

# BizWest

- » MARTINEZ Broomfield still sees positive growth 11
- » DAVIS Carbon Valley grows beyond coal-mining legacy 13
- » GRIGGS Can I get some meaning with my innovation? 25
- » PINSKY Professional references allies to your success 30
- » BOLAK Why should a customer pay your higher price? 31

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

VOLUME 34 | ISSUE 24 | NOVEMBER 13-26, 2015



# GET A ROOM

Boulder Valley's, Northern Colorado's overnight sensation has new hotels checking in. **PAGE 6**

## CARBON VALLEY

### Towns target blighted areas for renewal

Growing Frederick, Firestone, Dacono embrace redevelopment. **PAGE 12**

## EXECUTIVE STYLE



### Skiing with style

Hit the slopes with ski products made locally. **PAGE 22**



## HEALTH CARE

### Is the state ready for single-payer health care?

2016 ballot measure will ask voters to revamp Colorado system. **PAGE 14**

*BizWest is an independent, locally owned business journal.*

## Upcoming BizWest Networking Events

Boulder Valley  
Real Estate Conference  
November 18, 2015  
Glenn Miller Ballroom, CU Boulder

Northern Colorado  
Economic Forecast  
January 27, 2016  
The Ranch, Loveland

For more information or to register, go to [BizWest.com](http://BizWest.com) and click on Events

# BW READERS' GUIDE



“Remember that great idea you had that we ridiculed and ignored? It appears that we need it after all. What was it?”

## CONTACT US

### Advertising

Contact Sandy Powell for information on advertising, event sponsorship, custom publishing, or for a copy our editorial calendar: spowell@bizwestmedia.com, 303-630-1954 or 970-232-3144.

### Visit our offices in Boulder and Fort Collins

■ 1790 30th St., Suite 300, Boulder, CO 80301  
303-440-4950

■ 1550 E. Harmony Road, Fort Collins, CO 80525  
970-221-5400



Volume 34: Issue 24  
November 13-26, 2015

Copyright 2015.  
BizWest Media LLC.

Reproduction or use of editorial or graphic content without written permission is prohibited. BizWest (USPS 18522, ISSN 1528-6320) is published biweekly, with an extra issue in January, by BizWest Media LLC, a Colorado LLC, 1790 30th Street, Suite 300, Boulder Colorado, 80301. Periodical Postage Paid at Boulder, CO and at additional mailing offices. POSTMASTER: Send change of address notices to: BizWest Media LLC, P.O. Box 270810, Fort Collins, CO 80527  
Circulation: 303-630-1965 | 970-232-3132 | mross@bizwestmedia.com

## IN PRINT

### Subscribe

Subscribe to BizWest, change your subscription or ask questions by calling 303-630-1965 or 970-232-3132. Get the award-winning BizWest print edition and all of our annual directories, including the Book of Lists. Visit [www.bizwest.com/subscribe](http://www.bizwest.com/subscribe).

### Upcoming lists & directories

- Giving Guide: Publishes November
- Boulder Valley MD: Publishes November

### Custom Publications

BizWest Media's Custom-Publication Division can deliver turnkey publications to celebrate your company's anniversary, highlight new products or services, or for any other purpose. Contact Sandy Powell, spowell@bizwestmedia.com.

### Reprints

See an article in BizWest that you want framed or mounted on a plaque? Want to highlight your company's positions on one of our ranked lists? Call Missy Moss 970-232-3143 or 303-630-1953 to place your order.

### Tips/press releases

Submit news tips or press releases to [news@bizwestmedia.com](mailto:news@bizwestmedia.com).

## ONLINE & DIGITAL

### BizWest.com

Our website breaking business news from the Boulder Valley and Northern Colorado, as well as content from our print edition and digital replicas of all our publications.

### Boulderopolis.com

News, trends and insights from the startup community in the Boulder Valley.

### Social media

Twitter: Follow us at @bizwestmedia  
Find BizWest and Boulderopolis on Facebook, Instagram and LinkedIn.



### E-newsletters

Follow breaking business news in the Boulder Valley, Northern Colorado or statewide with BizWest's daily e-newsletters. Or get weekly or biweekly recaps in the region's key sectors with more than a dozen industry newsletters. Sign up at [www.bizwest.com](http://www.bizwest.com).

- Morning Report: A daily email aggregation of the top business-news headlines from around Colorado.
- Business Daily – Boulder Valley: The day's top business news from Boulder and Broomfield counties, delivered right to your inbox.
- Business Daily – Northern Colorado: The day's top business-news headlines from Larimer and Weld counties, delivered right to your inbox.

Register for these and a dozen industry newsletters at <http://bizwest.com/subscribe-to-our-newsletters>

### Digital Services

Need help with SEO, search-engine marketing, content marketing or some other digital requirement? Contact Sandy Powell in the BizWest Digital Services Department at [spowell@bizwestmedia.com](mailto:spowell@bizwestmedia.com).

## EVENTS & NETWORKING

BizWest produces a variety of business conferences, networking events and award programs throughout the year, both in the Boulder Valley and Northern Colorado. Visit our website at [www.bizwest.com/events](http://www.bizwest.com/events) to submit award nominations or to register.

### ■ Boulder Valley Real Estate Conference

Nov. 18 | Glenn Miller Ballroom, CU Boulder  
[fallrealestateconference.com](http://fallrealestateconference.com)

### ■ Northern Colorado Economic Forecast

Jan. 27 | The Ranch, Loveland

## CORRECTION

In the Northern Colorado 40 Under Forty supplement, a phrase from Brian Seifried's application should have read, "When I opened my first restaurant at 20 years of age, I didn't have much but a good work ethic and a knack for cooking delicious chicken wings."

We apologize for the transcription error.



# Comprehensive Mental Health and Addiction services.

Where hope begins.

970.347.2120 / [NorthRange.org](http://NorthRange.org)

Se habla Español





# Charged up

Intel, others  
power rise of  
Prieto Battery

JOEL BLOCKER/FOR BIZWEST

Dr. Amy L. Prieto, CEO, CSO and co-founder of Prieto Battery, started the company in 2009, which is a spinoff of her academic research at Colorado State University.

By Jeff Thomas

news@bizwestmedia.com

FORT COLLINS — Chemistry professor Amy Prieto was understandably stoked by Intel Capital's funding of her novel, and energy-dense, lithium-ion battery concept, but the commercialization of her product could also pay some important dividends for the chip-making giant.

"It was a pretty incredible event — something I've never been a part of in the business world," said Prieto about the Intel Capital Global Summit in San Diego last week, in which her firm and 10 other companies were funded to the tune of \$22 million. "Now we have this big strategic investor that has faith in us. It's really an amazing tipping point."

Prieto Battery — largely staffed by experts from Colorado State University, such as Prieto — has designed a 3D lithium-ion battery, which may ultimately increase energy density an order of magnitude over contemporary designs, while at the same time decreasing environmental hazards associated with its manufacture. To Intel, it's an extremely useful design, in that its energy density is extremely effective in small forms, and forms that can be modified for use in evolving wearable commodities and other Internet of Things (IOT) configurations.

That's an important element for



JOEL BLOCKER/FOR BIZWEST

Dr. Wesley A. Hoffert transfers prototypes into Prieto's electro plating line on Nov. 6.

Intel, which controls the PC and server markets through the absolute processing power — especially power per watt — of its chips, but pretty much missed the boat in the low-power processors that power cell phones. While Intel has made great inroads in producing lower-power processors, a more lively battery could be a powerful ally in these emerging markets.

"Prieto's thoughtful and creative approach to battery innovation is attractive to Intel as we focus on

designing and building essential technologies that serve to advance the world's computing devices. This is particularly true for wearable devices, where a conformal battery with high energy density is highly attractive," said Jerry Bautista, vice president in the New Technology Group and general manager of the New Business Group at Intel, in a prepared statement. "Our goal is to help incubate and accelerate Prieto's technology into early product implementation that will provide

"Because conventional batteries have a lot of liquid, they require a great deal of packaging (to prevent damage and leaking). But we can do with less than a millimeter in thickness. Our process is very scalable. We can make a battery to fit whatever forms are required."

Dr. Amy L. Prieto, CEO, CSO and co-founder of Prieto Battery

significant market advantage to several of our business units."

Prieto said she believes the 3D battery design could ultimately serve larger forms, such as car batteries and wind or solar farms, but the near-term commercialization of the product will be in small forms, such as IOT and mobile markets. Intel will have first crack at using the product in computerized setting.

Conventional battery surfaces, whether flat like a mobile-phone

Please see **Prieto**, page 4

# IMAGINE

the possibilities  
for your business.

**Kai Chin**  
PRESIDENT  
BOULDER

**Elaine Shannon**  
COMMERCIAL  
RELATIONSHIP  
MANAGER

**Pat Daly**  
COMMERCIAL  
RELATIONSHIP  
MANAGER

**Susan Moratelli**  
COMMERCIAL  
RELATIONSHIP  
MANAGER

## People you know and trust.

Let our experienced bankers be your trusted partner in working to exceed your financial goals.

## Achieve your possibilities.

Call 720.931.5969 or visit  
SunflowerBank.com today.

Bringing out the best  
in the lives we touch...  
**Creating Possibility.**

720.931.5969 | SUNFLOWERBANK.COM



MEMBER FDIC

### Prieto, from 3

battery or rolled like a flashlight battery, are essentially two-dimensional surface connections, which limit the direction and speed at which energy can flow. Prieto's design uses a meshed copper substrate, somewhat like a sponge, for the anode, cathode and separator sections, which are then coated with the active chemicals, vastly increasing the surface area available for charging and energy transfer.

Each piece of the battery is unique, but none more so than the separation layer, which is usually a liquid in a conventional battery, but is a solid polymer coated on the copper substrate in the Prieto design.

"Because conventional batteries have a lot of liquid, they require a great deal of packaging (to prevent damage and leaking)," Prieto said. "But we can do with less than a millimeter in thickness. Our process is very scalable. We can make a battery to fit whatever forms are required."

The 3D element is the principal innovation that allows for greater energy density in the product, Prieto said, but creating processes that are both environmentally friendly and less expensive than conventional methods are also at the top of the company objectives.

Both the anode and separator elements are coated by electroplating, which are water-based processes. According to company information, that equipment is less expensive and

more scalable than many conventional processes, and the electroplating baths are stable for months at a time, further reducing expenses.

Katie Hoffner, senior vice president of strategy at Prieto, said the 3D anode design may be on the market as early as next year, while the company hopes to have a all-Prieto battery in the market by 2017. Intel is not releasing details on the amount of its funding, but will be releasing funds as the Fort Collins company reaches set goals.

"Initially, we had Series A funding of \$7 million," Hoffner said, "We still have an open Series B funding, and we're looking to secure another \$3 million."

Prieto said the business end of this process has been eye-opening, but has largely remained the method to fund the ongoing research and product realization.

"I never envisioned starting a company, but it was the way to bring an idea to the marketplace," said Prieto, who also serves as company CEO. But "inventing new processes and new material is not a linear process — it takes a lot of time."

However, she said her team of chemists, some of whom were her grad students, have created an incredible synergy at the company.

"I wouldn't have envisioned how complicated it would become, but (with the team) the sum is greater than the parts. There's been a lot of testing and a lot of brainstorming."



# SLEEP IN

**We work  
hard to help  
you work less.**



[efirstbank.com/business](http://efirstbank.com/business)

Member FDIC

877-249-9980

# PUC nixes part of Boulder's utility application

*What follows is a compilation of recent news reported online by BizWest.com. Find the full stories using the search window at the top of the homepage.*

DENVER—The Colorado Public Utilities Commission dismissed a portion of the city of Boulder's application to create a municipal electric utility, but left the door open for the city to return with a supplement to its application that includes more robust technical details of its plan. The commissioners essentially said they were dismissing the portion of Boulder's application that seeks to acquire assets or equipment that serve only Xcel Energy customers in unincorporated Boulder County.

*Posted Nov. 4.*

## RealD to go private in \$551 million deal

RealD Inc. (NYSE: RLD), which develops 3-D technology including projection systems used by cinemas around the world and which has a research-and-development center in Boulder, is being acquired by private-equity investor Rizvi Transverse Management LLC in an all-cash merger transaction valued at approximately \$551 million, including net debt. Upon comple-

## NEWS DIGEST

### Miss this news?

BizWest works every day to bring you the latest news as it happens. Sign up for daily updates and the latest industry e-newsletters at:

■ [bizwest.com/subscribe-to-our-newsletters](http://bizwest.com/subscribe-to-our-newsletters)

tion of the transaction, RealD will become a privately held company. Under the terms of the agreement, RealD shareholders will receive \$11 in cash for each share of RealD's common stock.

*Posted Nov. 10.*

## Hospital's bond rating, negative outlook affirmed

LONGMONT — Moody's Investors Service affirmed Longmont United Hospital's bond rating but also maintained the negative outlook it had assigned in 2013. The hospital's Series 2006B revenue bonds were issued by the Colorado Health Facilities Authority and have approximately \$39 million currently outstanding, according to Moody's. The hospital's total debt is approximately \$100 million, Moody's said in affirming its Baa2

rating. Moody's wrote that LUH's "challenges include poor operating performance year-to-date (in fiscal year 2015 and a significant increase in competitive pressures in recent months."

*Posted Nov. 4.*

## FDIC fines former New Frontier Bank directors

GREELEY—The Federal Deposit Insurance Corp. announced that four people involved in the 2009 collapse of Greeley's New Frontier Bank have been ordered to pay a total of \$350,000. In March, the FDIC revealed documents indicating that Larry Seastrom, Bob Brunner, Tim Thissen and John Kammeier — all directors of the bank — collectively would pay \$545,000 in penalties for infractions on how the institution was run. On Oct. 30, the FDIC released its September enforcement actions that said Brunner must pay \$150,000; Kammeier 70,000; and Seastrom and Thissen \$50,000 each.

