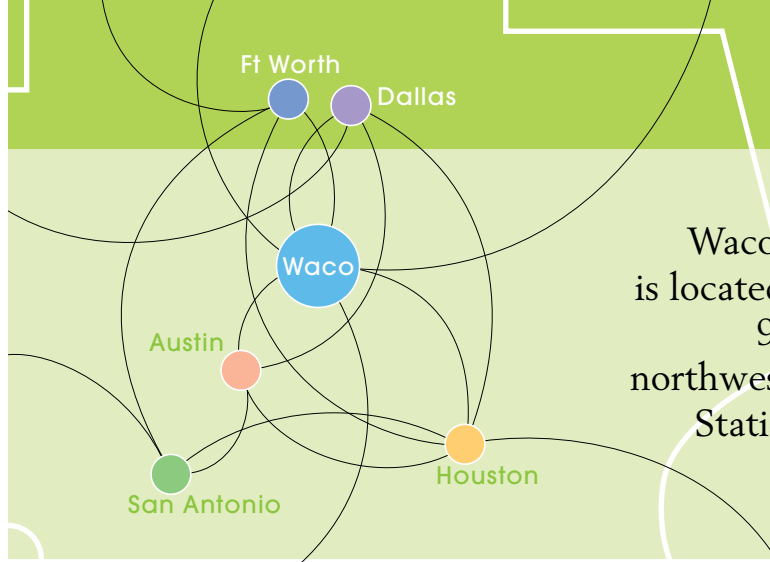


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# Location, Location, Location.

Waco, the seat of McLennan County, Texas, is located 90 miles south of Dallas/Fort Worth, 90 miles north of Austin and 180 miles northwest of Houston. The Waco Metropolitan Statistical Area (MSA) covers 1,000 square miles, with the Waco corporate limits encompassing 85 square miles.

## Quality of Life

### Climate

Waco has a sub-tropical climate, with an average annual temperature of 67.2 degrees. ❖ Average minimum temperature for December is 38.3 degrees. ❖ Average maximum for July is 97.0 degrees. ❖ Average annual rainfall is 33.33 inches. ❖ Growing season is 253 days. ❖ Elevation is 427 feet above sea level. ❖ McLennan County lies partially on the Grand Prairie and Blackland Prairie.

### Public Sector Services

Waco is a municipal corporation with a council/manager form of government. ❖ Full-time fire department with an ISO rating of 4, 14 fire stations and 185 fire fighters. ❖ Police department has 238 officers. ❖ County law enforcement services are supplied by eight McLennan County constables and the Sheriff's Office is staffed by one sheriff and 115 deputies. ❖ City master plan and zoning ordinances for Waco and surrounding cities. ❖ Including Waco, 19 incorporated cities are located within McLennan County. ❖ Waco voters approved six bond issues in May 2007 for important capital improvements throughout the city totaling \$63 million.

### Education

Twenty school districts are located in McLennan County. More than a dozen private and parochial schools can be found in the area along with three charter schools. Collectively, the 20 public school districts have a student population of 41,066 and produced 2,451 graduates in 2006.

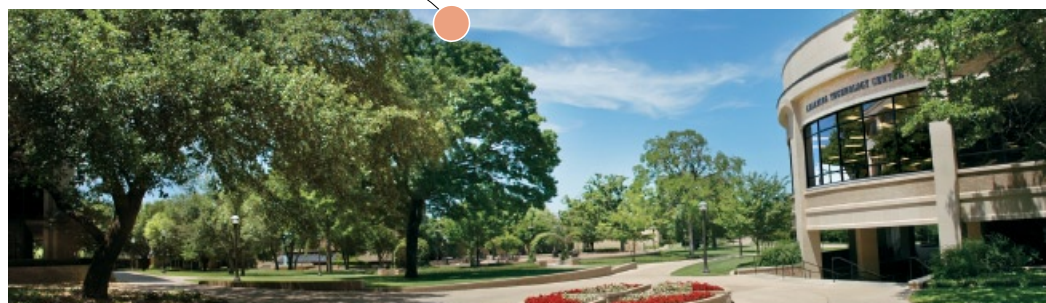
### Higher Education & Training

Waco has three institutions of higher education.

