the Emerging Technology Fund and local governments contribute

to a business environment that fosters job growth and creation, and are major deciding factors to consider when moving to the area.

In addition to the financial benefits that come along with moving to North Texas, the area's infrastructure and centralized location are other important factors that contribute to a favorable business environment.

AT&T relocated its headquarters from San Antonio in 2008, and as a growing company with customers across the globe, being headquartered in North Texas has helped them operate more efficiently, better serve clients and broaden its global reach.

### EMERGING TECHNOLOGY FUND

The Texas Emerging Technology Fund was created by the Texas Legislature to allow Texas to expedite the development and commercialization of new technologies and recruit the best research talent in the world. More than \$250 million has been allocated to date.

## FORTUNE 500s IN NORTH TEXAS

A listing of the 18 Fortune 500 firms headquartered in North Texas:

500 rank	Company	City
2	Exxon Mobil	Irving
11	AT&T	Dallas
110	Fluor	Irving
121	AMR	Fort Worth
136	Kimberly-Clark	Irving
143	HollyFrontier	Dallas
161	Energy Transfer Equity	Dallas
164	Southwest Airlines	Dallas
215	J.C. Penney	Plano
217	Dean Foods	Dallas
218	Texas Instruments	Dallas
269	Tenet Healthcare	Dallas
298	GameStop	Grapevine
335	Commercial Metals	Irving
396	Celanese	Irving
427	Dr Pepper Snapple Group	Plano
447	Energy Future Holdings	Dallas
481	MetroPCS Communications	Richardson

Source: Fortune Magazine, May 2013

## FORTUNE 500 COMPANIES RANKED BY METRO AREA

The following list ranks metropolitan areas by the number of Fortune 500 headquarters in the region.

No.	Metro Area	HQs
1	New York-New Jersey-Long Island, NY-NJ-PA	68
2	Chicago-Joliet-Naperville, IL-IN-WI	29
3	Houston-Sugar Land-Baytown, TX	25
4	Los Angeles-Long Beach-Santa Ana, CA	19
<b>T5</b>	<b>Dallas-Fort Worth-Arlington, TX</b>	<b>18</b>
T5	Minneapolis-St. Paul-Bloomington, MN-WI	18
T5	Washington-Arlington-Alexandria, DC-VA	18
8	San Francisco-Oakland-Fremont, CA	16

Source: Fortune Magazine, May 2013

Compiled by the North Texas Commission

## Global Trade

North Texas is among the largest import and export markets in the country. Companies take full advantage of numerous Foreign Trade Zones, Freeports and Enterprise Zones.

North Texas has more than a dozen trade zone sites. These Foreign Trade Zones are federally designated sites where foreign and domestic goods are considered by U.S. Customs and Border Protection to be international commerce. While in these zones, foreign and domestic materials may be stored, manipulated, mixed with other materials, used in assembly or manufacturing processes or exhibited for sale without the payment of costly duty and excise taxes.

In addition to the Foreign Trade Zones, a number of areas throughout the region have been designated as Freeports. This designation protects shipments in transit from taxation, reducing the cost of doing business both domestically and internationally.

Qualifying businesses can also receive Enterprise Zone designation in many areas of North Texas.



## METRO AREAS RANKED BY EXPORTS

The table shows metropolitan areas ranked by exports and top exporting industry:

Rank	Metro Area	Exports (billions)	Top Exporting Industry
1	Los Angeles-Long Beach-Santa Ana, CA	79.8	Chemicals
2	New York-Northern Jersey-Long Island, NY-NJ-PA	78.0	Computer and Electronic Products
3	Chicago-Naperville-Joliet, IL-IN-WI	53.9	Machinery
4	Houston-Sugar Land-Baytown, TX	47.9	Chemicals
5	Dallas-Fort Worth-Arlington, TX	41.1	Computer and Electronic Products
6	San Francisco-Oakland-Fremont, CA	31.8	Petroleum and Coal Products
7	Seattle-Tacoma-Bellevue, WA	29.0	Computer and Electronic Products
8	Detroit-Warren-Livonia, MI	26.6	Chemicals