*Posted Oct. 30.*

## Mandel barred from Colo. securities industry

DENVER — Marc Mandel, the Boulder-based and self-appointed "Wizard of Wall Street," has been permanently barred from the secu-

rities industry in Colorado, along with his company, Wall Street Radio Inc. The sanction issued by Denver District Court Judge Shelley Gilman includes an \$80,000 restitution order and comes roughly two months after a favorable ruling on a complaint from Colorado Securities Commissioner Gerald Rome that the advice Mandel offered through his daily "Wizard of Wall Street" radio program and the investment website "Ditto Trade" constituted as unlicensed investment-advising activity.

*Posted Oct. 28.*

## FoCo businessman pleads guilty to tax evasion

DENVER — Businessman Donald Dale Smith of Fort Collins pleaded guilty to two counts of willful failure to file a tax return and faces possible jail time in federal prison plus a fine. Each of the counts carries a penalty of not more than one year in federal prison and a fine of up to \$25,000. Smith, 67, is scheduled to be sentenced Jan. 19. Smith, owner and operator of the day-care center Mountain West Children's Academy LLC in Fort Collins, failed to file income tax returns for income earned in 2008, 2009 and 2010.

*Posted Oct. 28.*

Dr. Ralph R. Reynolds,  
Oral & Maxillofacial Surgeon  
Reynolds Oral & Facial Surgery



## Expanding local practices for over 60 years.

At Guaranty Bank and Trust, we've been helping Colorado doctors, like Dr. Reynolds, expand and grow their practices for over 60 years. From commercial loans and lines of credit, to private banking solutions, we're here to help.

Call one of our healthcare banking experts today:

Jamie Hardy | 970.266.2019

Mark Chatterley | 303.675.1183

**GuarantyBankCO.com**

**GUARANTY BANK AND TRUST COMPANY<sup>SM</sup>**

Member FDIC



COURTESY SENATE HOSPITALITY

An artist's rendering depicts the proposed PeliGrande Resort and Windsor Conference Center, adjacent to the Pelican Lakes Golf Resort in Windsor's Water Valley development.

# GET A ROOM

## Area's overnight sensation has new hotels checking in

By Dallas Heltzell

dheltzell@bizwestmedia.com

"We really do need the extra rooms."

Nancy Rezac, executive director of Visit Longmont, puts it bluntly. If today's crop of hotels and motels in the Boulder Valley and Northern Colorado still had old-fashioned "No Vacancy" signs, they'd be as common in summer as out-of-state license plates.

"We're usually on a sold-out basis from the first of June through August," she said. "In the fringe market, the shoulder market either side" – meaning spring and fall – "there are weekends that are sold out," Rezac said. "Then from December through January and February, it's pretty light here. But during the busy months, we need more rooms."

The market is responding, with nearly two dozen projects in various stages of development adding accommodations that run the gamut from budget rooms to family- and business-oriented lodging and extended-stay suites, a hotel with an indoor water park – and maybe even a luxury destination resort.

Rezac's plea for more lodging choices is echoed by officials throughout the region.

"Our usage rates are some of the highest in the state," said Annette



COURTESY NAI SHAMES MAKOOVSKY

The Hilton Garden Inn, under construction in Boulder, will have 172 rooms.

Gilbert, business services coordinator for the city of Loveland. That city led the region in September with an 84.8 percent occupancy rate, according to the Rocky Mountain Lodging Report from the Colorado Hotel and Lodging Association.

Hotels along the U.S. Highway 36 corridor for September saw 81 percent occupancy, followed by Estes Park at 82.2 percent; Boulder at 79.7 percent, and Fort Collins and Greeley at 72 percent. Fort Collins reported 81.2 percent occupancy in July.

Amy Mayhew, manager of the CHLA, isn't surprised by the new surge in hotel construction in Northern Col-

orado. "It's just been an underserved area," she said.

### New life for downtowns

"Given the fact that Colorado is experiencing robust growth in a variety of sectors, not only is there a demand for quality office development, but also in the hotel and hospitality sector," said Dovetail Solutions founder Andy Boian, who is directing the marketing of a planned five-story, 162-room hotel at 354 Walnut St. in Old Town Fort Collins for the Bohemian Cos.

"We look forward to satisfying some of that demand," he said. "It's

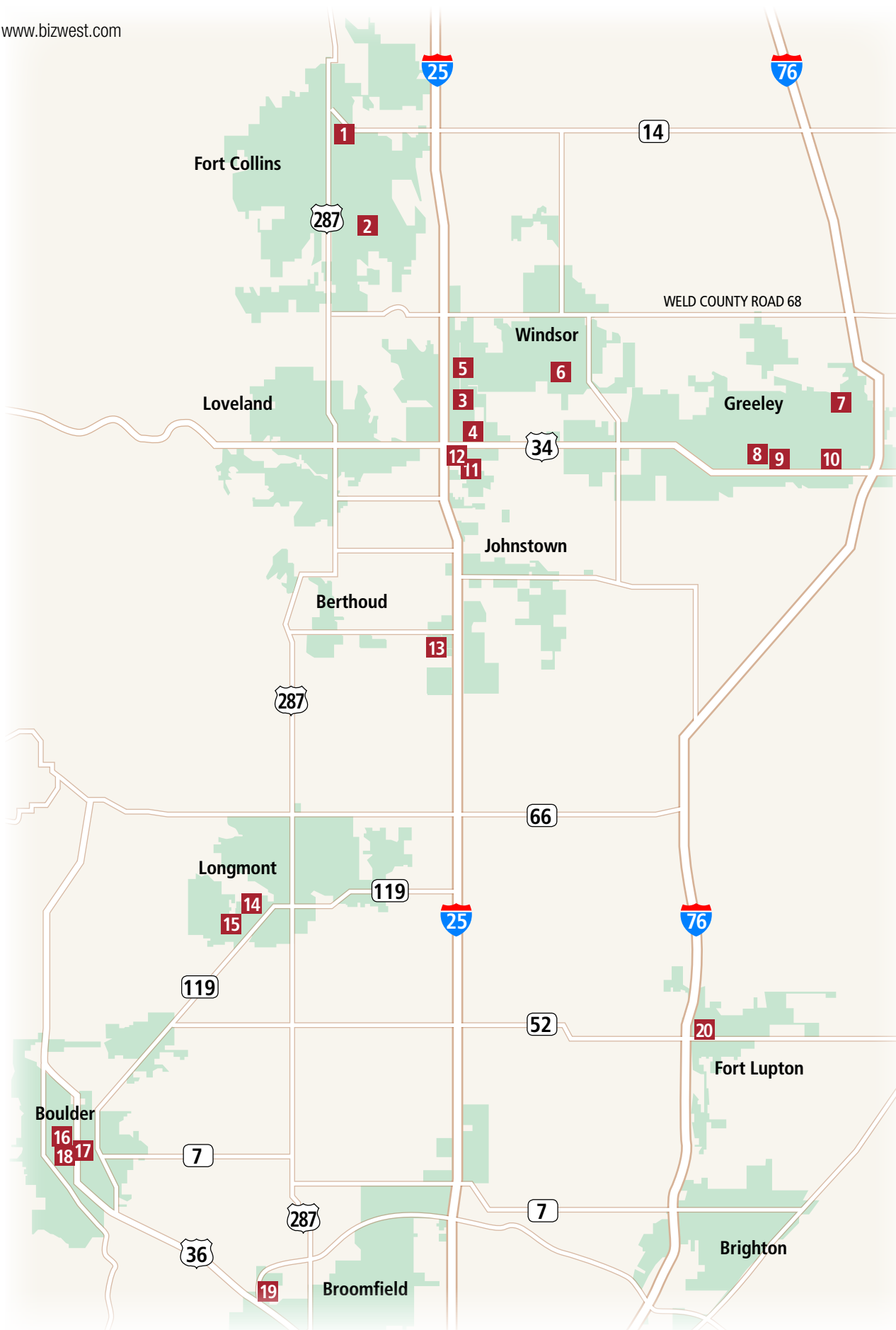
a pretty unique site – something that I think, given Fort Collins' continued robust growth, it's the right time for a hotel like this to take advantage of such a unique opportunity."

Bohemian is partnering with McWhinney Inc. of Loveland to develop the project, while Denver-based Sage Hospitality, which manages the Crawford Hotel at the recently renovated Denver Union Station, will operate it. Construction is likely to begin in January on the former site of a church and an Armadillo restaurant. Opening is expected in 2017.

Greeley, too, is looking forward to a hotel and convention center to bring new life to its downtown core. City officials and Hensel Phelps Construction are actively pursuing the project on a city-owned parcel at 919 Seventh St. The city would like a hotel of approximately 150,000 square feet and 150 to 200 rooms with about 5,000 square feet of conference space.

"What that would mean for the community to have that quality conference space is that it allows us to bring back groups we've had in Greeley previously," said Sarah MacQuiddy, president of the Greeley Chamber of Commerce. "The size of conferences we're looking at obviously will allow other properties to capitalize as well."

Greeley led the state in hotel occupancy just a few years ago when the



oil and gas boom was at its zenith, but that activity in Weld County has declined along with the price of oil.

“I think that business will be back,” MacQuiddy said, “but there’s enough outside the industry to keep the property alive and booming. I believe the oil and gas industry would be a complement to bring in meetings; we just have to look at what’s going to be the best sell for Greeley.”

**New tourism destinations**

Perhaps the most ambitious proposed hotel projects in Northern Colorado are contingent on winning a grant from the state.

The Go NoCo group, a nonprofit coalition of representatives from local governments and private businesses, hoped to convince the state’s Economic Development Commission to grant \$80.7 million to help with the cost of four proposed projects including a four-star, \$110 million, 300-room PeliGrande Golf Resort and Conference Center along Lake Water Valley in Windsor and a 330-room Indoor Waterpark Resort of the Rockies, north of the Budweiser Events Center in Loveland.

The commission’s decision on the grant, to be awarded through Colorado’s Regional Tourism Act, was due on Nov. 12.

If the grant were approved, said Stacy Johnson, Windsor’s director of economic development, the PeliGrande resort also would include The Boathouse, an upscale, nautical-themed restaurant that operates now only at Disney World theme parks in Orlando, Fla., and Shanghai, China.

“It’s an attraction restaurant in its own right, with a water taxi, dockside bar and food to die for,” Johnson said.

“The state had the incentive for tourism, and that’s what inspired us to go find attractions and bring them to Northern Colorado,” she said.

What would it mean for Windsor, which is celebrating its 125th anniversary?

“It’s a chance to go back to our roots,” she said. “People used to come here for Windsor Lake.”

The tourism grant could mean more than 145,000 annual visitors to the area, she said, and the resort’s developer, Brentwood, Tenn.-based Senate Hospitality, estimates that the resort could bring 862 construction jobs, followed by 334 permanent jobs.

“I call it diversifying our base,” Johnson said.

Please see **Room**, page 8

**New projects**

Some of the hotel projects that have been proposed, are under construction or have opened in Northern Colorado and the Boulder Valley.

Name	Location	Rooms
<b>FORT COLLINS</b>		
1 Fort Collins Hotel	354 Walnut St.	162
2 Home2Suites by Hilton	Harmony and Timberline roads	107
<b>LOVELAND</b>		
3 My Place Hotel	3975 Peralta Drive in the Crossroads Business Park	64
4 Courtyard by Marriott	Northwest corner of U.S. 34 and Centerra Parkway	104
5 Indoor Water Park Resort of the Rockies	Just north of Budweiser Event Center	300
<b>WINDSOR</b>		
6 PeliGrande Resort Hotel and Windsor Conference Center	Northwest corner of New Liberty Road and Marina Drive	300
<b>GREELEY</b>		
7 Unnamed hotel	919 Seventh St.	150-200
8 Homewood Suites by Hilton	2510 46th St	85
9 Holiday Inn Express	25th Street and 44th Avenue	106
10 Unspecified Marriott	2495 28th St.	TBA
<b>JOHNSTOWN</b>		
11 Windgate Hotel by Wyndham	5360 Ronald Reagan Blvd.	75

12 Comfort Suites	Southeast corner of Interstate 25 and U.S. Highway 34	93
<b>BERTHOUD</b>		
13 Love’s hotel	Southwest corner of Interstate 25 and Colorado Highway 56	TBA
<b>LONGMONT</b>		
14 Fairfield Inn and Suites by Marriott	1089 S. Hover St.	96
15 Candlewood Suites	Clover Basin and Dry Creek drives	105
<b>BOULDER</b>		
16 Embassy Suites	28th Street and Canyon Boulevard	203
17 Hilton Garden Inn	28th Street and Canyon Boulevard	172
18 Residence Inn	Southwest corner of 26th Street and Canyon Boulevard	155
<b>BROOMFIELD</b>		
19 Holiday Inn Express	North of Via Varra between the Northwest Parkway and West Midway Boulevard.	136
<b>FORT LUPTON</b>		
20 Fairfield Inn and Suites by Marriott	Colorado Highway 52	110

**Room, from 7**

The state funding would come through the Office of Economic Development and International Trade through the Regional Tourism Act passed in 2009, which allows the rebating of state sales-tax revenue that new, out-of-state visitors would generate in a predetermined tourism zone.

PeliGrande would include a luxury spa, fitness center, 58,500 square feet of ballroom and meeting space and retail services.