- **Baylor University**, which was chartered by the Republic of Texas in 1845, is the largest Baptist institution in the world. A private research university with Spring 2007 enrollment of 13,169 students, Baylor offers 145 baccalaureate programs, 74 master's degree programs and 22 doctoral programs.



- **McLennan Community College** offers academic programs to more than 8,300 students. A public, two-year community college, MCC provides a wide range of workforce development training and continuing education courses, and one- and two-year associate degrees for transfer to a four-year institution. In addition, the school has partnerships with five universities to offer bachelor's and master's degree programs on campus through the University Center at MCC. In November 2006, McLennan County voters approved a \$74.5 million bond for campus enhancements.



- At **Texas State Technical College Waco**, approximately 4,000 students are training in programs ranging in length from one to two years. TSTC Waco is the largest campus and headquarters for the TSTC System. More than 100 Associate of Applied Science degrees or Certificate of Completion options are available from welding to aircraft mechanics to digital media. In addition, the TSTC Corporate College, located on the Waco Campus, provides a direct link between students and industry through its custom-tailored training solutions to meet or exceed the needs of industry.



## Housing/Cost of Living

**Cost of Living Index:** 90.2 Index (U.S. is 100)<sup>1</sup>

### Waco MSA Housing Averages 1st qtr. 2007

Average Home Value	\$89,200
Cost of Home (New – 4 bdrm.)	\$246,000
Monthly Apartment Rent	\$599
Homeownership Rate	60.9%

Total Households (MSA):	80,546
Median Age (MSA):	32.4
Average Household Income (MSA):	\$48,365
Median Household Income <sup>2</sup> (MSA):	\$49,100
Average Household Size:	2.66

### Cost of Living Comparison Cities<sup>1</sup>:

Waco - 90.2
United States - 100
Houston - 88.2
El Paso - 92.4
San Antonio - 94.6
Dallas - 92.5
Austin - 93.4



## Recreation and Area Attractions

Waco offers a high level of amenities for its citizens and visitors. More than 60 parks encompass 1,400 acres within the community, including Cameron Park, which offers scenic hiking and biking trails, rock climbing and the Cameron Park Zoo. Additionally, Greater Waco is home to two country clubs, 14 museums, 10 health centers, 9 golf courses, three movie theaters, five recreation centers, an athletic complex, numerous softball and little league fields, a water park, 36 tennis courts, more than 325 restaurants, 3,297 hotel and motel rooms, 10 bed and breakfast facilities and Lake Waco. Centrally located in the Heart of Texas, Waco is within 200 miles of three national parks and more than 50 state parks and historic sites.

## Communications Media

One daily newspaper.  
 ❖ Five weekly newspapers.  
 ❖ 12 local radio stations provide programming in English and Spanish. ❖ Six local television stations. ❖ Three cable providers.  
 ❖ National Public Radio (NPR) and public television are available and have affiliations through Baylor University.

## Worship Facilities

The religious needs of the community are served by more than 200 places of worship representing more than 30 denominations and multiple faiths.

**Providence Healthcare Network:**  
 \$48.5 million campus expansion completed.

**Hillcrest Health System:**  
 \$184 million new campus underway.

## The Arts

From art museums and galleries to the Waco Symphony Orchestra, the community is rich in culture. Home to numerous outdoor venues, music fills the air of summer evenings along the Brazos and Bosque rivers. Theater arts are also an important aspect of Waco's culture. Baylor University and McLennan Community College offer various performances each year along with the Waco Hippodrome, Waco Lyric Opera and Waco Civic Theatre.