Source: Brooking Institute, Export Nation 2012

## FOREIGN TRADE ZONES

### FTZ No. 39 Dallas/Fort Worth

Grantee/Operator: DFW Int'l Airport Board  
P.O. Box 619428, DFW Airport, TX 75261  
Christina L. Wood (972) 973-4649

### FTZ No. 113 Ellis County

Grantee: Ellis County Trade Zone Corp.  
P.O. Box 788, Midlothian, TX 76065  
L. Randall Denton (972) 723-5523

### FTZ No. 168 Dallas/Fort Worth

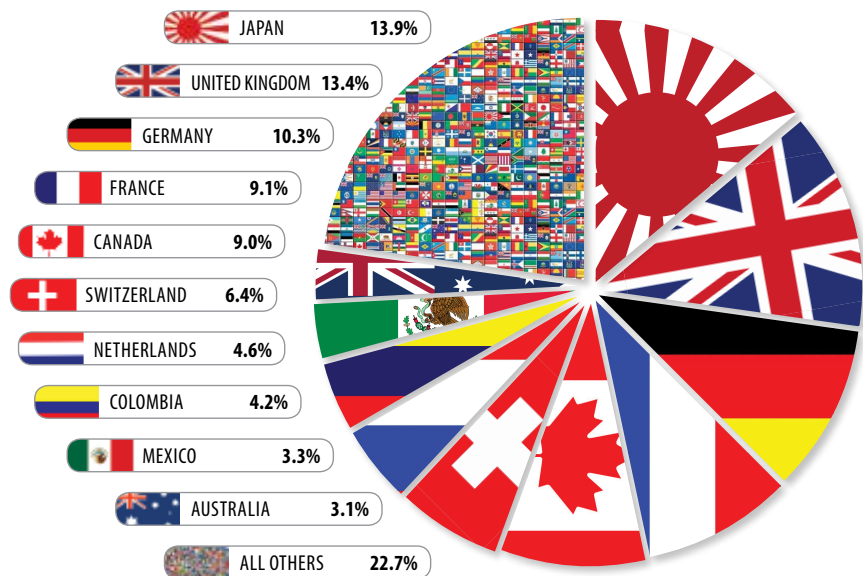
Grantee: Metroplex International Trade Development Corporation  
Operator: Foreign Trade Zone Operating Co. of Texas  
P.O. Box 742916, Dallas, TX 75374-2916  
(Ms.) Lou Thomas (972) 915-0083

### FTZ No. 196 Fort Worth

Grantee: Alliance Corridor, Inc.  
c/o Hillwood Development Corporation  
13600 Heritage Pkwy., Suite 200  
Fort Worth, TX 76177  
Steve Boecking (817) 224-6050

## COUNTRIES WITH OPERATIONS IN NORTH TEXAS

Companies from 34 different countries have significant operations in North Texas. This chart shows which countries have the most companies in the Dallas-Fort Worth area:



## Regional Map

### MAJOR UNIVERSITIES

- 1 Dallas Baptist University
- 2 Southern Methodist University
- 3 Texas A&M University – Commerce
- 4 Texas Christian University
- 5 Texas Wesleyan University
- 6 Texas Woman’s University
- 7 The University of Texas at Arlington
- 8 The University of Texas at Dallas
- 9 The University of Texas Southwestern Medical Center
- 10 University of Dallas
- 11 University of North Texas
- 12 University of North Texas at Dallas
- 13 University of North Texas Health Science Center

### FORTUNE 500 HEADQUARTERS

- |                          |                            |
|--------------------------|----------------------------|
| 1 Exxon Mobil            | 10 Dean Foods              |
| 2 AT&T                   | 11 Texas Instruments       |
| 3 Fluor                  | 12 Tenet Healthcare        |
| 4 AMR                    | 13 GameStop                |
| 5 Kimberly-Clark         | 14 Commercial Metals       |
| 6 HollyFrontier          | 15 Celanese                |
| 7 Energy Transfer Equity | 16 Dr Pepper Snapple Group |
| 8 Southwest Airlines     | 17 Energy Future Holdings  |
| 9 J.C. Penney            | 18 MetroPCS Communications |







## Transportation

Transportation funding is an ongoing issue in the Dallas-Fort Worth region.