The Indoor Waterpark Resort, visible from Interstate 25, would feature a 75,000-square-foot indoor waterpark, 55,000-square-foot outdoor waterpark and more than 20,000 square feet of other indoor attractions in its Family Entertainment Center.

**Boulder County growth**

Boulder, which lost 344 rooms when three hotels were demolished, will see a net gain of 340 rooms when two new hotels at 28th Street and Canyon Boulevard are completed – and talk continues about expanding the luxury St Julien Hotel, locating new overnight spots on University Hill and even developing lodging on University of Colorado-owned land north of campus. A 150-room Hyatt Place Boulder opened in April at Depot Place at Boulder Junction and a land sale may bring a Residence Inn to the Village Shopping Center area.

Denver-based NAI Shames Makovsky is partnering with Boulder

**Northern Colorado hotel occupancy**

For September 2015.

Location	Room nights		Avg. % Occupied	Avg. daily rate
	Available	Occupied		
Estes Park	33,317	27,377	82.2	\$182.54
Fort Collins	45,330	32,645	72	\$115.36
Greeley	17,190	12,384	72	\$109.37
Loveland	28,105	23,822	84.8	\$129.28
Hwy. 36 corridor	75,750	61,349	81	\$123.18
Boulder	51,363	40,943	79.7	\$163.63

Source: Rocky Mountain Lodging Report

developer Lou DellaCava's LJD Enterprises on redevelopment of the 28th and Canyon site, the former home of the Golden Buff hotel and Eads Newsstand. Shames Makovsky is building a 203-room Embassy Suites and a 172-room Hilton Garden Inn next to DellaCava's new 42,000-square-foot office building.

"It may seem a boom is happening," wrote Mary Ann Mahoney, executive director of the Boulder Convention and Visitors Bureau, in a column in BizWest earlier this month, "however we are replacing rooms and realizing we have capacity to grow hotel rooms in Boulder."

The city had been losing overnight and conference business – including the sales- and lodging-tax revenue – to outlying cities, she wrote, including the 16-year-old, 390-room Omni Interlocken Hotel in Broomfield as well as a Courtyard by Marriott, a Residence

Inn, a Hampton Inn and a Best Western Plus.

In Longmont, Rezac said she's seeing a shift from predominantly business travel to more leisure visitors.

"In the most recent survey, we were more business traveler than leisure," Rezac said, "but that was years back, 2012, and it was 75-25. But during summer now, I think it's very well skewed toward leisure. We figure that at least 40 percent of the people coming through that travel to Rocky Mountain National Park are doing something with Longmont."

But the good news for Longmont is that not all of the tourists are just passing through. Beer and golf are becoming major tourist draws for the city.

"We went from three breweries to nine now," she said. "The whole craft beer movement on the Front Range of Colorado as a whole is becoming a major attraction, And related to craft

beer is the whole craft culinary movement and the distilleries. I just see that portion of the market continuing to grow in years to come.

"Outdoor activities are big, too," she said. "For a city our size to have three public golf courses is unheard of."

**Budget-conscious travel**

Not all the growth in Northern Colorado hotels targets the high end. Smaller inns that focus on guests who want just the basics are being built as well.

Holiday Inn Express locations are sprouting in Broomfield and Greeley and Fairfield Inns are planned in Longmont and Fort Lupton.

Oklahoma-based Love's Travel Stops & Country Stores Inc. closed on 20 acres of vacant land at the southwest corner of Interstate 25 and Colorado Highway 56 in Berthoud, and part of that plan could include a 60- to 80-room inn run by either Best Western Plus, Sleep Inn or Microtel & Suites by Wyndham Hotels.

Meanwhile, Aberdeen, S.D.-based My Place Hotels of America LLC plans a 64-unit, three-story hotel in the Crossroads Business Park in east Loveland that would provide economical extended-stay accommodations for business travelers.

*Dallas Heltzell can be reached at 970-232-3149, 303-630-1962 or dheltzell@bizwestmedia.com. Follow him on Twitter at @DallasHeltzell.*

**Heated. Secure. Indoor. RV and Boat Storage**

*Executive*  
**STORAGE**  
AT CROSSROADS

**970-219-4638**  
1st month FREE if signed up by November 30, 2015

**www.executivestorageco.com**

*Holiday Warmth for every home!*

**BOULDER blooms**

www.boulderblooms.com 303-494-5678 2935 Baseline Rd. Boulder, CO

**SEE THE DIFFERENCE IN LIGHTING SAVINGS**

Find rebates for commercial and residential LED lighting and custom projects through your electric cooperative.

**Poudre Valley REA**

Your Touchstone Energy® Cooperative  
www.pvrea.com



AN ADVERTISING FEATURE OF BIZWEST



# ThoughtLeaders

## BUSINESS ANSWERS TO PRESSING B2B MATTERS

### HEALTH CARE

#### With colder weather approaching, how can I help tackle the common cold?

The common cold is caused by many different viruses, and each of those viruses has multiple strains. With so many different strains, there's no way to be immune to a cold. But you can make cold season more manageable.

Viruses spread through inhalation or by direct contact with a contaminated surface. Consistently washing your hands is the best way to keep yourself – and everyone around you – healthy.

If you are getting sick, take note of your symptoms. Most people report a sore throat, cough, stuffy or runny nose, and fatigue. Tea with lemon and honey can soothe a sore throat, while nasal saline rinses help clear sinuses and minimize coughing. Watch out for high fevers, as this could be a bacterial infection. And don't be afraid to take a sick day or keep the kids home from day care. It's important to stay well rested and keep your immune system healthy.



**Rochelle Palmiscno, MD**  
Family Medicine Physician  
Associates in Family Medicine

www.afmfc.com  
(970) 225-0040  
1113 Oakridge Dr.  
Fort Collins, CO 80525

 ASSOCIATES IN FAMILY MEDICINE, P.C.  
*Be heard. Be well.*

### WEALTH MANAGEMENT

#### Financial Preparedness For Women

Many women end up managing their finances alone at some point in their lives. Unfortunately, the first time many of us get involved with financial matters is during a crisis, such as a spouse's death or divorce. Asking yourself the following questions can help to determine how prepared you are and if you need to talk with a financial advisor.

- Do I have a clear picture of where my assets are located?
- Will my retirement assets provide a comfortable and secure retirement?
- Are my investments appropriate in today's economy?
- Do I have a will and is it current?
- What changes in my life are likely to occur within the next three years?
- Would I be prepared for a family emergency if it happened tomorrow?



**Kari Boxleitner**  
Financial Advisor

Kari Boxleitner  
Financial Advisor  
CERTIFIED FINANCIAL PLANNER™  
Ripsam-Boxleitner-Bates  
Wealth Management Group of Wells Fargo Advisors  
1073 N. Lincoln Ave.  
Loveland, CO 80537  
(970) 619-5528  
(800) 758-1652



Investment and Insurance Products:

NOT FDIC-insured	NO Bank Guarantee	MAY Lose Value
------------------	-------------------	----------------

Wells Fargo Advisors, LLC, member SIPC, is a registered broker-dealer and separate nonbank affiliate of Wells Fargo & Company.

### INSURANCE

#### Cyber Risk Awareness is Critical to Long Term Viability

If you do business with others, you likely have a Data Breach exposure. With the increased incidence of cyber-attacks, every business owner should have a vigilant plan to help avoid a loss. Not doing so could significantly impact your well being.

A successful strategy begins with a sound IT platform. But what happens if an attack occurs? Whether it impacts personal information, credit card transactions, or other sensitive data, the cost to properly handle the loss and associated fines can be staggering.

Financial risks include incident investigations, customer notifications, crisis management, business disruption, regulatory sanctions, and even class action lawsuits – and that's all before reputational damage is considered.

- Protect your entity by:
- Evaluating IT platform vulnerabilities
  - Identifying the potential expense of an event
  - Consulting a Cyber Risk Insurance Professional to access coverage protecting you should an attack happen.

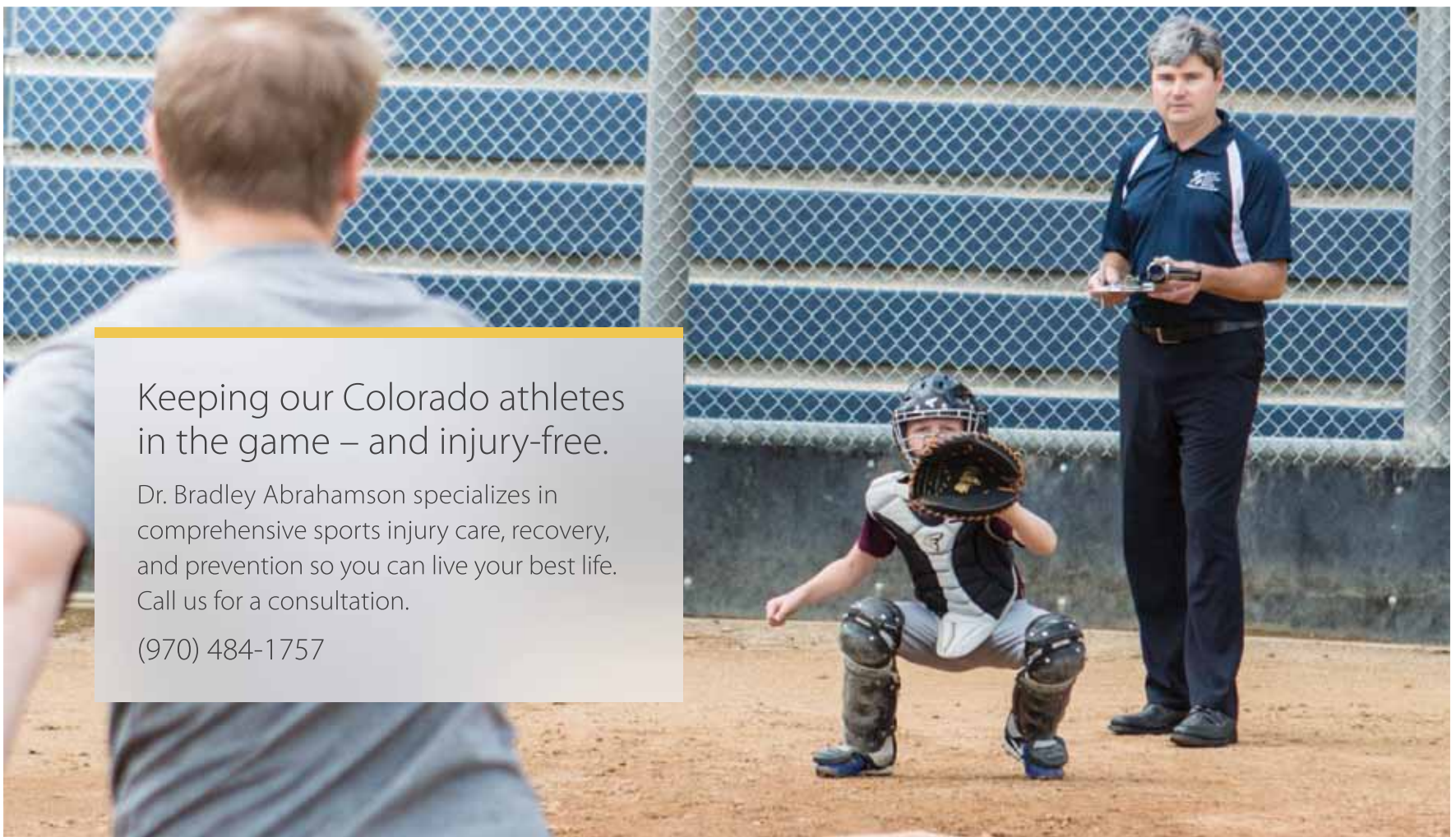
Learn more using HUB International's Data Breach Cost Calculator at: <https://www.hubinternational.com/business-insurance/cyber-risk-solutions/tools/data-breach-cost-calculator>.



**Russ Henninger**



Russ Henninger  
HUB International Insurance Services  
1001 E. Harmony Road, Ste. A-137  
Fort Collins, CO 80525  
Russ.Henninger@HUBInternational.com  
(970) 420-1352



Keeping our Colorado athletes in the game – and injury-free.

Dr. Bradley Abrahamson specializes in comprehensive sports injury care, recovery, and prevention so you can live your best life. Call us for a consultation.

(970) 484-1757



ASSOCIATES IN FAMILY MEDICINE, P.C.

[afmfc.com/sportsmedicine](http://afmfc.com/sportsmedicine)

# BW B R O O M F I E L D B I Z



During an investor conference call, Vail CEO Rob Katz said the company increased sales of the Epic Pass by 22 percent, to 37.1 million.

COURTESY VAIL RESORTS/  
CONNOR WALBERG

## Vail Resorts gets strategic

### Company drives guest spending, but weather remains key factor

By Jeff Thomas  
news@bizwestmedia.com

BROOMFIELD — Vail Resorts Management Co. continued its pattern of aggressive acquisition last year, acquiring Australia's Perisher Ski Resort for \$135 million and reporting revenue of \$1.4 billion for its 2015 fiscal year, up 11.6 percent.

Net income quadrupled compared with the previous year, to \$114.8 million from \$28.5 million.

Broomfield-based Vail Resorts has been on an acquisition binge, including Park City Mountain Resorts, which was acquired for \$182 million last year — despite a lack of snow for its three California resorts near Lake Tahoe.

During an investor conference call, Vail CEO Rob Katz, who has said the Perisher acquisition was largely completed to drive Australian ski visits to America, was also quick to note that sales of the company's Epic Pass increased 22 percent to \$37.1 million.

"With a strong U.S. economy and robust high-end consumer demand for ski vacations, we are continuing to leverage our network of vertically integrated resorts and sophisticated marketing to drive guest spending," Katz said in the teleconference.