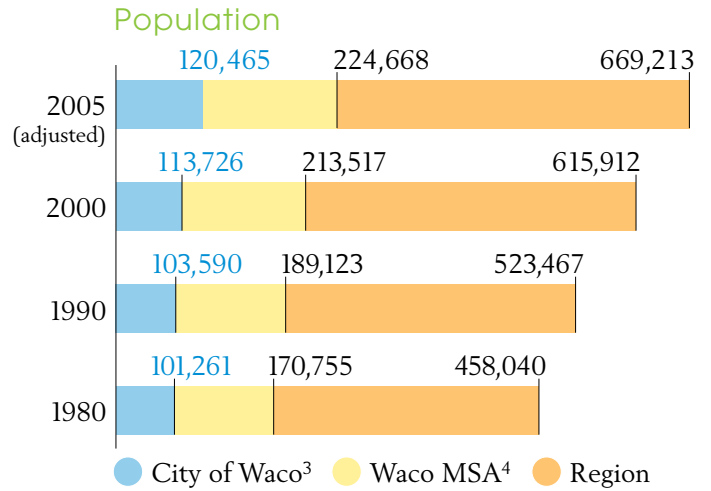
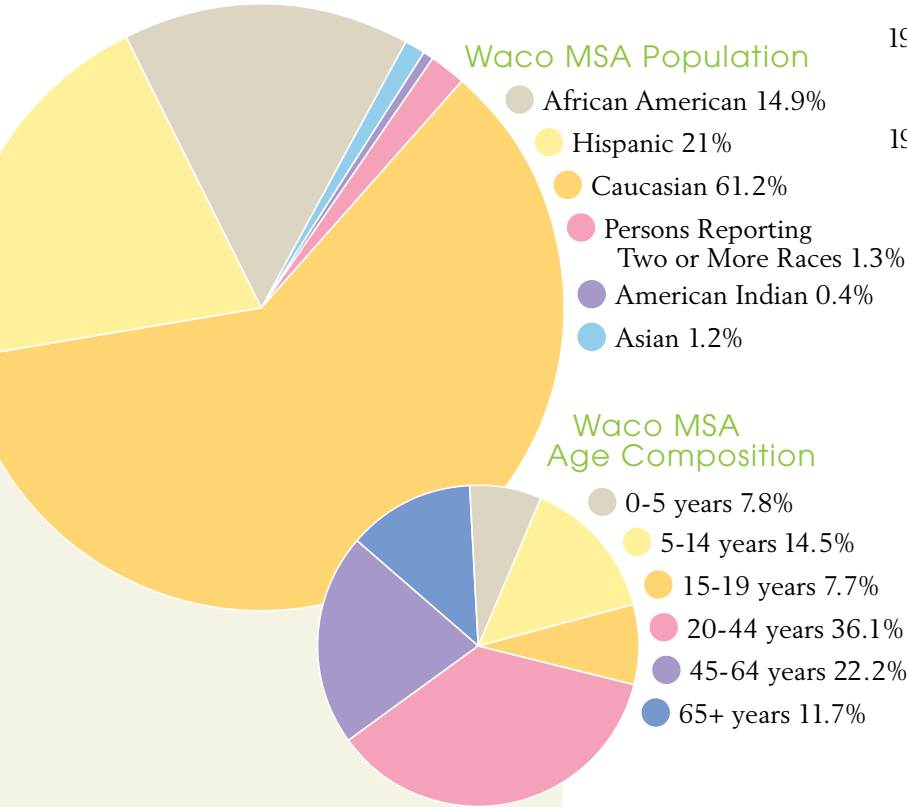
## Medical

Waco is served by two fully accredited, non-profit hospitals.  
 ❖ Hillcrest Health System has a 393 bed hospital and seven local health clinics throughout Greater Waco. ❖ Providence Healthcare Network has a 603 bed complex (214 in the general acute care hospital) and seven clinics within its Waco network. Greater Waco has more than 300 doctors in 45 areas of study. ❖ Family Health Center operates four community clinics through a family practice residency program affiliated with the University of Texas Southwestern Medical School. It is one of the largest family practice residencies in Texas, with 12 residents per year. ❖ Waco is also home to the Veterans Administration Hospital, which has 433 beds and offers numerous medical services to veterans across the region. In addition, 24 assisted-living and nursing care facilities are in the community.

