

**RURAL AMERICAN SOUTH EDITION**

**Corporate and Industrial Sites in the World's Third-Largest Economy**

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# SOUTHERN BUSINESS & DEVELOPMENT

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# The South's Top Market of the Past 15 Years: Dallas-Fort Worth



The South has had more than its share of boom-towns during the past 15 years, but when it comes to turning deals that create jobs, none has surpassed Dallas-Fort Worth.

**The Dallas-Fort Worth metro has been on a hot streak – for more than a decade. Find out what makes this region so attractive to a diverse group of industries.**

By Jennifer LeClaire

**I**t's big business these days in the "Big D" and "Cowtown." Indeed, Dallas-Fort Worth led the South – and the nation – in job creation during the 1990s, and the region is still growing strong.

DFW ranked first in the nation for employment growth in the 1990s, adding a total of 760,600 net new jobs, according to the U.S. Bureau of Labor Statistics. Second-ranked Atlanta was nearly 100,000 jobs behind, and the widely reported San Francisco Bay area did not even break the 600,000 mark.

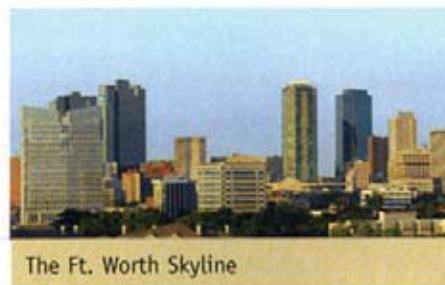
The big question is why? Why have companies been including DFW in site selection more often? Why is DFW continually coming out at or near the top of the heap? Of course, there is no single answer. It's the synergies that come from being a logistics hub with a world-class labor force, a telecommunications infrastructure and much more that

make DFW a force to be reckoned with.

"When companies are looking for a location in the middle of the country, south of cold weather in a big market with a big airport, DFW shows up on the list for consideration," says Mike Rosa, vice president of economic development at the Greater Dallas Chamber. "There are tons of attributes and not a lot of negatives for the region."

#### THE LOW COST OF DOING BUSINESS

The cost of doing business and the cost of living are two of the key attributes attracting world headquarters – and plenty of industrial interests – to DFW. The overall costs, including grocery items, housing, utilities, transportation, health care and other miscellaneous goods and services, totals 91 on the American Chamber of Commerce Research Association's 1st Quarter 2007 Cost of Living Index. The national average is 100.



The Ft. Worth Skyline



The Dallas Skyline

## Dallas/Ft. Worth South's Top Market



Trinity Railway Express makes the 35-mile trip between "Cowtown" and "Big D," which takes about an hour. The train is part of the area's new commuter rail system.

"These last fifteen years, we have seen so many instances where outside firms are impressed with the amenities Fort Worth, Dallas and the surrounding communities have to offer. Our quality of life has certainly made our efforts in economic development much easier," said Tom Higgins, Director Economic and Community Development for the City of Fort Worth.

### DFW: The South's Number One Market of the Past 15 Years

What do we base the No. 1 designation on? Facts. If you are familiar with the SB&D 100, a ranking we have published since 1994, then you know that we reveal the top 100 job-generating deals announced in the South each and every year. Why is DFW the No. 1 market in the South since 1993? Of the 1,500 largest job-generating deals announced in the South since 1993, 108 have been announced in DFW. Here's a look at the top 10:

#### MARKET NUMBER OF TOP DEALS IN THE PAST 15 YEARS

1. Dallas-Fort Worth . . . . .108
2. Tampa Bay . . . . .82
3. Northern Va., Md., D.C. . . . .79
4. Houston . . . . .76
5. Charlotte . . . . .72
6. San Antonio . . . . .68
7. Austin . . . . .64
8. Atlanta . . . . .64
9. Orlando . . . . .63
10. Raleigh-Durham . . . . .63

### Don't Let the Name Fool You...



Farmers Branch is conveniently located in the Dallas/Fort Worth Metroplex and offers a hometown feel with big-city convenience. While the City no longer has anything to do with farming, it has everything to do with big business.

With nearly 2,500 companies and 80 corporate headquarters, Farmers Branch employs over 68,000 individuals - that's larger than your average herd.

Farmers Branch is home to the world headquarters of Celanese Corporation, 12 Technologies, and Occidental Chemical and regional offices of JP Morgan, Coca Cola, IBM and more.



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### A Profitable Partnership

When you think Texas, you likely think of the state's major metros such as Dallas-Fort Worth. To be sure, government initiatives to drive economic development to the state are also a boon to the region. "When a major corporation looks at Texas, DFW is bound to be included," says Aaron Demerson, executive director of the state's Department of Economic Development and Tourism. "The state of Texas is an excellent partner."