But is Vail, which some people might perceive as the Beast That Ate the Ski Industry, somehow able to buck the trend of resort earnings depending upon snowfall? Perhaps, but most experts still

point to snow as being the most important driver of visits to other resorts.

"The biggest thing is still going to be the weather," said Michael Berry, president of the National Ski Areas Association in Lakewood.

Or as Jennifer Rudolph, communications director for Colorado Ski Country USA, put it:

"A good snow base will trump anything, from the economy to gas passes," Rudolph said. "The packages create a nice incentive, especially for early season booking, but snow is still the biggest driver."

Vail has certainly helped raised the stakes in the industry, both with its aggressive acquisition and annual ski-pass sales. But industry experts note that those moves, while notable, are not necessarily unique in the industry.

"The industry has always had an element of consolidation," said Berry, noting the American Ski Co., which owned a number of eastern U.S. resorts as well as the Canyons in Utah and Steamboat before its dissolution in 2008. "Whether it's Vail, Intrawest or Powdr, it's been a part of the fabric of the industry going back 25 years."

What is a little different today is that Vail is apparently offering its Epic Pass across all of its resorts. But what's also clear is that those sales will be challenged by an increasingly diverse set of offerings from its Colorado competition, many of which are combined offerings from multiple independent resorts.

"We're fortunate in Colorado in that we have 500,000 active skiers and snowboarders, and that's a group that's very savvy about what's happening in the Colorado ski industry and resorts," Rudolph said.

Colorado resorts, since the advent

of the Buddy Pass in the 1990s, have been on a rather interesting path: raising single-day passes to rather incredible rates, while creating more and more affordable and varied annual passes.

Nate Fristoe, director of operations at Boulder's RRC Associates, said it's a bit of a "carrot-and-stick" approach, but also an important factor in maintaining the overall population of active skiers, which has been about 10 million annually for the last 15 years.

"Colorado is kind of the poster child for that," said Fristoe, whose consulting firm is used by some 85 resorts around the nation. "Colorado resorts have had the foresight in getting very aggressive in addressing that (maintenance of the skier population), and I think they've been exceptionally creative there."

Berry noted that annual pass discounts work best for resorts near large urban areas, such as Colorado's Front Range, where the loss at the ticket stand is offset by the sheer number of visits. While a relatively flat skier and snowboard population may not seem to be great news for the industry, Berry said it's fairly outstanding compared with other sports, such as golf, which has lost 2 million active players since 2003 — a 17 percent decline.

That brings up the paradox: How does an industry that hikes its prices aggressively attract new participants?

That's a question the industry is addressing in a big way, Fristoe said. Many resorts have programs for fifth- or sixth-grade students to participate for relatively affordable, sometimes free, programs, and there are discounts available for families who bring their children into ski schools, as well.

### NEWS&NOTES

#### Funding round to help fuel Alteryx growth

California-based software-as-a-service company Alteryx Inc. announced that the company has raised a new \$85 million round of funding that, among other things, will help boost its previously announced growth in Broomfield.

Alteryx provides a drag-and-drop platform in which companies can blend multiple sets of data and get advanced analytics from the data without the need for programming. The company bases its engineering and product-management teams in Colorado, as well as some other functions.

In July, the company moved its Colorado operations from Boulder to a new office at 12303 Airport Way in Broomfield. At that time, the 270-employee company had about 90 people based in Colorado, and company officials said they expected to add another 100 through the end of 2016.

"We moved offices and planned our hiring based on specific goals, and the funding will continue to keep us on track for that," an Alteryx spokeswoman said in an email to BizWest.

The new funding round was led by Iconiq Capital and Insight Venture Partners.

The new round comes just a year after Alteryx raked in a \$60 million round.

#### Ball acquires remaining interest in Brazil venture

Ball Corp. will acquire the minority interest owned by its joint-venture partners in Latapack-Ball that supplies cans and ends to the Brazilian market.

Ball Corp. (NYSE: BLL) said it will acquire the remaining 39.9 percent minority interest in the Latapack-Ball beverage-can business in exchange for the issuance of 6 million Ball common shares, giving the Broomfield-based company full ownership of Latapack-Ball.

The joint venture was established in 1995. The operation supplies cans and ends to the Brazilian market from four manufacturing facilities. The local business has grown over the years as local customers' packaging mix continues to shift to metal beverage cans, according to Ball Corp.

"Latapack-Ball is one of the most successful joint ventures in our company's history, and this exchange allows us to further leverage, simplify and streamline our business and business decision-making in Brazil, as well as across the broader Ball metal beverage business," John A. Hayes, Ball's chairman, president and chief executive, said in a prepared statement.

The transaction is subject to customary approvals and is expected to close no later than the first quarter of 2016.

Ball officials said they will work with Brazil's Tribunal of Administrative Council for Economic Defense to address competition concerns regarding Ball's proposed offer for Rexam PLC, a can manufacturer based in London, for \$6.64 billion. That deal was announced in February.

# Broomfield continues to see positive economic growth

The city and county of Broomfield reported positive economic indicators through the first half of 2015, with growth in employment, consumer activity and the commercial real estate market. Total employment in Broomfield rose 1.8 percent between the fourth quarters of 2013 and 2014; the unemployment rate fell to 3.9 percent in the second quarter of 2015, recording the lowest second quarter unemployment level since the second quarter of 2007, when the rate was 3.3 percent.



**BROOMFIELD VOICE**  
BO MARTINEZ

Broomfield's top business sectors are professional and business services, retail trade, financial services, IT/software, and education and health services. The commercial real estate market reported continued improvement between the third quarters of 2014 and 2015. All four commercial property types recorded declining vacancy rates over-the-year.

The Broomfield office market vacancy rate through the second quarter 2015 is 8.6 percent, compared with 10.8 percent for the metro Denver region. New tenants include SCL Health corporate headquarters,

Nuventra Pharma Sciences, Alteryx and aWhere. Combined, these companies have brought more than 1,100 jobs to Broomfield. First Choice and the University of Colorado Health broke ground on a 52-bed, 87,000-square-foot hospital in Arista that is slated to be completed in late 2016. In June, Wiens Capital broke ground on Arista Place II, a five-story, 82,000-square-foot office and retail building at 8181 Arista Place.

The industrial market reported a vacancy rate of 4.3 percent during the second quarter of 2015, a 1.1 percent decline compared with the second quarter in 2014. ProCraft Mechanical announced an expansion in Broomfield, resulting in 140 new jobs. The city continues to work with the new owners of the former Microsemi site, Norstar Commercial, to redevelop this brownfield site in Broomfield.

The retail market vacancy rate was 11.6 percent during the second quarter of 2015, a 1.7 percentage point decline in vacancy compared with the previous year's level. Several new restaurants opened in Broomfield, including Scalzotto Italian Restaurant at 88 Lamar St., and Go Fish Sushi at 2055 W. 136th Ave. Drake Real Estate Services announced several new restaurants coming to Broomfield at 4660 W. 121st Ave. They include Dunkin Donuts, Mod

## The U.S. 36 Creative Corridor... is the second-hottest multi-family market, behind only lower downtown Denver.

Market, Blaze Pizza and Costa Vida Mexican restaurant. Sales-tax revenue collection through the second quarter of 2015 was \$24,018,428, an increase of 4.8 percent compared with the prior year.

The apartment vacancy rate was 5.4 percent through the second quarter of 2015, an increase of 0.9 percentage points compared with the prior year. Broomfield's vacancy rate is slightly higher than metro Denver's rate at 4.5 percent. Over the past 24 months, there have been more than 3,000 units that are under construction or recently completed along the U.S. 36 Creative Corridor in Broomfield. This area is the second-hottest multi-family market, behind only lower downtown Denver.

In the summer, Broomfield launched the "Enhance Broomfield," program designed to assist new and expanding business owners with the improvement of commercial and industrial zoned properties in the

city and county of Broomfield. Since then, the city has approved four projects totaling \$100,000.

The state of Colorado Economic Development Commission approved and designated three areas in Broomfield as part of the Enterprise Zone program. Businesses that are located in an enterprise zone can qualify for up to 10 tax incentives through the state. The program will be active on Jan. 1, 2016.

Looking forward to 2016, Broomfield will continue to focus on business-development efforts that include driving growth and investment along Colorado Highway 7 and the Interstate 25 corridor and throughout the community; implement the Civic Center Master Plan in partnership with a selected private sector developer which calls for mixed-use development in a park type setting; work with the property owners and developers to re-tenant and reposition vacant big-box retail along the 120th Avenue corridor; and complete a citywide retail study.

For more information on Broomfield, go to [www.InvestBroomfield.com](http://www.InvestBroomfield.com)

*Bo Martinez is director of economic development at the city and county of Broomfield. He can be reached at [bmartinez@broomfield.org](mailto:bmartinez@broomfield.org).*

UNITED STATES CHAMBER OF COMMERCE

ACCREDITED



**FORT COLLINS AREA CHAMBER OF COMMERCE**  
**Colorado's Only 5-Star Accredited Chamber**

Contact the Chamber today to join us in making a difference in Northern Colorado.

Visit [www.FortCollinsChamber.com](http://www.FortCollinsChamber.com) to learn more or call **(970) 482-3746.**



# Towns target blighted areas

## Urban renewal a common tool for growing cities

By Paula Aven Gladych  
news@bizwestmedia.com

The Carbon Valley has been one of the fastest-growing areas outside of Denver since the late '90s, so it isn't surprising that Firestone, Frederick and Dacono want to stamp out blight in their areas so their towns can continue to grow and prosper.

Blight describes an area that has a number of urban problems, including health and social deficiencies and physical deterioration. According to Colorado Urban Renewal Law, areas that show evidence of four out of 11 blight factors can take advantage of tax-increment financing to help remediate the blight and make the properties usable again from a development and community aspect.

All three cities have formed urban-renewal authorities to examine different segments of their towns that show evidence of blight. In the past year, all of the towns have initiated blight studies.

### Frederick

Matt LeCerf, town manager for Frederick, said the town has done several blight studies, three that have been completed and three urban-renewal areas that the town is working on right now. The last three studies should be completed by the end of the year.

Urban renewal acts as a very beneficial economic-development tool for the community and developers if evidence of blight is found, LeCerf said.

Frederick's No. 1 goal is to eliminate the elements of blight that exist in the area.

"That will be achieved by having a relationship with a developer that wants to work together to eliminate the conditions of blight," he said. "It works in eliminating eyesores and blight in the community, as well as an economic-development tool to build something we can all be proud of as a result of eliminating blight."

To establish an urban-renewal authority, towns must get the support of many registered voters in the community who support the establishment of an Urban Renewal Board.

"You need to get buy-in and educate citizenry about how it can work as an economic-development tool with respect to the properties included in urban-renewal areas," LeCerf said. "The town of Frederick has taken a position where the establishment of



CITY OF FIRESTONE

A partially collapsed building on the Brooks Farm property in Firestone. The Firestone blight study area is generally defined by Interstate 25 to the west, Bella Rosa Parkway to the south, Colorado Highway 66 to the north and County Road 17 to the east.

**"It works in eliminating eyesores and blight in the community, as well as an economic-development tool to build something we can all be proud of as a result of eliminating blight."**

Matt LeCerf, Frederick town manager

urban-renewal areas is a partnership. We don't believe we should be creating an urban-renewal area on any property unless it is OK with and a desire from the property owners as well."

In March, Frederick conducted a blight study on three of its own properties, including the former town Public Works Building and two adjacent vacant lots. The vacant, dilapidated building served as the town's public works building from September 1999 to November 2014.

The property is adjacent to a brand-new high school, and the town believes the property could be used for something better if all conditions of blight are eradicated. The town hopes that a private entity will purchase the 1.15-acre property and turn it into retail space or a restaurant, which would result in significant sales-tax revenue for the town over the 25-year life of the proposed tax-increment financing term and the creation of jobs in the area, the report stated.

The town's survey of the site identified eight factors of blight, according

to state regulations, including faulty lots, slum, deteriorated or deteriorating conditions, faulty street layout, unsanitary or unsafe conditions, deteriorating site or substandard improvements, unusual topography or inadequate public improvements and site underutilization.

It also is conducting studies on privately owned properties as well. One is out by the interchange, one is along Colorado Highway 52 and Colorado Boulevard, and another is by the Frontage Road. They vary in size from 5 acres to 140 acres.

LeCerf said that many Colorado municipalities are trying to get blight studies done by the end of the year because Colorado law is expected to change as of Jan. 1.

"There's a lot of ambiguity and a lot of elements related to the new law that creates some uncertainty about what will happen Jan. 1," he said.

Frederick found blight on the first three properties on which it conducted blight studies. Nothing has happened on one of the properties, but the town eliminated blighted structures from the other two properties that were not safe for occupancy, he said.

### Firestone

Firestone commissioned a blight study at the end of January 2015. The town allocated \$25,000 for the assessment. The town hired Denver-based consulting firm Matrix Design Group to conduct its study.

Firestone looked at eight properties, some within Firestone proper and others in adjacent unincorporated land.

The properties in the study are bounded by Interstate 25 to the west, Bella Rosa Parkway to the south, Colorado Highway 66 to the north and Weld County Road 17 to the east. There are two exceptions, the Del Camino properties, which are just west of the I-25/Colorado Highway 119 interchange, and the Del Rey West property, which lies just south of Bella Rosa Parkway.