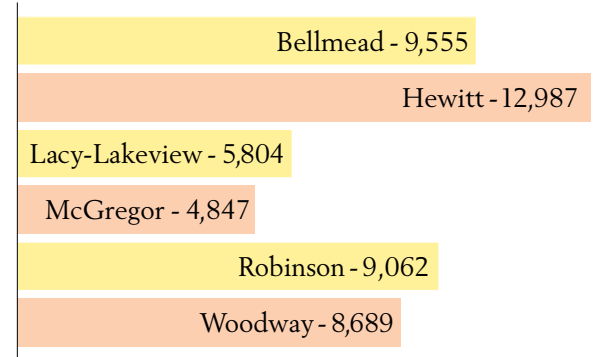
<sup>1</sup> American Chamber of Commerce Researchers Association (ACCRA)  
<sup>2</sup> Federal Financial Institution Examining Council (FFIEC)

# City Information

City of Waco  
Population 120,465



## Surrounding Communities Population<sup>3</sup>



## Transportation

- Railroads:** Union Pacific, Burlington Northern/Santa Fe, Amtrak
- Buses:** Waco Transit System, Greyhound Bus Lines (24 daily), The Waco Eagle/The Streak shuttle service to DFW
- Highways:** IH-35, U.S. Hwy. 77, U.S. 84, TX 6, TX 31, TX 164, TX 317
- Motor Freight:** Waco has more than 30 motor freight and overnight carriers. Single carrier service is available to 32 MSAs in the southwest, with overnight radius for motor carriers of 400 miles. Waco is also home to thirteen logistics companies and distribution centers.

## Air Service

	Waco Regional Airport:	TSTC Airport:	McGregor Executive Airport:
<b>Runway Length:</b>	6,600 feet	8,800 feet	5,500 feet
<b>Runway Surface:</b>	Asphalt	Concrete	Asphalt
<b>Lighted:</b>	Yes	Yes	Yes
<b>Fuel:</b>	Yes	Yes	Yes
<b>Landing System:</b>	Yes	Yes	No
<b>F.B.O.:</b>	Yes	Yes	Yes

- Local passenger air service provided by American Eagle and Continental Connection at Waco Regional Airport

Two International airports within 90 Minutes:  
Dallas/Fort Worth International,  
Austin-Bergstrom International.







## Taxation

### Sales & Income 2007

Municipal Sales Tax	1.5%
State Sales Tax	6.25%
McLennan County Tax	0.5%
State Income Tax	0%

### Real Property Tax (per \$100) 2007

City of Waco	0.6997
McLennan County	0.4519
McLennan Comm. College	0.120362
Waco Independent School District	1.44381
<b>Total</b>	<b>2.7157</b>

### Franchise and Special Fees (net earned surplus) 2006

Telephone	\$1 per line (residential) \$2.73 per line (non-residential) \$2.73 per line (point-to-point)
Water, Wastewater & Solid Waste	4% of gross receipts
Cable Television	5% of gross receipts
Gas Energy	4% of gross receipts
Commercial Solid Waste Haulers	4% of gross receipts

### Unemployment Tax Rate on Taxable Wages

Texas Workforce Commission	Approx. 2.7% up to \$9,000 per employee
----------------------------	--

### Real Property Taxable Value (McLennan County)

2006	\$8,924,783,421*
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\*amount does not include intangible values

## Utilities

### ● Telephone Service

Service Provider: Deregulated  
Local Service Providers: AT&T,  
Grande Communications, Time-Warner Cable  
Fiber Optics: Available  
High Capacity Digital: Available

### ● Electricity Service

Service Provider: Deregulated  
Distributor: Oncor,  
McLennan County Electric Co-op