In Texas, transportation is funded through a combination of federal and state taxes on gasoline and diesel fuel, statewide registration fees and local initiatives such as bond elections, sales tax, concession payments and tolls.

Federal and state motor-fuels taxes, which are assessed on a per-gallon basis, have not been raised since the early 1990s.

Since then, the costs associated with funding transportation projects, such as construction costs, have increased dramatically.

This rise in costs means the purchasing power of tax dollars has not kept pace with inflation. The North Texas region is unable to build as many projects with the same level of taxation.

With limited funding resources from tax dollars, North Texas has still been able to pursue major transportation projects by utilizing public-private partnerships and toll roads.

The region's expanding rail network and highway system have increased people's choices of where to live and work.

Transportation remains to be an im-



▲ High Five Interchange at Central Expressway and I-635

portant factor in the continued growth of North Texas. Roads and infrastructure must keep up with the growing population in order to sustain a vibrant region.

North Texas is building more road projects than any other region in the U.S., with nearly \$15 billion worth of construction currently underway.

"Mobility is of critical importance to the region," said Michael Morris, transportation director for the North Central Texas Council of Governments. "We can't afford to lose businesses or not secure new businesses because of traffic."

In order to compete on a global stage, North Texas needs to maintain mobil-

ity to preserve growth. North Texas has added more people since 1990 than any other metro area in the country. Nearly 2.4 million people have moved to North Texas in the last 20 years. With a booming population, mobility is vital to ensuring the region meets

### DART'S LIGHT RAIL SYSTEM

DART operates the state's largest municipal rail system. In 2011, passengers took 22.3 million trips on the rail lines, the busiest year ever for DART's light rail service. A major contributor to DART's

ridership is its Green Line, a 28-mile corridor that runs from Carrollton to southeast Dallas, with service to destinations such as the Medical District and Fair Park. DART's light rail also connects to neighboring transit services, such as DCTA's A-Train from Carrollton to Denton and the Trinity Railway Express, which DART operates in partnership with The T.



### MAJOR PROJECTS

#### LBJ Express Project

**Cost:** \$2.1 billion

**Completion:** 2016

The 17-mile reconstruction improves mobility along I-635 from Luna Road to Greenville Avenue, as well as I-35E between Loop 12 and Valwood Parkway.

#### North Tarrant Express

**Cost:** \$2.5 billion

**Completion:** 2015

The 13.5-mile project includes improvements to I-820 and Airport Freeway between I-35W and Industrial Boulevard in North Tarrant County.

## Logistics

A key component of the North Texas region's economic success is its sophisticated and integrated transportation infrastructure which includes three intermodal hubs, Class I rail services, a large interstate highway system with direct NAFTA access, and a network of commercial airports.

In today's demanding global market, logistics capabilities are essential for a company's competitive strategy and survival. Delivering products to meet market demands without time constraints is critical, and selecting where a logistics operation will be located is a decision that can directly affect a company for years to come.

As a global inland port, North Texas houses two airports capable of large-scale cargo operations – DFW International Airport and Fort Worth Alliance Airport. DFW Airport has 12 air cargo carriers serving 14 destinations across Europe, Asia, Latin America and Australia. In 2010, it was recognized as the best cargo airport in North America by Air Cargo World.

Located within the Alliance Global Logistics Hub, Alliance Airport supports air cargo, corporate and military aviation. Alliance Airport is billed as the world's first 100 percent industrial airport, and is also home to FedEx Southwest Regional Sort Hub.