In its study, Firestone identified seven blight factors, including slum, deteriorated or deteriorating structures; faulty lot layout in relation to size, adequacy, accessibility or usefulness; unsanitary or unsafe conditions; unusual topography or inadequate public improvements or utilities; existence of conditions that endanger life or property by fire or other causes; buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidation, deterioration, defective design, physical construction or faulty or inadequate facilities; the existence of health, safety or welfare factors requiring higher levels of municipal services or substantial physical underutilization or vacancy of sites, buildings or other improvements.

The study found that many urban areas don't have curbs or sidewalks, making them unsafe for pedestrians. Other areas don't have the drainage infrastructure they need to handle the greater than 1 percent chance those areas will flood every year. Without those controls, the properties can't be redeveloped. Many of the properties in the blight study were severely damaged during the September 2013 flood.

Many roads in the study area don't cross the St. Vrain River, which causes connectivity issues, the study found. The frontage road on the east side of I-25 also needs to be upgraded to accommodate increased traffic, but it can't expand to the west because of the I-25 right of way, and it is difficult to expand to the east because of a steep grade where it crosses the river, the report found. That project will cost a great deal of money to complete.

### Dacono

The city of Dacono authorized a condition survey at the July 13, 2015, meeting of the Economic Development Authority of Dacono. The purpose of the survey was to determine whether adverse conditions exist on the public and private parcels and public rights of way in the survey area. The town released the results of its blight study at a Nov. 2 meeting of its Economic Development Authority of Dacono, but Community Development Director Jennifer Krieger was not available for comment on its findings.

# Carbon Valley towns grow beyond coal-mining legacy

**T**he Carbon Valley Chamber of Commerce is made up of businesses from three very unique communities: Dacono, Firestone and Frederick. Each community came about from the coal mining that was taking place in the 1800s in this area. Prior to 1905, this area was a part of the Great Plains region. Then, someone discovered coal, and the three communities were incorporated!

Frederick was the first to incorporate in 1907. The town was named after Frederick A. Clark, who was the landowner of what is now known as Frederick. The town was made up of mostly Italian immigrants who came to work in the mines.

Dacono was the second to incorporate in 1908. The story behind how Dacono got its name is an interesting one; Mr. Baum, the owner of the first major mine, chose the first two letters of three ladies first names — Daisy, Cora and Nora — to form Dacono. The Rocky Mountain News reported in 1958 that the three ladies were Baume's wife, a lady minister who married them and a very close



**CARBON VALLEY VOICE**  
JULIA DAVIS

friend. By a vote of the people, Dacono adopted a Home Rule Charter in 1994 and is now the city of Dacono.

Firestone was named after Jacob Firestone of the Firestone Rubber Co., who once owned the land where Firestone now sits. The town was incorporated in 1908 just a few months after Dacono. Firestone was the first to have a "production mine" known as the McKissic in 1887 and was located where Saddleback Golf Club is today.

Firestone was the first to have a saloon, the first telephone central and the first lumber store. Frederick had the first newspaper that was published weekly from 1908 to 1909. All three of the towns established a post office in 1907, Firestone on Aug. 30 and Frederick and Dacono on Dec. 21. Frederick grew faster than the other two towns and was the first to have grocery stores in the area. As more miners came to the area, more stores and hotels popped up. Water was scarce in the Tri-Town area; it was hauled by wagon from the Grant Mine north of Firestone and sold in barrels for 25 cents each.

The Tri-Town area used to have a vibrant railroad activity. The Union Pacific had tracks to the west of the towns, where the Firestone Trail is located today. Dacono had the first depot, then Frederick and Firestone. During the heyday of the trains, there

**Today, each community has grown and prospered in many ways. Each community has different goals and aspirations but work together on many community projects.**

were four passenger trains a day going through the area.

Carbon Valley boasted 23 major mines running from 1887 until 1969. The mines in Carbon Valley produced about 25 percent of all of the coal mined in the state. When oil and natural gas were found in the area, coalmines dwindled rapidly.

That was Carbon Valley then. Today, each community has grown and prospered in many ways. Each community has different goals and aspirations but work together on many community projects.

Dacono has a population of 4,583 as of September 2015 and encompasses about 8.2 square miles. This community has many events for its citizens to enjoy every year; some of the events include Carbon Valley Holiday Festival, Carbon Valley

Music & Spirits Festival, an Easter egg hunt and a citywide garage sale.

Firestone has 11,945 citizens and was ranked No. 24 among the Best Places to Live among American's Small Towns by Money Magazine in August 2013. Some of the community events in Firestone include Carbon Valley Holiday Festival, Food and Flick Fridays, 4th at Firestone with the chamber beer garden, Carbon Valley Half Marathon & 5K, Carbon Valley Egg Hunt, and Firestone Art & Music show and reception.

Frederick's population as of 2013 is 10,196 and is home to the Carbon Valley Holiday Festival, Frederick Farmers Market, Frederick in Flight, Chainsaws and Chuckwagons with the Chamber Craft Beer Festival, DIY Day and Miners Day.

As you can see, Carbon Valley is vibrant and growing with new business and households moving in at a planned pace. If you have not been to Carbon Valley lately you are missing out on fun, food and festivals! For more information, contact the Carbon Valley Chamber at [info@caqrbonvalleychamber.com](mailto:info@caqrbonvalleychamber.com).

*Julia Davis is executive director of the Carbon Valley Chamber of Commerce. She can be reached at 303-833-5933 or at [julia@carbonvalleychamber.com](mailto:julia@carbonvalleychamber.com).*

## Behind Every Great Building, Is A Great Story.



**Galvanize**  
Fort Collins, CO



Galvanize recently brought its unique blend of education and industry to Old Town Fort Collins in August when it opened its newest campus. The campus provides a place for entrepreneurs, students, and educators to coexist and learn while creating a community to help propel resourceful people to the next level of their careers.

Brinkman Construction worked with Galvanize, and the building manager, Blue Ocean Enterprises, to help realize their dream of creating an open collaborative workspace. Built within a historic 114-year-old building, renovated to include original brick, exposed metal beams, and reclaimed wood throughout.

At **Brinkman Construction**, we are proud to be a part of bringing our clients' stories to life.

Colorado's Leader in  
**INTEGRATED REAL ESTATE SOLUTIONS**

# Is Colorado ready for single-payer?

## 2016 ballot measure will ask voters to decide

By Paula Aven Gladych  
news@bizwestmedia.com

There have been many initiatives around the country to move to a single-payer health-care system. So far, none have been successful. But a single-payer initiative will be on the November 2016 ballot in Colorado and if it passes, could make Colorado the first state in the U.S. to set aside the Affordable Care Act in favor of a Medicare-like system that serves all Coloradans.

Even the Affordable Care Act, or Obamacare as it is known, doesn't cover everyone in the state, according to T.R. Reid, a health-care author and documentary filmmaker in the state, who also is an advocate for ColoradoCareYes, the grassroots movement that got the single-payer health initiative on next year's ballot, with 156,107 signatures submitted Oct. 23.

"Obamacare expanded coverage in our country and state but it was never designed to cover everybody," Reid said. "Obamacare will leave 415,000 Coloradans without health insurance, 30,000 of those are children under the age of 16."

But just because they aren't covered, doesn't mean they don't get sick or have accidents or show up in the emergency room, he added. In that sense, their health-care bills are passed on to taxpayers.

ColoradoCareYes believes that any "decent, ethical democracy should provide health care to everyone who needs it," Reid said. "We think our state should see to it that everybody in Colorado who needs medical care should have access to a doctor. Obamacare doesn't do it. It is complicated.

### What it would do

ColoradoCare would levy a 10 percent tax on wages to pay for universal health care.

#### The Pros:

- All Coloradans would be covered, including 415,000 currently without health insurance.
- Proponents say that individuals would save \$1.6 billion and business would save \$3.1 billion, with no deductibles and no co-payments.

#### The Cons:

- Opponents dispute ColoradoCare's assertion that the system would save money.
- Opponents claim that a universal health-care system would put bureaucrats in charge of health care.
- Critics argue that ColoradoCare would dismantle the state's health-insurance industry, resulting in a loss of doctors and other health-care professionals.

It is expensive, and it doesn't get us to universal coverage."

ColoradoCare adopted a plan that was designed by Denver state Senator Irene Aguilar, who was a physician at Denver Health for 23 years. Her plan would cover everyone in the state from birth to age 65, when Medicare would take over.

Aguilar got involved with this initiative because she was tired of seeing people who couldn't afford health insurance die or become disabled from preventable diseases. If people with pre-existing conditions such as asthma and diabetes get the preventative help they need upfront, it saves the government money in the end.

"We can control costs by doing aggressive early intervention to minimize hospitalization, and we minimize the people who end up dependent on the federal government because of disability, and premature death would be nice to avoid as well," Aguilar said.

Under ColoradoCare, everyone

would be assessed a 10 percent tax on their wages to cover health-care services. Those who make more, pay more.

"Nobody is getting a free ride," she said.

Doing this allows the state to offer a richer benefit and eliminates the financial barrier to medically necessary care, Aguilar said.

The ACA did get more people covered by health insurance in the state, but it is expensive. The state does offer a safety net that will pay for people who don't have insurance but who are critically ill.

"Having worked at Denver Health, people who couldn't manage their chronic diseases became disabled to the point where they were on Medicaid or Medicare. It is frustrating to me that we could have taken care of them at a much lower cost if they had much earlier access to health care," she said.

Seniors will stay on Medicare.

"We did that for several reasons," Reid said. "Medicare has very high approval ratings from people. They don't want to replace Medicare. And pure politics. When you try to reform health care in America, opponents say they will take away your Medicare. They can't say that about ColoradoCare because it only goes up to 65, and then they go on Medicare."

The program will work like Medicare. It will cover everybody, but because there won't be marketing costs and there will be limited paperwork costs, the promoters of this bill believe it will cost only 4 percent of income for administrative costs, compared with 20 percent on average for private health insurance, he said.

Lower administrative costs mean lower premiums, he said.

Other countries have tried universal health care, including Switzerland, Australia and Canada. Most of those programs began at the state or province level. Canada has had problems

with its offering. People wait a long time to get the elective health-care services they need, Reid said. He says that Canada's biggest problem is that it spends only 9 percent of gross domestic product on health care. The U.S. spends 17.5 percent of GDP on health care. The U.S. has 33 million people who are uninsured.

"I don't think it is working in Canada, but it can work. If you are acutely ill in Canada, they will treat you," he said.

Not everyone is enamored of the idea of a single-payer health-care system in Colorado.

Linda Gorman, director of health-care policy at the Independence Institute in Denver, said that "there are far better options out there. This is the worst solution they can think of if you care about patient care at all. It's a great solution if you are interested in crony capitalism and want to fund a lot of bureaucrats."

Gorman said that she believes the U.S. health-care system is already very strong and "everyone has access to care through Medicaid. That doesn't happen when you put government in charge of health care and it decides whether you are valuable enough to have enough money spent on your care."

She pointed to Canada and Great Britain, where she says people are on waiting lists for years or are denied access to advanced care.

Gorman asserts that the plan will raise taxes on Coloradans by 14.63 percent, which is "higher than any other state."

Coloradans will have the option of staying on their private insurance and using ColoradoCare as secondary insurance, but Gorman asked what people would do if they got sick in other states while traveling. Private insurance is transferable. Gorman said she did not think ColoradoCare would be.



CLEAR VIEW  
BEHAVIORAL HEALTH

Helping families  
put their lives  
back together  
one piece at a time.

4770 Larimer Parkway | Johnstown, CO | 970-461-5061 | www.clearviewbh.com



#### SERVICES PROVIDED

- Free Evaluations, 24/7
- Group Therapy, Individual and Family Sessions
- Treatment Planning
- Acute Inpatient Hospitalization for Seniors and Adults
- Partial Hospitalization Programs

#### FUTURE SERVICES

- Detox & Substance Abuse Treatment
- Intensive Outpatient Programs • ECT

#### PEOPLE WE SERVE

Seniors • Adults • Adolescents (coming soon)

#### OUR TEAM

- Psychiatrists
- Psychologists
- Nurses
- Nurse Practitioners
- Licensed Therapists

# Tech, lifestyle keys to fighting heart disease

## Regional providers encourage exercise, early treatment

By Curt MacDougall  
news@bizwestmedia.com

Despite advances in medical technology and procedures, heart disease remains the No. 1 killer in this country. According to the Centers for Disease Control and Prevention, about 600,000 Americans die from it every year — more than all forms of cancer combined. And a study in the *Journal of the American Medical Association* claims that more than half of all U.S. citizens over the age of 45 will develop some form of heart disease in their lifetime.

But this is nothing new. Health-care professionals have been preaching the benefits of lifestyle changes for years. So why is heart disease still so prevalent?

Dr. Jason Hatch is an interventional cardiologist with Banner Health. “It’s mostly just public education and awareness, getting the word out about cardiovascular health and what’s important to maintain that. I mean, your doctor tells you ‘don’t smoke, don’t drink a lot, exercise, eat your vegetables,’ and yet there’s still this disconnect about, when the rubber hits the road, are we really doing that?”

Here in Colorado, it appears we are, to some extent. The Centennial State routinely ranks on the low end of the scale when it comes to obesity and cardiovascular disease rates. But Dr. Brad Oldemeyer, medical director of UCHealth’s cardiac catheterization laboratories in Northern Colorado, claims we’re not doing enough. “Even though we’re one of the healthiest states in the country, we still have very high numbers of heart attacks and strokes,” he says. “It’s good comparatively, but it could be better if we would do a better job with preventative medicine and diet and exercise.”

Hatch echoes that sentiment. “I think sitting may be the new smoking for our generation,” he noted. “Our bodies weren’t made to be as sedentary as we are.”