### ● Natural Gas Service

Distributor: Atmos Energy

### ● Cable Service

Service Provider: Grande Communications,  
Time-Warner Cable, AT&T

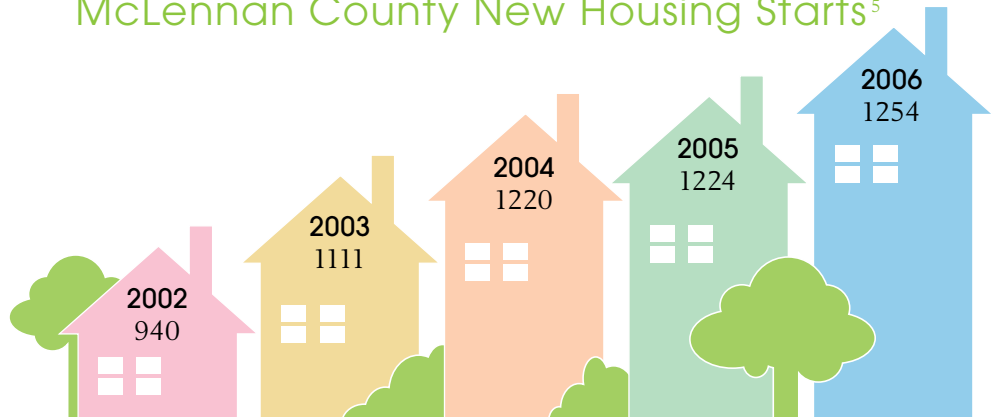
### ● Water Service

Service Provider: City of Waco  
Source: Lake Waco  
Size of Mains: 2-42 inches  
System Looped: Yes  
Max. System Cap: 130,000,000 gal./day  
Avg. Daily Use: 28,825,000 gal./day  
Max. Daily Use: 53,498,000 gal./day  
Pressure on Mains: 60 PSI  
Storage Capacity: 26,300,000,000 gal  
Waco Water Rights: 109,600 acre-feet  
of Lake Waco

### ● Waste Water Service

Service Provider: City of Waco  
Treatment Plant Type:  
Single Stage Ammonia Activated Sludge  
Maximum Daily Use: 59,000,000 gal/day  
Avg. Daily Use: 24,700,000 gal./day  
Max. System Capacity: 80,000,000 gal/day

## McLennan County New Housing Starts<sup>5</sup>



### Housing Starts by Major School District

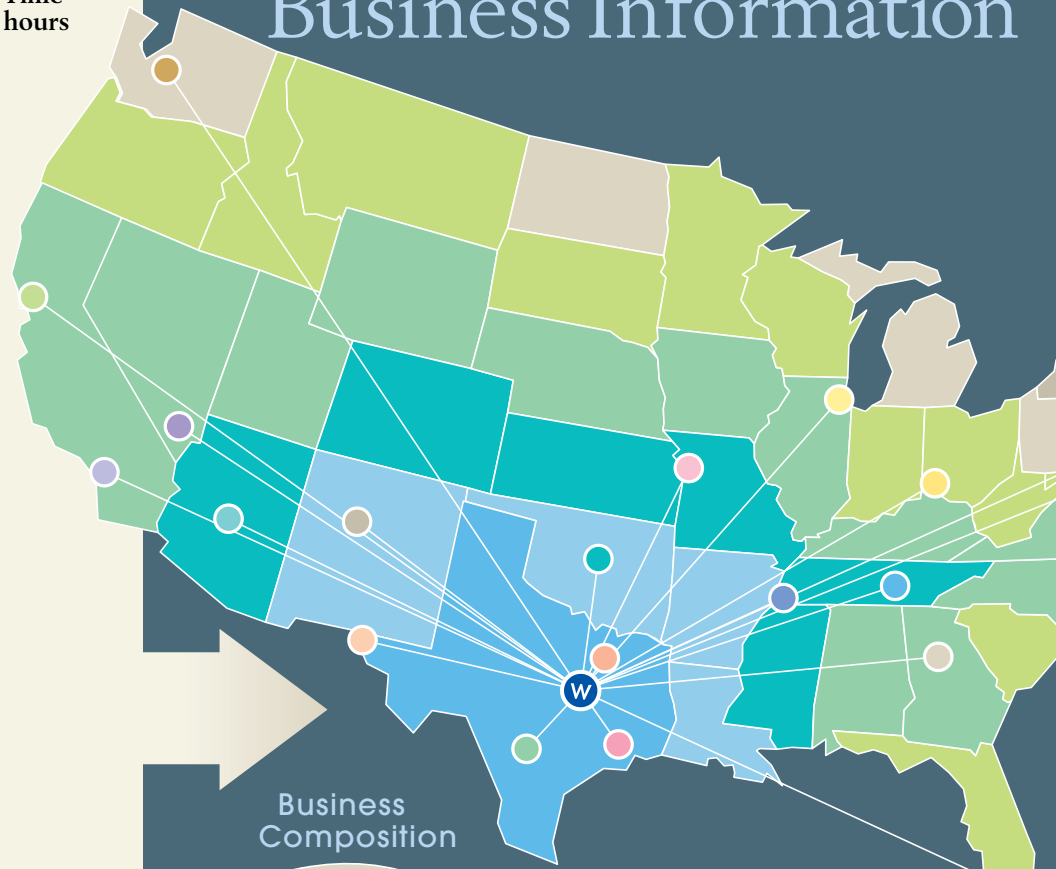
District	2002	2003	2004	2005	2006
China Spring ISD	110	199	229	162	187
Connally ISD	45	62	77	65	63
Midway ISD	266	317	420	474	481
Waco ISD	120	100	137	124	137
Robinson ISD	78	75	73	109	131