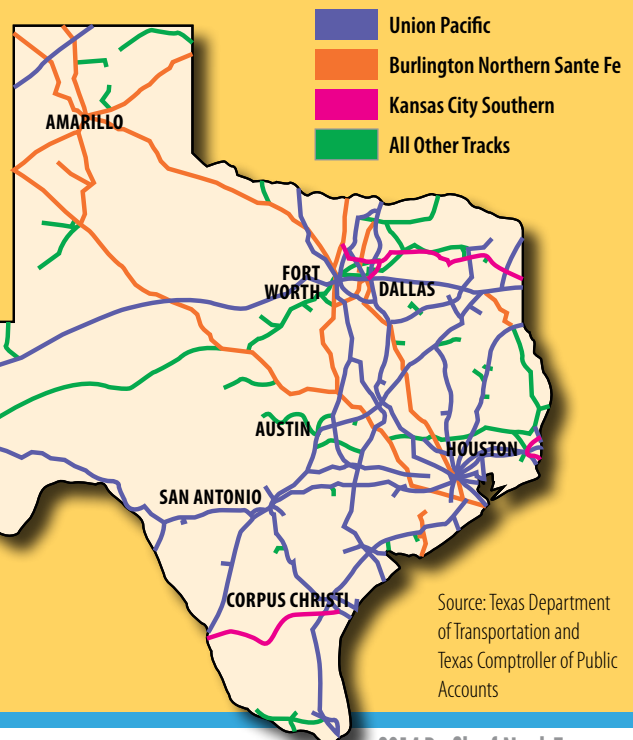


▲ Alliance Global Logistics Hub

Combine the intermodal hubs, trucking and air cargo transportation capabilities, and multiple Foreign Trade Zones, and the North Texas region becomes one of the largest points of distribution and logistics in the U.S., and the premiere supply chain and logistics center for the entire Western Hemisphere. Couple all of that with the area's centralized location, mild climate, and highly skilled workforce, and businesses can enjoy working within – and out of – one of the most significant distribution centers in the country.

### TEXAS FREIGHT RAIL NETWORK

The North Texas region is served by three Class I railroads: Union Pacific Railroad (UP), BNSF Railway and Kansas City Southern (KCS). Having access to three Class I railroads contributes to DFW being a highly efficient, superior distribution hub.



Source: Texas Department of Transportation and Texas Comptroller of Public Accounts





**D**FW International Airport covers 18,000 acres of land (29 square miles). It includes more than 6 million square feet of terminal space, 41,000 parking spaces, and 5,200 acres of land still remaining for future development and use.

Larger than Manhattan, DFW Airport also houses its own post office, two separate hotels, a 24-hour pet resort, in-terminal spas – and it even has its own zip code and public service division.

Practically a city of its own, DFW International Airport (DFW) is considered by many as the economic engine of North Texas, and serves as the main gateway to and from the region.

Centrally located between the cities of Dallas and Fort Worth, DFW Airport is the world's fourth busiest airport. It offers nearly 2,000 flights per day, and serves 57 million passengers annually – translating into \$17 billion in local economic activity each year and support for more than 300,000 jobs.

DFW Airport currently provides nonstop flights to 145 domestic and 48 international destinations. In 2011, it added a record number of new destinations for its passengers – 22 total – nine international and 13 domestic routes. Qantas Airways service to Sydney and Brisbane, Australia was added in May 2011 and most recently, Emirates began nonstop service to Dubai in February 2012.

DFW Airport is looking into adding more nonstop flights to the Middle East

and into countries such as Qatar, with the possibility of also adding routes to Barcelona, Spain; Manchester, England; and Hong Kong. DFW Airport is also seeking to expand its non-stop services with additional flights into Mexico and South America, including Lima, Peru.

As the highest capacity commercial airport in the world, DFW has seven active runways and 155 active gates. But DFW Airport is also a major hub for international and domestic cargo, which is one of the key contributors to growth within North Texas.