Being diagnosed with heart disease may sound dire, but it’s not the end of the world, according to Dr. Scott Blois, a heart-failure specialist with Boulder Community Health. “If you ‘Google’ it, you’ll come up with some pretty scary survival numbers, but if people get seen early enough in the disease process, it’s very treatable ... you can’t cure it, but it can have a very good prognosis even as a chronic disease.”

And new technologies are helping, both with diagnosis and treatment. “At BCH, we’re doing what’s called treadmill oxygen consumption testing,” Blois explained, “where we put a patient on a very advanced treadmill system while wearing an oxygen mask, which helps us look at the reserve function of the heart. We know that the stronger

the heart is, the more oxygen you consume each minute you exercise and the weaker the heart, the less oxygen, and that is what the test measures.”

Oldemeyer points to even more advances. “We now have the ability to correct heart-valve problems through catheters and procedures that take an hour and patients go home the next day, in place of open-heart surgery that lasts for three or four hours and people are in the hospital for five to seven days. There’s now something called a bio-absorbable stent, we put it in and when we look a year or two later, it’s completely absorbed by the body—it’s

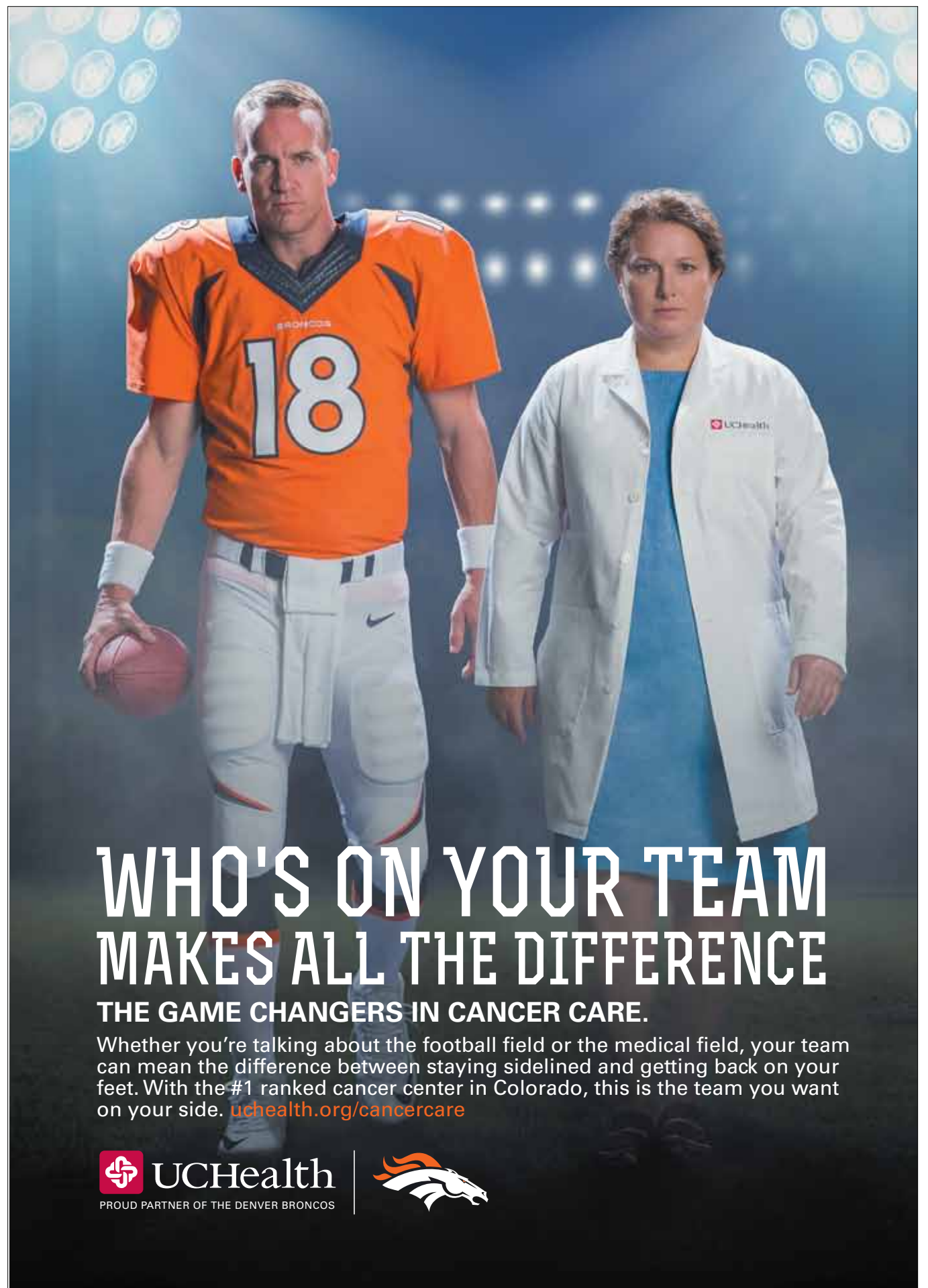
gone — so it has that advantage of not leaving a foreign object in the coronary arteries for the rest of your life.”

And the new technology isn’t limited to the operating room. “I think the wearable devices that people are getting into are helping,” Hatch said, “whether the Fitbits or Jawbones or Apple watches or whatever we have to sort of coax us into being more active. I think that’s a good utilization of technology because sometimes the motivating factor is what we need.”

But in the end, all agree that real change will come only through education. “It is addressed first and foremost



by lifestyle modification,” Oldemeyer said, “so it should be diet and exercise, avoiding fast foods, and if everybody did that, we would have phenomenal success in preventing heart attacks and strokes.”

As Hatch puts it, “We just want people to be as healthy as they can. I’m happy to take care of patients recovering from heart attacks, but it’s more fun when people are happy and active and not having to take four or five different medicines for their heart because there’s been damage done to it. The more people we can keep out of the hospital, the better.”



**WHO'S ON YOUR TEAM  
MAKES ALL THE DIFFERENCE  
THE GAME CHANGERS IN CANCER CARE.**

Whether you're talking about the football field or the medical field, your team can mean the difference between staying sidelined and getting back on your feet. With the #1 ranked cancer center in Colorado, this is the team you want on your side. [uchealth.org/cancercare](http://uchealth.org/cancercare)

 **UCHealth**  
PROUD PARTNER OF THE DENVER BRONCOS 

# Agency aligns hospital record systems

By Elizabeth Gold  
news@bizwestmedia.com

If someone shows up in a Denver emergency room on Wednesday, a lot of time and money could be saved if doctors knew she'd had lab work done in Boulder the week before.

With immediate access to those lab results, the doctors could launch into a course of treatment that could be more efficient, as well as more effective for the patient.

This hypothetical scenario is one of the drivers behind a national movement

toward making health records electronically accessible to all health-care providers.

Whereas the benefits of having such a system in place include all of the above, plus a reduction in administrative costs related to managing medical records, the process includes some tough challenges.

One of the main challenges is one of the main reasons that the Colorado Regional Health Information Organization exists. Health-care providers and facilities have been entering patient information into electronic systems that

don't all speak the same language.

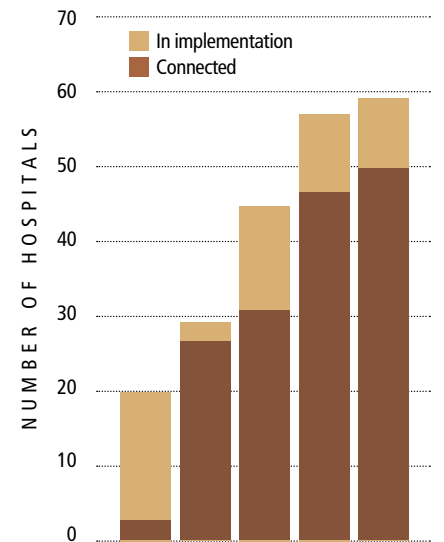
CORHIO serves as a translating clearinghouse that makes the data readable and accessible by all.

With its health information exchange (HIE) technology, Denver-based CORHIO provides instant access to medical information in a format that can be read by all health-care organizations that are part of its system. That info can include data from hospitals, clinicians, labs and imaging centers.

The financial benefits of health-care providers having access to electronic health records are astronomical,

## Network growth

The chart below shows the number of Colorado hospitals joining the Health Information Exchange (HIE) over the past five years.



Source: Colorado Regional Health Information Organization

according to Morgan Honea, CEO of CORHIO, one of about 100 nonprofit organizations that do this work nationally.

"The technology has the potential to nationally save \$10 billion annually in primary care alone," Honea said. "An additional \$800 million is spent on avoidable emergency room visits for conditions that could have been treated differently."

But even if health-care providers could upload their info to one universal database, the information would be unreadable by providers who have different systems.

And they almost all do.

"In Colorado, we work with 35 different EHR vendors—the highest number in the country," Honea said. "Each one is very different."

The solution is providing one electronic connection to the HIE, CORHIO in this case, which serves as a clearinghouse that translates the medical information into a universal language so other users can then access it.

Having access to that information and being able to share it is what leads to another challenge: cost.

"Vendor costs range from a couple hundred dollars to \$60,000," Honea said. "In smaller clinical settings where the budget is tight, that cost is a barrier."

The cost to join CORHIO starts at about \$2,000, with a monthly subscription fee that starts at about \$35, he said.

The cost has been a worthwhile investment, according to David Glow, EMR product manager with the Boulder Medical Center. Prior to CORHIO, his department constructed seven or eight interfaces to local hospitals to be able to receive lab results, radiology reports and summaries for patients.

"There were a lot of moving parts," he said, referring to the old system that included faxing information and receiving faxes. "We now subscribe to feeds from large labs, hospitals and imaging centers."

"CORHIO gave us a chance to consolidate."

## BOULDER HEART

# New heart surgeon brings innovative procedures to the Boulder Valley

Boulder Community Health welcomes **Dr. Bryan Mahan**, a highly trained and skillful surgeon who brings extensive experience in minimally invasive treatment options for atrial fibrillation (a-fib) and aortic aneurysms to Boulder Valley residents.

Dr. Mahan is one of a handful of heart surgeons in Colorado able to perform hybrid ablation surgery for a-fib. Intended for patients for whom other treatments have failed, this advanced procedure requires only small incisions, so patients generally go home after a night or two in the hospital.

He also performs a minimally invasive procedure for aortic aneurysms that typically leads to shorter hospital stays and quicker recovery times than traditional surgical approaches.

This is the first time these procedures are available in Boulder County.

Dr. Mahan has extensive surgical experience, having spent 16 years at Memorial Hospital in Colorado Springs before joining BCH.

As part of his comprehensive medical training, he completed a senior fellowship in cardiac surgery at Cleveland Clinic.

**Learn more about Dr. Mahan at [bch.org/drmahan](http://bch.org/drmahan) or call 303-442-2395 to schedule an appointment.**

4743 Arapahoe Avenue, Suite 201, Boulder, CO 80303  
Same-day appointments available • Medicare accepted

 **Boulder Community Health**  
BOULDER HEART

Dr. Bryan Mahan



Rank	Company	Number of licensed agents Number of employees	Number of offices	Phone/Fax Website	First name Title Year founded
1	Flood and Peterson 4687 W. 18th St. Greeley, CO 80634	75 118	3	970-356-0123/970-506-6836 www.floodpeterson.com	Royal Lovell; Brett Kemp Chairman & CEO; President 1939
2	New York Life Insurance Co. 3003 E Harmony Rd Suite 110 Fort Collins, CO 80528	52 50	2	970-371-1915/970-266-1085 www.newyorklife.com	1845
3	PFS Insurance Group LLC 4848 Thompson Parkway, Suite 200 Johnstown, CO 80534	30 31	1	970-635-9400/970-635-9401 www.mypfsinsurance.com	Dave Janssen President 1999
4	Northwestern Mutual Financial Network 3665 JFK Parkway, Building 1, Suite 100 Fort Collins, CO 80525	27 38	4	970-225-3440/970-226-5036 www.fortcollins.nm.com	Krista Dunlap director of operations 1857
5	Taggart Insurance 1600 Canyon Blvd. Boulder, CO 80302	25 33	1	303-442-1484/303-442-8822 www.taggartinsurance.com	Mike Taggart President 1933
6	TrueNorth Insurance and Financial Strategies 275 S. Main St. #100 Longmont, CO 80501	21 23	1	303-776-5122/303-776-5495 www.truenorthcompanies.com	Bryan Taylor Managing Director 1905
7	Brown and Brown Insurance 4532 Boardwalk Drive, Suite 200 Fort Collins, CO 80525	14 16	1	970-482-7747/970-484-4165 www.bbcolorado.com	Greg Soden executive vice president 1939
8	Shirazi Benefits 8205 W. 20th St. Greeley, CO 80634	12 11	2	970-356-5151/970-356-5154 www.shirazibenefits.com	Ty Miller principal 1976
9	VolkBell 2040 Terry St., Suite 101 Longmont, CO 80501	11 38	3	303-776-3105/303-776-1875 www.volkbell.com	Clair Volk; John Bell; Lowell Volk managers 1987
10	CBIZ 777 29th St. Boulder, CO 80303	8 8	1	303-443-1586/303-443-7601 www.cbiz.com	Gary Meyers business unit president 1991
11	Weedin Agency Inc. 1601 E. Eisenhower Blvd. Loveland, CO 80537-3929	7 7	1	970-667-2145/970-669-9295 www.weedinagency.com	1956
12	Goodwin Financial Service Inc. 2038 Vermont Drive Fort Collins, CO 80525	6 4	1	970-223-2377/970-223-7040 www.gfs01.com	Harry Goodwin president/CEO 2000

Region surveyed includes Boulder, Broomfield, Larimer and Weld counties.