## Distance To Select Cities

City	Miles	Driving Time approx. hours
Albuquerque	710	11.0
Atlanta	866	13.75
Chicago	1062	16.75
Cincinnati	1028	16.5
Dallas	95	1.5
El Paso	676	10.5
Houston	185	3.75
Kansas City	636	10.0
Las Vegas	1280	19.5
Los Angeles	1487	22.25
Memphis	546	8.75
Miami	1368	22.5
Nashville	758	12.0
New York	1642	26.0
Oklahoma City	288	4.75
Phoenix	1116	16.75
San Antonio	182	3.0
San Francisco	1794	27.5
Seattle	2187	33.0
Washington, DC	1428	22.75

# Business Information



## Major Employers

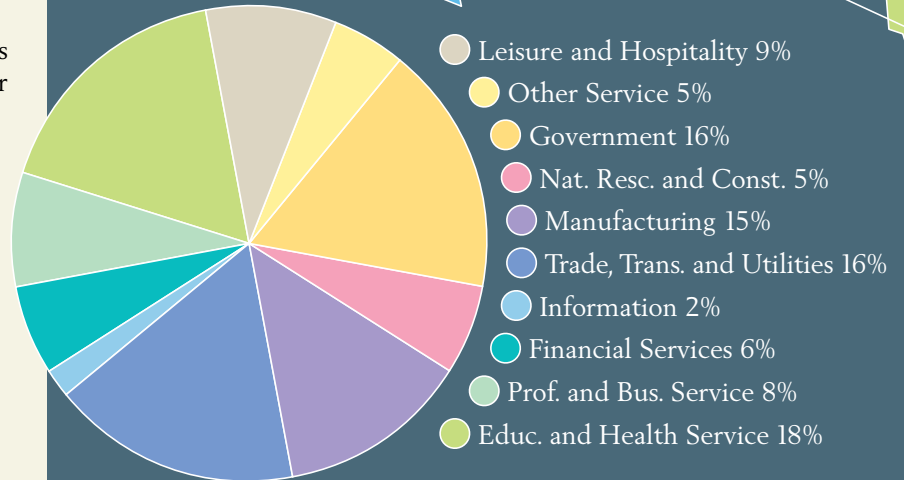
The Waco MSA is comprised of more than 9,200 businesses. Of that number, large businesses (firms with 100 or more employees), employ over 35% of those employed in McLennan County.

### McLennan County Major Employers 2007

McLennan County School Districts*	5,182
City and County Government	2,611
Baylor University	2,298
Providence Healthcare Network	2,182
Hillcrest Health System	1,836
L-3 Communications	1,620
Cargill Foods, Inc.	775
VA Regional Medical Center	750
McLennan Community College	691
Pilgrim's Pride	683
Examination Management Services Inc.	670
Texas State Technical College	650
Mars Snackfood US	625
Texas Youth Commission	604
Alcoa Fastening Systems	484
American Income Life Insurance Co.	480
Veteran's Affairs Regional Office	479
Allergan	465
Army Air Force Exchange Service	450
Texas Farm Bureau	425
Wal-Mart Returns Center	420
Trane Company	400
Blue Cross Blue Shield	400
HEB (All Stores)	386
Knife River	350
Methodist Children's Homes	348
Coca-Cola North America	330