Gov. Rick Perry led the movement to create a \$295 million Texas Enterprise Fund. The fund allows the state to respond quickly and aggressively to opportunities to bring jobs and employers to Texas. Call it a "deal-closing fund" that offers economic developers flexibility and financial resources. The fund can be used for a variety of economic development projects, including infrastructure development, community development, job training programs and business incentives.

Meanwhile, the Emerging Technology Fund is doing its part to drive growth in the state and DFW. The Texas legislature created the \$200 million fund in 2005 at the governor's request. The Emerging Technology Fund invests in research collaboration between public and private sector entities, matches research grants offered by federal and private sponsors, and attracts top-notch research teams from universities around the nation to bolster the state's R&D.

### The Big D's Big Hub

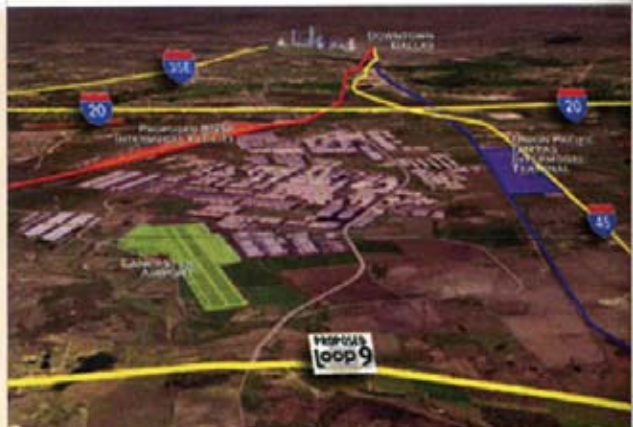
The Dallas Logistics Hub is open for business, and its first two industrial buildings are under construction. The Hub boasts 6,000 acres master-planned for the development of 60 million square feet of distribution, manufacturing, office and retail. The new industrial buildings include a 635,000-square-foot cross-dock distribution facility and a 192,850-square-foot warehouse facility. Both will be available for occupancy in April 2008, marking the beginning of a new logistics era in Dallas-Fort Worth.

The Hub has the potential to be the first logistics park with two intermodal facilities serviced by the two largest freight carriers in the United States. Union Pacific Railroad currently operates a 360,000 lift-per-year intermodal terminal adjacent to The Hub, with BNSF Railway Co. evaluating a potential site on the western side of the project. The Hub is slated to become one of the biggest economic engines for North Texas. It is projected to create approximately 31,000 direct and 32,000 indirect jobs and increase the tax base for the communities of Dallas, Lancaster, Wilmer and Hutchins by \$2.4 billion.

### Fort Worth's Big Hub

AllianceTexas's foundation is the Alliance Global Logistics Hub, offering inland port transportation options via BNSF Railway's Alliance Intermodal Facility, two Class I rail lines, the world's first 100% industrial airport, and connecting state and interstate highways. Stemming from this strong commercial base are corporate campuses, office complexes, tech and data centers, destination retail and entertainment venues, residential housing, schools, churches and community shopping. In total, the development encompasses 28 million square feet, over 150 corporate residents, 27,000 employees and more than 6,200 single-family homes.

"Over the past two decades, Fort Worth has boomed into an economic powerhouse fueled by safe communities, a highly-skilled work force and a business-friendly environment. Our city is one of the most exciting, electrified, dynamic cities in the country—and the word is out. Of course, managing such extraordinary growth sometimes feels like drinking out of a fire hose; but while challenges are great, so too are the rewards for our citizens," said Fort Worth Mayor Mike Moncrief.



The Allen Group has created a logistics legacy by assembling 6,000 acres around major rail, intermodal, highway and airport infrastructure.



Headquarters, whether they serve the largest global conglomerates or small regional operations, are in good company in the DFW area. Twenty-four Fortune 500 headquarters call DFW home, making it the fourth most dominant metro for headquarter locations in the U.S. ExxonMobile is headquartered in Irving. Texas Instruments is headquartered in Richardson. American Airlines is headquartered in Fort Worth and the list goes on.

"There is a synergy of companies looking for executives, as well as a large manufacturing and distribution base and technology base," says David Berzina, executive vice president of economic development for the Fort Worth Chamber of Commerce. This, he says, helps the region attract new companies to its growing clusters, which include logistics, semi-conductor technology, aerospace, health care and life sciences.