Researched by Chad Collins

# Save the Dates

## 2016 PVH and MCR Foundation events

When you attend or sponsor one  
of these events, you support the health of your community.

**Spring Benefit**

Friday, May 6

**Fort Collins Golf Classic**

Monday, Aug. 8

**Greeley Golf Classic**

Monday, Sept. 19



PVH and MCR  
FOUNDATION

[supportinghealth.org/events](http://supportinghealth.org/events)

### Become a Corporate Partner

PVH and MCR Foundation Corporate Partners play an integral role in supporting our events and philanthropic initiatives. Learn how you can get involved in the health of your local community through our Corporate Partners program today. Visit [supportinghealth.org/sponsors](http://supportinghealth.org/sponsors) for more information.



JONATHAN CASTNER/FOR BIZWEST

“Now we actually get objective numbers. We get feedback on whether one side is too tight or too loose compared to the other side.”

Brian Blackwood, left, orthopedic surgeon, Boulder Community Health

# Breakthrough

## Verasense brings balance to knee replacements

By Curt MacDougall  
news@bizwestmedia.com

Consider these facts taken from a recent National Center for Health Statistics report: In 2010, total knee replacement was the most frequently performed inpatient procedure on adults aged 45 and over. From 2000 through 2010, an estimated 5.2 million total knee replacements were performed, with the rate of procedures for both men and women nearly doubling over that period.

And when it comes to gauging a successful knee replacement, it's all about patient satisfaction. Dr. Brian Blackwood is an orthopedic surgeon with Boulder Community Health, specializing in knee and hip replacements. “There is a component of knee replacement patients where the X-rays look good but they still aren't really happy with their knee,” he said. “Traditionally patients who are satisfied or very satisfied with their knee replacement are around 80 or 85 percent, so 15 to 20 percent of the patients just aren't happy with the performance of their knee.”

Now technology is helping to improve those numbers by way of a system called Versasense.

In a total knee replacement, caps are installed on the end of the femur and the tibia. Between those caps, a durable plastic implant is inserted that takes the place of the original cartilage. And getting those parts to mesh properly is the tricky part, Blackwood said. “One of the most difficult things you can do as you go through training is gain an appreciation for what a well-balanced knee replacement feels like.”

In the past, that was done mostly through touch, a somewhat subjective process passed on from more experienced surgeons.

“Now [with Versasense] we actually get objective numbers,” Blackwood explained. “We get feedback on whether one side is too tight or too loose compared to the other side.”

That feedback comes from sensors embedded in flexible “smart trials,” plastic inserts that are the same shape and size as the final implant. When in place, the sensors sit on either side of the joint and send pressure readings to a computer. “We can take the joint through a range of motions and find out what the pressure is,” according to Blackwood, “following the tracking of the joint from full extension to deep bending so you can make sure there's good balance of the knee

throughout that entire range of motion.”

Based on those pressure readings, the surgeon can make adjustments to the surrounding soft tissue or change bone cuts in order to achieve optimal balance for the final implant.

“It's like a tire — you want to make sure it's well-balanced so that it won't have any excessive wear on one side or the other,” he said.

At age 64, Boulder resident Paul Fuller still leads an active life, listing trail running, ultra-running, and nordic and alpine ski racing among his hobbies. Fuller recently had his left knee replaced by Blackwood. “I'm psyched that it's worked as well as it has. I can do anything I could have done with my normal knee,” he said.

A recent study shows that he's not alone, claiming that patients receiving this knee system had a 97 percent satisfaction rate at one year and 98 percent at two years.

Nor is this Fuller's first rodeo. He had his right knee replaced in a more traditional procedure about five years ago. When comparing the results, he describes the feel of the right knee as “sloppy.”

“With the first knee, after a two-and-a-half hour surgery, I was black and blue from my butt to my heel on the back side of my leg,” Fuller said. “With Dr. Blackwood, the surgery was about 35 minutes, and I didn't have a bruise except right at the incision.”

The procedure was developed on the West Coast about four years ago, and BCH is currently the only health facility in Colorado where it is available. Blackwood said that despite a price of several hundred dollars for the orthosensor implants, there is no extra charge for patients. The hospital is absorbing the additional cost, with an eye toward long-term benefits.

“One of the early causes of failure for knee replacements is instability, a function of a poorly balanced knee or poor tracking, and so if we can do a better surgery the first time it reduces a lot of costs down the road.”

“Knee replacements are sort of where art and medicine combine,” Blackwood said, “and if we can add more science to that art, give people more information, I think that will give patients much better outcomes, better-performing knees.”



# Ski conditioning can help avoid injuries

By Michelle LeJeune  
news@bizwestmedia.com

The snow's flying, and you're at your desk dreaming of the slopes, but are you in good enough condition to catch big air, or are you going to bono (ski full speed into a tree)? Are you a going to pack (slam hard), or daffy (pull off an aerial with one ski forward)? What if all that sitting has broken your ability to use your skis, and now you're just another lift licker (a kid who freezes his/her tongues to the chairlift), and you have to stick with the snow toys, (devices used for gliding on snow by those who are unable to ski. Like sleds)?

Worst of all, what if the three seasons — spring, summer, and fall — that you haven't skied have made you into somebody who face plants, (just like it sounds, ending in sadness with a face full of snow), his/her way off the ski lift?

But what if every time you got up from your desk you did a few squat exercises? What if you did that 10 times? Just that could make a difference in your strength and stability on the slopes, said personal trainer Beth Holschuh of Boulder's Colorado Athletic Club and Kirk Emry of Kirk Emry Fitness. Holschuh, a Green Bay, Wisconsin, transplant, moved to Colorado specifically to ski and has been teaching ski conditioning for 20 years. Emry is a professional ski instructor, and has also been a personal



CHRISTOPHER WOOD/BIZWEST  
Personal trainer Beth Holschuh, right, trains a class in ski fitness at the Colorado Athletic Club in Boulder. The best conditioning, she said, "is being on the mountain."

trainer for 15 years.

Both are fans of desk exercises. In fact, they agree that if desk exercises are all you can do, you might be OK. Emry recommends that if you haven't been exercising at all, you can start with a chair that you stand up from and sit down in, continually, for 30 seconds, gradually increasing your time.

"Any strength training you can do will make your experience better," Holschuh said. However, "The best thing to condition you for skiing is being on the mountain." But who has a moun-

tain in their backyard?

That's why the desk exercise works. Still, that's the third best way to go. Second best is to ski condition before you hit the slopes.

Here's a five-part workout plan for recreational athletes and desk jockeys alike to get fit for skiing:

**1. Plyometrics:** This exercise is all about learning to land. "A lot of people land with straight legs but it puts pressure on your knees and hips. We do box jumps," Holschuh said. Depending on your current abilities, the jump could be

onto an actual box. What you do is jump onto the box, or maybe just six inches forward on the floor and then you come into a "nice squat and land softly." With your jump, you've created all this power so, "you want to soften the compression in your joints. You focus on landing mechanics because that's a big part of skier conditioning," she said.

**2. Rotational strength:** You do squats on a half sphere, focusing on keeping your knees and toes aligned.

**3. Core:** Hate situps? Good, because nobody does them anymore, Emry said. Instead, do planks, which won't hurt your lower back and engage all the core muscles. You start a plank in a pushup position on the floor. Then, you just stay there. Up to two minutes is recommended.

**4. Eccentrics:** Hop on one leg. Then the other. Bound from leg to leg going forward. Do this downhill, which strengthens your quads, the large upper leg muscles that are typically sore after a day of skiing. Lunges are good for this too, Emry said.

**5. Cardio:** 20 seconds of something such as high knee runs, jumping jacks, then 20 seconds of rest. Progress to 30 seconds of cardio exercise with 20 seconds of rest. The key here, Holschuh said, is to remember that you are only actually skiing for a few moments. "It's about having the ability to hit the run as hard as you can, then resting."

Columbine is Growing  
New Mercer Commons

Our new addition, located on Columbine's park at Drake and Shields in Fort Collins, is **opening soon**.

New Mercer Commons' growth will feature 40 private Assisted Living Suites, restaurant-style dining, an exercise center, and much more!

**Call today. 495-1000.**

www.columbinehealth.com

Employee Benefits  
Industry Leader

- ✓ Healthcare Reform Compliance
- ✓ Private Health Exchange
- ✓ Self-Insured Feasibility Analysis
- ✓ Instant Health Exchange Quotes
- ✓ Benefits Captives
- ✓ 75+ Years of Experience

Our unique model puts **Tim Collins** and **Kendra Johnson** and their team of experts at the center of your business.

Denver  
Fort Collins  
Greeley

Flood and Peterson www.FloodPeterson.com • 970-356-0123

# TOGETHER = HEALTHY



**Kaiser Permanente + Banner Medical Group.** Our collaboration with Banner Medical Group offers our members more choices and more access when it comes to care. Our members can now access 400+ providers in Northern Colorado. For more choices and more convenience, join us and thrive. [kp.org/thrive](http://kp.org/thrive)



**Banner  
Medical Group**

**KAISER PERMANENTE® thrive**

# BizFit Challenge Winners Announced!



They Stepped Up!  
They Teamed Up!  
**They Took the Challenge!**

**Thirty teams**, 12 businesses and over 120 participants competed to be the BizFit Challenge Winners by exercising, eating their fruits and veggies and drinking so much water they sloshed! **Total miles traveled on the virtual Health Trail, 72,043!**

The top teams earned money for their favorite nonprofits. Kaiser Permanente and BizWest presented checks to all organizations on November 5, 2015.



## ► Raise your water bottles to the winners!



First Place:  
**Good Samaritan Society Fort Collins Village, Team: Twice As Nice** — receives \$6,000 to fund general operations. Team members include: Rueben Jackson, Jerica Martin, Fred Pitzel, Anna Siliciano and Michelle Thalman



Second Place:  
**United Way of Larimer County, Team UDUB 2** — receives \$4,000 to fund general operations. Team members include: Kate Hagdorn, Allison Hines, Megan Larson, Jenne Loffer and Grant Stump



Third Place:  
**Roche Construction, Team Roche Warriors** — receives \$2,000 which they have donated to North Range Behavioral Health. Team members include: Eddie Castaneda, Christy Edwards, Katie Mussman, Matt Notter and Tom Roche

**Organization with Most Teams Represented: earned \$3,000 for the nonprofit of their choice. The Women's Clinic – with a total of five teams enlisted.**

Throughout the BizFit Challenge, I dropped 2-3 sizes in my clothes and will definitely continue down that path. I feel and look so much better! Feeling better has also led to craving a healthy lifestyle. Once a week, I allowed myself to have some sort of little treat. It's funny though, most of the time, fruits and veggies became my treat choice.

*BizFit participant*

I am very thankful for the BizFit Challenge and my workplace that encouraged me and others to live a healthier lifestyle. During the BizFit Challenge, I learned to make healthier food choices, and the exercise part of the program has given me so much more energy! Now, I am in good physical shape and my doctor is in total awe of my transformation.

*BizFit participant*

## Thanks to the following teams that participated in the 2015 BizFit challenge.

United Way of Larimer County - UDUB WON  
United Way of Larimer County - UDUB TOO  
Coan, Payton & Payne - Fit to be Tried!  
Coan, Payton & Payne - No Payne, No Gain!  
Coan, Payton & Payne - You Coan't Beat Us!  
Fort Collins Area Chamber of Commerce - Fort Collins Area Chamber Fix North I-25 Champions  
Fort Collins Area Chamber of Commerce - Fort Collins Area Chamber Business Advocates  
Good Samaritan Society Fort Collins Village - Twice as Nice

Good Samaritan Society Fort Collins Village - Wellness Warriors  
The Evangelical Lutheran Good Samaritan Society - Loveland - 2 Fit  
Green Ride - Rolling Greens  
Green Ride - Green Machines  
Green Ride - Health Badgers  
Kaiser Permanente - NoCo Exermaniacs  
Kaiser Permanente - Getting Thrivie with it  
Kaiser Permanente - NoCo Cannolis  
Roche Constructors, Inc. - Roche Warriors  
Roche Constructors, Inc. - Roche Road Runners

Roche Constructors, Inc. - Roche Belly Dumpers  
SAFEbuilt - SAFEbuilt  
CSU - Team Aggies  
CSU - Team Cam  
CSU - Team Ram  
The Women's Clinic of Northern Colorado - WCNC1  
The Women's Clinic of Northern Colorado - WCNC2  
The Women's Clinic of Northern Colorado - Vaginas R Us  
The Women's Clinic of Northern Colorado - Mission Slim Possible  
The Women's Clinic of Northern Colorado - WCNC 5



Flylow Lab Coat 2.0



Flylow IQ pant



Obermeyer Hunter Jacket



Obermeyer Essex pant

# Skiing with style

Hit the slopes with ski products made locally

By Elizabeth Gold  
news@bizwestmedia.com

Colorado residents planning to hit the slopes this ski season can do so with style, including with ski equipment and gear made by companies along the Front Range.

Colorado's 2015 ski season officially began Oct. 29, with the opening of Loveland Ski Area, kicking off with 17 inches of natural snow.

Snowsports Industries of America calculates that the national number of downhill skiers, as well as the amount of snow sports market sales, were both up in the 2014-2015 season. And Colorado does its part by providing a massive amount of mountain space to the cause.

But the state also supports the industry with good number of local manufacturers that keep those skiers on the slopes. Colorado companies are cranking out

the needed equipment that includes skis, goggles, boots and outerwear.