### TRAFFIC MOVEMENTS

Airport rankings by total traffic movements, landing plus take off of an aircraft:

No.	City (Airport)	Total Movements	Annual % Change
1	Atlanta, GA (ATL)	950,119	-2.1
2	Chicago, IL (ORD)	882,614	6.6
3	Los Angeles, CA (LAX)	666,938	4.8
4	Dallas-Fort Worth (DFW)	652,261	2.1
5	Denver, CO (DEN)	630,089	3.8
6	Houston (IAH)	531,347	-1.3
7	Charlotte, NC (CLT)	529,101	3.9
8	Beijing (PEK)	517,582	6.0

Source: ACI, World Airport Traffic

### GENERAL AVIATION

**T**he North Texas region is dotted with numerous general aviation and reliever airports. These airports play a vital role in the region's economy, serving as a stimulus for development and growth. Some of the region's largest employers – along with many small businesses – rely on the aviation-related services these airports provide. The airports across North Texas support thousands of jobs and generate millions of dollars in economic activity. Some of these airports are among the busiest general aviation airports in country.

### ECONOMIC IMPACT

General Aviation Airport	Jobs	Economic Activity (millions \$)
Addison	2,789	\$610.9
Arlington Municipal	786	93.3
Collin County Regional	446	79.5
Dallas Executive	541	73.6
Denton Municipal	287	58.4
Fort Worth Alliance	8,677	1,300.0
Fort Worth Meacham Int'l.	2,497	379.9
Fort Worth Spinks	138	17.8
Grand Prairie Municipal	1,445	240.8
Lancaster	130	12.9
Mesquite Metro	109	12.3

Source: TxDOT Aviation Economic Impact Study

## Higher Education

The Dallas-Fort Worth area has more than 30 colleges and universities with nearly 350,000 students annually in higher education institutions.

The region offers numerous public and private schools, with educational programming in engineering, the arts and life sciences.

North Texas is also home to two major medical schools – The University of Texas Southwestern Medical Center in Dallas and University of North Texas Health Science in Fort Worth.

UT Southwestern ranked No. 20 in the country among research medical schools, leading the way in biology and biochemistry research. Annual research expenditures at UT Southwestern have grown from \$46.7 million in 1985 to \$417 million in 2011.

UNT Health Science Center ranked in U.S. News & World Report's Top 50 Medical Schools in Primary Care education for 10 consecutive years.

The region also features two of the largest universities in the state – University of North Texas at Denton and the University of Texas at Arlington. UNT is the state's fourth largest university while UT-Arlington is the fifth largest.

The Dallas-Fort Worth area is also home to one of the top business schools in the country in SMU's Cox School of Business, which consistently ranks among the top 50 business schools in the country.



▲ University of North Texas

### TIER ONE

UNT, UT-Arlington and UT-Dallas are among the state's eight "emerging research" universities currently expanding program capabilities and funding in an effort to become "tier one" research institutions.

Schools that receive at least \$100 million each year in research grants, have selective admissions and low student-faculty ratios and competitive faculty salaries are typically considered tier-one universities, which are nationally recognized for the highest levels of innovation and academic excellence.

Texas legislators and higher education officials have long agreed the state needs more top tier universities.

In 2009, lawmakers approved a bill and an amendment to the Texas Constitution that would set up a competition among public universities to reach tier one status.

The plan would make about \$680 million available to eight schools in an effort

## COMMUNITY COLLEGES

The Texas Comptroller's office estimates the economic impact of community colleges in Texas is more than \$12 billion annually.

The Dallas-Fort Worth area is home to three major community college districts: Dallas County Community College, Tarrant County Community College and Collin County Community College. These three community college districts combine to enroll more than 150,000 students annually.