To be sure, no one sector dominates the Dallas

## SB&D Job 100 Deals from the Dallas/Fort Worth Area 1993-2007

Fort Worth	29
Dallas	21
Irving	13
Arlington	9
Plano	7
Farmers Branch	6
Richardson	6
Sherman	3
Addison	2
Carrollton	2
Garland	2
Grapevine	2
McKinney	2
Allen	1
Denison	1
Grand Praire	1
N Richland Hills	1
<b>Total</b>	<b>108 out of 1500</b>

Fort Worth economy. "DFW is attractive across many different sectors," Rosa says. "Various sectors have experienced tremendous growth and our economy has become highly diversified." In addition to the present clusters, a 2006 study by the Greater Dallas Chamber identified several additional target industries that breed the diversity Rosa mentions, including medical device and biopharmaceutical firms, global financial firms, computer and semiconductor manufacturing training, data and computer management and publishing.

### DFW AS A HUB

Thanks to its outstanding location and access, Dallas-Fort Worth is known as the international "Gateway to the Americas." Geographically, the region is equally close to North America's five largest business centers: New York, Chicago, Los Angeles, Mexico City and Toronto.

Major interstate arteries, seven

**Terrell, Texas.**

# For All The Right Reasons!



### The Right Location:

Strategic East-West access, 25 minutes East of Dallas at the junction of I-20 and Hwy 80. The Union-Pacific Railroad provides freight service to major Texas terminal points and U.S. Motor freight service is provided by all of the largest carriers. The Terrell Municipal Airport provides fuel, repairs, hangar space and radio facilities.



### The Right Address to Call Home:

Terrell is home to more than 5,000 manufacturing and distribution jobs and 3,000 non-industrial positions plus six Fortune 500 company divisions: Goodyear Tire & Rubber Distribution Center, AutoZone Distribution Center, ITW-Paalode, Nucor, Vistawall Group - A division of Old Castle Glass, Wal-Mart Distribution Center.



### The Right Size Business Parks:

Shovel ready 5 to 40-acre sites are available at the 750-acre Metrocrest Business Park, a fully developed park with four-lane streets and all utilities as well as the 385-acre Airport Business Park. The infrastructure backbone is rock-solid with providers that include TXU, AT&T, Sprint, MCI and Trinity Valley Electric.



### The Right Incentives:

Aggressive incentives for new industries seeking to start up, relocate, or expand include Urban Development Action Grants, Industrial Revenue Bonds, Texas Capital Fund, Triple Freeport Exemption, Enterprise Zone and Job Training. The "Work in Terrell" program provide residents the opportunity to work and live in the same city.



### The Right Type of Workforce:

Terrell has a young population, with a median age of 32.8. Almost half of the population of 14,700 is in the prime age group of 20-54 and the unemployment rate is only 4.4%. The top five employers average less than 1% turnover per year. Companies can draw on a dependable, non-unionized workforce of over 72,500 in a 20-mile radius.



### The Right Leadership:

Economic Development benefits from a creative and focused business climate where community leadership embraces development without the big-city red tape that can choke the energy out of any enterprise. Terrell is taking all of the necessary steps to ensure that it is prepared for the future retail, industrial and housing growth.



### The Right Residential/Retail Developments:

Terrell has major residential/retail developments on the drawing boards. Mixed-use communities like The Traditions at Brushy Creek, Trails of Texas and Whitt Ranch and retail developments by Oakridge Investments and Oakmont Capital Group, teamed with Tanger Outlet Center and Home Depot position Terrell to become a East Texas retail hub.

Terrell has everything your company needs to grow and prosper. Our shovel ready business parks, economic development incentives, non-union labor force and pro-business leadership are right for companies with an eye toward expansion or relocation. For more information contact Danny Booth at 972.524.5704, danny@terrelltexas.com or visit [www.terrelltexas.com](http://www.terrelltexas.com)



# TERRELL

ECONOMIC DEVELOPMENT CORPORATION

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### A Banner Year for DFW International Airport

The Dallas-Fort Worth International Airport is flying high after a banner year that's seen growth in international flights and cargo.

The economic impact of DFW is critical to the region's prosperity. DFW and its associated businesses provide 305,000 jobs and more than \$7 billion in annual payroll to the North Texas economy, according to the Texas Department of Transportation.

"Many people refer to DFW as the 'economic engine' of North Texas, and these numbers again confirm that this Airport is significantly helping to create one of the nation's great economic regions," says Jeff Fegan, CEO of DFW International Airport. A string of strategic international flight announcements in 2007 bring DFW's annual economic impact to more than \$16.6 billion.

"This is what our International Terminal D is all about – bringing new international service and choices to our 60 million passengers. That is why we built this building – to be a magnet for new international business and tourism opportunities for North Texas," Fegan says. "Our international service continues to expand, and now with a record number of international destinations for our passengers, we're poised to add even more new service in the future."