\*combined

## Business Composition



## Employment/Wage Information<sup>6</sup>

Electricians	\$18.64/hr
Sheet Metal Worker	\$13.36/hr
Computer Operator	\$14.43/hr
Welders, Cutters, etc.	\$13.65/hr
Machinery Maintenance	\$13.78/hr
Machinists	\$14.81/hr
Customer Service Representative	\$12.71/hr
Shipping & Receiving Clerk	\$13.10/hr
Secretaries	\$11.23/hr
Industrial Truck & Tractor Operators	\$11.74/hr
Team Assembler	\$11.41/hr
Data Entry Keyers	\$ 9.49/hr
Construction Laborer	\$10.50/hr
Telemarketing	\$10.38/hr
Packers & Packagers, Hand	\$ 9.45/hr



14,270 total acres of surrounding area economic development industrial parks

## Business and Industrial Parks

### Waco:

Texas Central Industrial Park: 3,000 acres  
 Waco International Aviation Park: 1,053 acres  
 Waco Regional Airport: 200 acres

### McGregor:

McGregor Industrial Park: 9,500 acres

### Hewitt:

Commerce Park: 147 acres

### Lorena:

Texas Corridor Industrial Park: 145 acres

### Robinson:

Robinson Industrial Park: 145 acres  
 Young Industrial Park: 40 acres

### Bellmead:

Bellmead Industrial Park: 40 acres

## Employment for Waco MSA<sup>7</sup>

Date	Labor Force	Unemployment
2007 (March)	112,869	4.2%
2003	105,491	5.1%
2000	103,775	4.1%

## Regional Employment<sup>7</sup>

Regional Counties: McLennan, Bell, Bosque, Coryell, Hill, Freestone, Limestone, Falls

Date	Labor Force	Unemployment
2007 (March)	305,280	4.5%
2003	287,590	6.4%
2000	269,831	4.5%

## Heart of Texas Region<sup>8</sup>

Active Job Applicants: 15,531

## Retail Sales Information<sup>9</sup>

Date	Total Retail Sales
2006	\$3,063,342,120
2005	\$2,848,257,766
2004	\$2,722,635,488
2003	\$2,629,053,899

## Airline Passenger & Freight Traffic<sup>10</sup>

Waco Regional Airport; TSTC Airport:

### Number of Passengers

Date	In	Out
2006	74,429	76,465
2005	70,500	71,649
2004	64,565	65,204

### Revenue Freight (pounds)

Date	In	Out
2006	2,121,415	45,600
2005	2,336,002	447,267
2004	2,286,505	912,645

## Economic Development Incentives

Bond Financing	Renewable/Bio Energy Incentives
Downtown Public Improvement District	Sales Tax Refund/Abatement
Emerging Technologies Fund	Tax Increment Financing
Fee Waivers	Texas Enterprise Fund
Foreign Trade Zone #246	Texas Enterprise Zones
Freeport Exemption	Waco Industrial Foundation
Industrial Business Grants	Waco-McLennan County Economic Development Corp.
Property Tax Abatement	Workforce Grants

## GWCC Economic Development Staff:

Pat Nowotny, Sr. Vice President

Scott Connell, CEcD,  
 Vice President

Sarah Roberts, Vice President

Kristina Collins,  
 Director-Business Retention  
 and Expansion

Chris McGowan,  
 Director-Urban  
 Development

Daniella Azevedo,  
 Research Specialist

Debbie McCutchen,  
 ED Coordinator

<sup>6</sup> Texas Workforce Commission – 2006

<sup>7</sup> Texas Workforce Commission

<sup>8</sup> Texas Industry Profiles – as of January 2007

<sup>9</sup> Texas Comptroller of Public Accounts

<sup>10</sup> U.S. Bureau of Transportation Statistics

From 2003-2006, there was over \$504 million of committed investment in Greater Waco.



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