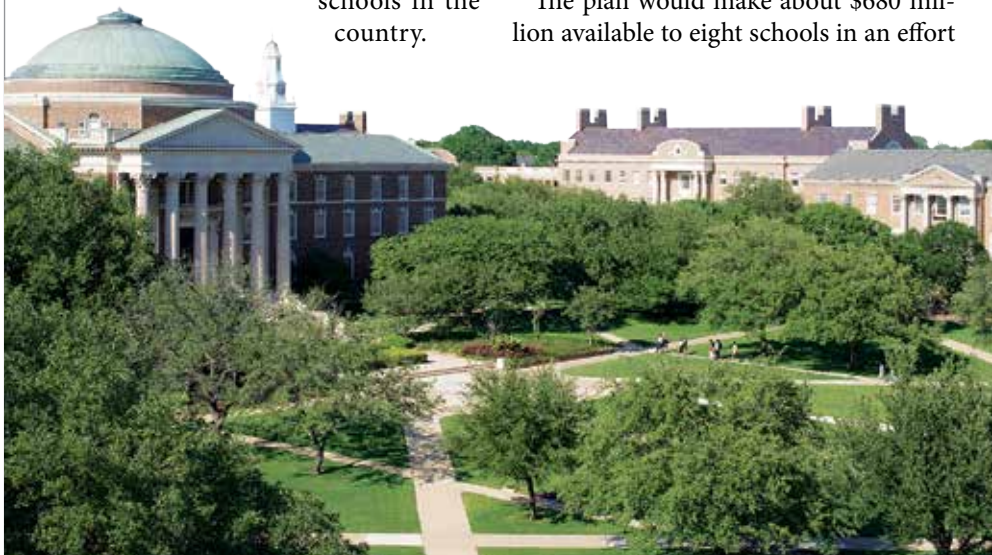
Dallas-Fort Worth benefits directly from community colleges as local schools attract industry, provide jobs and train productive workers.

to propel one of the eight schools to tier one status within five to 10 years. Texas is already home to three tier one universities – UT-Austin, Texas A&M and Rice University.

The three schools in the Dallas-Fort Worth area have worked together to ensure the region will offer a tier one university.

## Largest Universities

UNIVERSITY	ENROLLMENT
University of North Texas	36,185
The University of Texas at Arlington	33,239
The University of Texas at Dallas	19,727
Texas Woman's University	14,892
Texas A&M University-Commerce	11,795
Southern Methodist University	10,929
Texas Christian University	9,925
Dallas Baptist University	5,422
Texas Wesleyan University	2,614
University of Dallas	2,599



## Quality of Life

North Texas is more than just a business and economic hub – it's an arts and culture mecca.

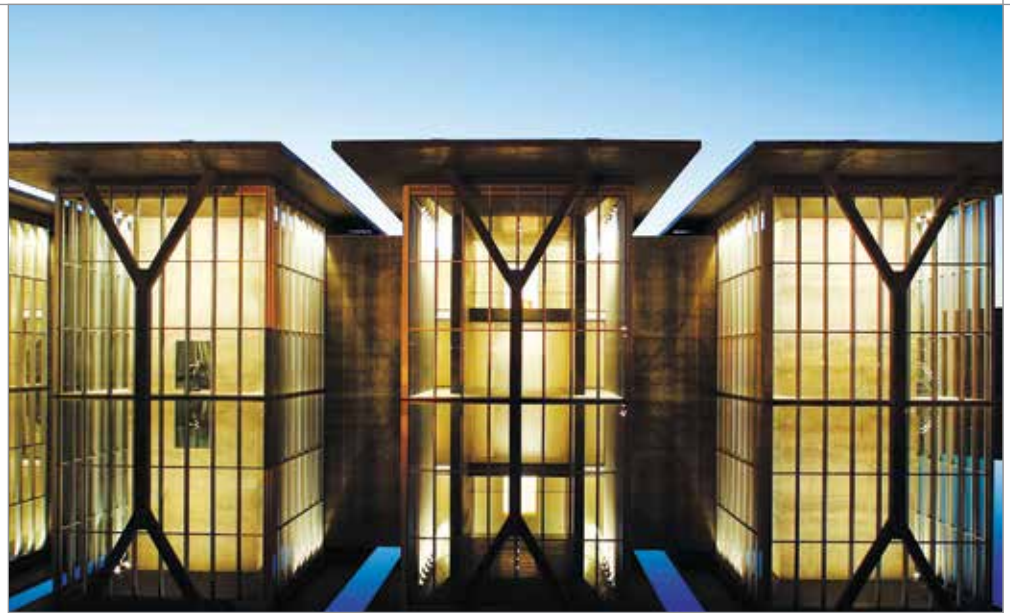
Both Dallas and Fort Worth offer culture districts loaded with theaters, museums and exhibits.