Along with passenger flights, DFW also added cargo flights. Cargo growth has more than tripled at DFW since 1996 with Asian cargo growth far outpacing both domestic and other international locations. Since 2002, Asian freighter cargo has grown at an average annual rate of approximately 22 percent.

"DFW offers great access to business with 24 Fortune 500 companies headquartered within 45 minutes of the airport and 56 within the state of Texas," says Joe Lopano, executive vice president, marketing & terminal management for Dallas-Fort Worth International Airport. In addition, lower landing fees and our Air Service Incentive Program (which offers incentives for new international passenger and cargo service as well as domestic passenger service) continue to decrease the risk involved in bringing new flights and new service to DFW."



**Top:** DFW International Airport's new 2-million square foot International Terminal D is more than twice the size of DFW's other four terminals; passenger capacity is a staggering 32,000 daily or 11.7 million annually.

**Bottom:** DFW is home to a diverse array of industries that help drive its growth. For example, aerospace company Lockheed Martin is building the next-generation F-35 Joint Strike Fighter (pictured here) in Fort Worth.

commercial airports and all of the nation's largest rail lines serve the metro area. Topping the list of transportation assets and located at the center of the region is the Dallas-Fort Worth International Airport. According to airport officials, DFW International Airport has been a significant factor in the relocation and expansion of more than 400 corporate headquarters to the region during the past decade. The Fort Worth Alliance Airport is another major transportation asset. It's the world's first 100 percent industrial airport and is among the

## 1996: A Year to Remember in Dallas/Fort Worth

The best performance in Southern economic development history occurred in 1996. That year, Texas rung up 53 of the South's 100-largest employment announcements. Since 1996 no state, including Texas, has even come close to garnering 50 percent of the 100-largest deals announced in the South.

Even more impressive was Dallas/Fort Worth's performance in 1996. In 1996, 27 of Texas' 53 deals, or more than one-quarter of the South's 100-largest corporate announcements, came from one market. That is an incredible statistic, one that has not been matched since.

It should be noted that the 27 big deals turned by Dallas/Fort Worth in 1996 topped all other Southern states that year. To say that Dallas/Fort Worth had a good year in 1996 would be a significant understatement.

Deals from DFW that made the 1996 SB&D 100 were as diverse as the market itself. In 1996, General Motors expanded its assembly plant in Arlington, adding 2,500 employees, Texas Instruments invested \$2 billion in one of its semiconductor facilities in Dallas, UPS hired over 1,000 workers in Fort Worth and Federal Express hired 800 new employees and invested \$250 million at its regional hub in Fort Worth. DFW's 27 deals that made the 1996 SB&D 100 created 23,780 new jobs.

While we do not have records prior to 1993, we can say with great confidence that no market in the U.S. can claim they ever topped Dallas/Fort Worth's deal turning year of 1996.

## Dallas-Fort Worth's Labor: Fueling the Economic Engine

- DFW offers a labor force of 6.5 million—71 percent of the local population.
- More than a million area residents hold bachelor's degrees or advanced college degrees.
- The median age of DFW residents is just under 33, with nearly 40 percent of the population aged 20 to 44.
- With the diverse DFW industrial base, the labor force offers a wide range of occupational skills.
- DFW attracts workers thanks to its noted arts and cultural organizations, educational resources capable of supporting 280,000 students in degree-granting institutions, plentiful sports, entertainment and recreational options, and attractive cost of living.

best in coordinating air cargo operations. In total, the region offers more than 350 aviation facilities.

### DON'T MESS WITH DFW

Beyond the business advantages, Dallas-Fort Worth boasts an enviable quality of life for its residents. DFW is home to five professional sports teams. There are about 150 golf courses in the region, and world-class zoos, aquariums, and cultural districts also add to the lifestyle quality. "Dallas-Fort Worth has reached a critical mass," Rosa says. "We have outstanding health and medicine, cultural amenities, educational opportunities, sports, and much more."

DFW officials expect to keep up its long-term growth trends for the near and extended future, outpacing the state and nation on all major measures. In the next five years, DFW likely will add residents at the rate of 125,000 per year for a gain of 625,000 by 2011. Long-range forecasts, extending nearly 25 years, continue the pace. In 2030, DFW is expected to exceed 9 million residents and 4.5 million jobs.

Last but not least, Rosa points to strong group of economic developers who work to promote the region as one of the factors in DFW's ongoing success. Indeed, the Greater Dallas Chamber and Fort Worth Chamber are consistently cited among the top economic development groups in the country. Concludes Rosa, "Our regional groups and our community economic developers really understand the mechanics of helping people locate here." **SB&D**