The Dallas Arts District is the largest contiguous urban arts district in the country, comprising 19 blocks and 68 acres. The Dallas Arts District features the AT&T Performing Arts Centers, the Dallas Museum of Art, the Morton H. Myerson Symphony Center, the Nasher Sculpture Center, and the Crow Collection of Asian Art.

Fort Worth's Cultural District is home to the renowned Kimbell Art Museum, the Amon Carter Museum, the Modern Art Museum of Fort Worth, and the National Cowgirl Museum and Hall of Fame. The Fort Worth Symphony Orchestra and other arts groups offer live performances at Bass Hall, located downtown in Sundance Square.

The Dallas-Fort Worth region is also a major sports destination, with professional teams in every top sport. The NFL's Dallas Cowboys and MLB's Texas Rangers have top-notch facilities in Arlington, while the NBA's Dallas Mavericks and NHL's Dallas Stars play at the American Airlines Center in downtown Dallas.

The region is home to major annual sporting events that provide a boost to the area's economy,



▲ Modern Art Museum of Fort Worth

such as the AT&T Red River Rivalry and the Cotton Bowl. The PGA Tour makes a pair of stops in the region for the HP Byron Nelson Championship and the Crowne Plaza Invitation at Colonial.

Texas Motor Speedway hosts two NASCAR races and an IndyCar race each year. These events draw more than 100,000 fans for each race.

North Texas supports other family-friendly amenities as well, including two major zoos and the Six Flags amusement park complex.



▼ Big Tex at the State Fair of Texas

### STATE FAIR OF TEXAS

With an economic impact of more than \$300 million annually, the State Fair of Texas is the nation's largest annual state fair, attracting more than 2.5 million visitors in 2012. For 24 straight days starting in late September, fairgoers from across the state visit the historic Fair Park in Dallas for a variety of Fair attractions, including a full-scale auto show, livestock auction, creative arts contests, the annual

Texas-Oklahoma college football game and an array of deep-fried foods. In 2011, fairgoers spent more than \$35 million on food and rides.

#### STATE FAIR OF TEXAS ATTENDANCE

Year	Attendance
2013	2,598,215
2012	2,569,323
2011	2,477,000
2010	2,618,500
2009	1,818,825

Source: [carnivalwarehouse.com](http://carnivalwarehouse.com)

### MAJOR PRO SPORTS TEAMS

Team	League
Allen Americans	Central Hockey League
Allen Wranglers	Indoor Football League
Dallas Cowboys	National Football League
Dallas Mavericks	National Basketball Association
Dallas Stars	National Hockey League
FC Dallas	Major League Soccer
Fort Worth Cats	American Association
Frisco RoughRiders	Texas League (Double-A)
Grand Prairie AirHogs	American Association
Texas Legends	NBA Development League
Texas Rangers	Major League Baseball
Texas Tornado	North American Hockey League



Dallas Mavericks forward Dirk Nowitzki, the 2011 NBA Finals MVP

# COLLABORATION

SUPER BOWL XLV



Collaborate on regional initiatives

Partner with member and non-member organizations

Lead or support major projects

Convene public and private members

# ADVOCACY



LONG-RANGE WATER SUPPLY

Advocate issues with no city or county boundaries

Address member & industry issues

Plan for regional growth

Develop regional leaders

# MARKETING

TO THE POINT SERIES



Market North Texas internationally and domestically

Source for regional facts & figures

Create programming

Develop and communicate regional message

## NTC MISSION

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The North Texas Commission collaborates with regional stakeholders to strengthen public-private alliances, advancing an economically vibrant region.

## STAFF

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Regional focus. Global thinking.

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▲ Frisco Flyer sculpture at Toyota Stadium in Frisco