"Flylow, for example, is a Denver-based company that makes really nice technical outerwear," said Randy Morgan, owner of Outpost Sunsport, an outdoor retail store in Fort Collins. "We carry Obermeyer, which is located in Aspen, as well."

## Flylow IQ pant and Lab Coat

Flylow was recognized by Snow Sports Industries of America in 2015 as the fastest-growing outerwear brand in the country.

Greg Steen and Dan Abrams, both Colorado natives, started Flylow in 2007 because they were looking for clothes that could handle the kinds of rigorous skiing they loved. To fit that bill, Flylow's Z-Line features gear that's made with Polartec NeoShell, a top line breathable waterproof fabric.

## Go shopping

- [www.flylowgear.com/shop](http://www.flylowgear.com/shop)
- [www.obermeyer.com/catalog](http://www.obermeyer.com/catalog)
- [www.icelanticskis.com](http://www.icelanticskis.com)
- [www.head.com/us](http://www.head.com/us)
- [www.apexskiboos.com](http://www.apexskiboos.com)

One of the company's outerwear pieces is the IQ Pant — one of Flylow's lightest-weight, Polartec NeoShell product that's built for the backcountry.

Flylow's Lab Coat 2.0 is its toughest, most packable, three-layer storm shell. Made with Polartec NeoShell for breathability, the waterproof jacket combines backcountry-ready features with long-lasting durability.

Morgan's second reference — Obermeyer in Aspen — got its start in 1947.

Klaus Obermeyer created Sport Obermeyer with the goal of keeping his school students warm and dry. The family-run business produces gear that ranges from mittens and scarves to jackets and sweaters.

## Obermeyer Hunter Jacket and Essex pant

Obermeyer's Hunter Jacket for men comes with more than seven pockets that can hold everything from a smartphone to goggles. Built to withstand the elements, the jacket fabric is HydroBlock Sport 100 Polyester Strong Weave, and the insulation is Permaloft.

With safety in mind, the jacket includes a RECCO avalanche rescue reflector in case there's a need for ski patrol to locate its wearer.

One of Obermeyer's products for women is the Essex Pant. With five different color patterns, the pants are



Icelantic Pioneer skis

made with Thinsulat Flex insulation and made to fit with flatter. In addition to being completely snow proof, each of the different colored pants is made with a unique fabric that has its own subtle texture.

#### Icelantic Pioneer ski and Tyrol pack

Icelantic Skis, located in Denver, was one of the first ski companies to manufacture in the U.S. The company's skis

are made at the Never Summer Factory, which is a Denver-based snowboard manufacturer.

Ben Anderson founded Icelantic in his parents garage in Evergreen in 2004.

One of Icelantics new all-mountain skis for the 2015-2016 season is the Pioneer. The lightweight Bi-Axe construction is designed to perform in any condition, with a 96mm waist with 5mm of camber underfoot and a tapered early

rise tip and tail.

Icelantic also makes clothing and accessories in the U.S. through collaborations. The company's retro pack, for example, is made by Golden-based Mountainsmith.

The Mountainsmith Tyrol backpack weighs in at two pounds and two ounces. The multi-purposed backpack is made with Nylon Cordura, Nylon Webbing, a 3M Reflective Bungee and YKK zippers.



Icelantic Mountainsmith Tyrol backpack



Head Vector Evo 110 boot

Apex ML3 Peak Performance boot

#### Head Vector Evo ski

Another local ski-equipment company is Head USA Inc. Founded in 1996, the mid-sized sporting and recreational goods wholesaler is in Boulder.

Head makes a wide range of ski equipment — from skis and bindings to boots and accessories.

One boot — the Vector Evo 110 — is built for intermediate to advanced shredders. The form fit shell has a Perfect Fit S liner combined with the three-buckle construction and oversized top buckle that allows easy and quick buckling in and a snug fit.

#### Apex Peak Performance boot

Apex Skiboats in Boulder also carries a good range of boots. The ML3 Peak Performance Ladies boot, for example, features 18 individual points of closure to assure a precise fit for top perfor-

mance. The liner includes Thinsulate for added warmth, and the external tongue construction makes for smooth closure and water shedding.

Morgan stressed the importance of finding boots that fit the level of skiing as well as the foot. "We might actually encourage people to buy boots prior to buying skis," he said.

"Soft goods are equally important. If you're not warm and comfortable, you'll probably have a miserable time," he said.

Breathable and waterproof are the key components in construction, he added.

# life science lawyers with the practicality gene

A practical approach to complex legal problem solving.

Life science leaders rely on Dorsey to see their ideas, products and services brought to life. We excel at the axis of industry understanding, regulatory challenges and legal subject area expertise. Dorsey is proud to support biotechnology and life sciences companies—large and small—as they shape the fields of modern health, agriculture, medicine, pharmaceutical and food science. All in the most efficient way possible.



**DORSEY**<sup>™</sup>  
DORSEY & WHITNEY LLP

dorsey.com

# BW STARTUPS



**Ignyte Lab LLC is based in the Gunbarrel offices of Crispin Porter + Bogusky.**

JONATHAN CASTNER/  
FOR BIZWEST

## After an accelerator, then what?

### Ignyte takes startups to next level

By Joshua Lindenstein

jilindenstein@bizwestmedia.com

BOULDER — After a year of homing in on a business model, followed by a year of fine-tuning the approach and putting what worked into practice, founder Ryan Ferrero is confident Ignyte Lab LLC is a “maturing” company ready for growth.

Coincidentally, that’s also a fairly good description of the type of startups Ignyte was formed to help.

Merging lessons from startup accelerators, incubators, coworking spaces and various institutes and foundations, Ignyte is trying to carve out a new niche with a sort of executive-level management-for-hire model. The company works with seasoned entrepreneurs and companies in revenue that are looking to scale. The typical client is one that has maybe been through an accelerator and is looking for assistance with the next stage. But rather than simply serving as consultants or mentors, Ignyte’s staff takes on the operational tasks that might be done by a chief operating officer, chief marketing officer or chief operations officer.

“We’re operational and do things,” Ferrero said in a recent interview. “We get into the weeds and do things with those seasoned entrepreneurs and have operational responsibilities each day.”

In exchange for its services, Ignyte, which so far has seven client companies, generally takes an equity stake, but can also do work for fee-based compensation. Ferrero says the size of stakes can vary widely and depends on the scope of work being done.



JONATHAN CASTNER/FOR BIZWEST

**Serial entrepreneur Ryan Ferrero’s latest venture, Ignyte Lab LLC, provides operational support to startups.**

Ignyte earlier this month launched a Series B funding round in which it’s trying to raise \$750,000. That money will be used to add team members, help broaden the company’s services as it looks to bring on another three to five clients over the next year and, as Ferrero puts it, “take our systems, take our team, take what we’ve learned and take it up a notch.”

Ignyte vice president of operations Tate Behning is a founding partner, while former Celestial Seasonings president Peter Burns is chairman of the Ignyte advisory board.

The idea for Ignyte came after Ferrero — a longtime car dealer turned serial entrepreneur — began his stint as entrepreneur in residence with advertising firm Crispin Porter + Bogusky in 2012. Ferrero had worked with CP+B in building his previous venture, Green Garage, an auto repair shop that had aimed to

shake up the repair industry by focusing on improving the customer experience and using Earth-friendly methods in the shop. The original vision for Ignyte was to create an accelerator.

“What we found out through about a year’s worth of research was we decided to build a new category for early-stage business development,” Ferrero said. “After an accelerator, you’re usually left to fend for yourself. You’ve learned a lot but now what do you do? ... (Ignyte) is kind of the next step.”

Ignyte, which has just shy of 10 full-time staff, is based at CP+B’s offices in Gunbarrel, but its clients range from local startups to companies in Nashville and San Francisco. In addition to providing in-house services, Ignyte partners with companies such as CP+B and others to help its clients with various aspects of business development. Strengthening relationships and bringing on more such partners is another objective of the new funding round.

In addition to services, Ignyte is also delving into entrepreneurial programming early next year when it hosts a “Pro Camp” in February. The week-long retreat in Boulder will provide intensive training and professional development for 25 to 30 entrepreneurs.

But management services are the company’s core.

Ferrero said the startup community in Boulder has added a bit of sophistication to its adrenaline and scrappiness, with a more seasoned investment community and a focus on execution. Startups are realizing that having smart people guide their growth is as important, if not more so, than the amount of money raised.

A focus on bringing onboard smart people, Ferrero said, reduces the amount of capital you need to deploy. “It’s less dilutive, and you get things done faster.”

### STARTINGLINE

#### Innosphere takes in 8 startups in new class

FORT COLLINS — Five companies from the Boulder Valley and Northern Colorado are among eight startups admitted into the latest class of Innosphere’s incubation program.

Fort Collins-based Innosphere is a nonprofit that assists tech companies in a variety of industries — energy and advanced materials, digital health, bio-science, and software/hardware — with things such as launching their businesses, crafting business models, building teams and raising capital.

Innosphere, which has locations in Fort Collins, Golden and Denver, admits three new classes each year. The organization is currently supporting 40 client companies, as well as three Colorado State University startups.

The eight companies joining the incubator most recently include Fort Collins-based MyChoiceMD, Mother’s Milk Is Best and The Food Corridor; Erie-based Allergy Solutions; Broomfield-based FluoroFinder; Centennial-based ValidCare; Colorado Springs-based SimpliOpus; and Denver-based ResourceX.

#### State sees decline in new-business filings

New business-entity filings in the state declined in the third quarter, according to a new University of Colorado Boulder report released by Colorado Secretary of State Wayne Williams. However, employment is still projected to rise over the next six months.

CU-Boulder’s Business Research Division compiles the quarterly economic indicators report using data from the secretary of state’s business registry.

There were 25,164 new entity filings for the three-month period ending Sept. 30, down from 26,085 in the second quarter and 27,642 in the third quarter of last year. The overall number of entities in good standing, however, ticked upward by 6 percent year-over-year.

#### Congo offers cash prize for new name

BOULDER — A company called Congo has no relationship to the Democratic Republic of the Congo, the central African nation that changed its name to Zaire in 1971 and then changed it back in 1996. Other than the fact that the Boulder-based startup is contemplating its own name change, that is. And unlike the DRC, this Congo is launching a contest and offering a \$1,000 prize to help it pick one.

The local Congo — its name means Consulting on the Go — provides an online platform for people seeking legal advice to schedule time with an attorney and connect for free via video chat.

The quest for a new name began because co-founders Willy Ogorzaly and Tyler Cox were faced with a difficult decision: pay \$750,000 for the Congo.com domain, which was being squatted on by domain holding company DigiMedia, or go through the process of rebranding.

Because they wanted to cast a wide net in their search for a new name, Ogorzaly and Cox decided to launch the contest, giving individuals the opportunity to submit suggestions for the chance to win \$1,000.



# Can I get some meaning with my innovation?

**M**emories of the farm in eastern France ebbed as my hosts asked if I'd like to see his grave. Our lunch at the Van Gogh house included two bottles of La Petite Chardonne '10 and a legalized version of absinth with the sugar-cube drizzle. Wondering why I hadn't known the impressionist painter was buried north of Paris in Auvers-sur-Oise, mere kilometers away. This troubled artist drenched his creations with color and meaning.



**INNOVATION**  
RICK GRIGGS

Stunning innovation often has little to do with the idea. Like Van Gogh's impact on impressionism, great innovation synchronizes gut-churning sacrifice with the kind of meaning blessed to harness or cursed to endure.

Van Gogh's sacrifices were many — yet he still pushed limits. Nearly starving and suffering from mental illness, he mixed his paints, amplified the colors he saw and even built his own frames — all this while desperately hoping and praying that his brother Theo could sell a single painting. Like many genuine innovators, Van Gogh powered on with a

savage passion. His three-franc-per-night hotel room, where he ate, slept and died, gave little preview of the hundred-million-dollar price tag his paintings would one day garner.

Van Gogh never pitched, curried favor or swam with sharks — he painted with crazed meaning. Other geniuses walked a different path. Michelangelo Buonarroti and Leonardo da Vinci were sheltered, protected and funded by the House of Medici in Florence. Michael and Leo may have sacrificed, but it didn't compare to what drove Vinny to starve, cut off an ear lobe and finally shoot himself. I wouldn't want this for myself or anyone else — but I'm lured to the edgy passion and devilish commitment this 19th-century painter showed.

Many are beginning to chafe at the idolatry before the altar of the almighty startup. Society does back-flips over a teenager's new app and drools at the serial entrepreneur's next new project. We sense more effort in the publicity than in the baby. There's a hovering echo of greedy, frenetic pitches, yet not a whimper from the exhausted impressionist — he's busy creating; she's mastering her craft. I choked hearing the story of the San Francisco startup foursome that raised millions, promptly failed, and yet,

**Michael and Leo may have sacrificed, but it didn't compare to what drove Vinny to starve, cut off an ear lobe and finally shoot himself. I wouldn't want this for myself or anyone else — but I'm lured to the edgy passion and devilish commitment this 19th-century painter showed.**

continued to reside in the penthouse apartment off the remaining funds from the boondoggle. The version I heard recounted how they were looking for new money — for the next adventure. Vincent just rolled over.

It's time to find, admire and fund the innovator with meaning. This implies honoring an individual or a team that plows ahead without the funds or the publicity. These are people and companies and not-for-profits that will live in a car, a basement or an industrial sublease — just to keep moving. I worked

with them in Silicon Valley with the Promoting Upstart Businesses group. They met at my house in California for monthly Across the River Writers Roundtable meetings. Many entrepreneur buddies and consulting compatriots faltered in the face of the new century's disruptive technologies. I smelled their stress-sweat after the dot-com, dot-bomb fiasco — we all lost our footing while struggling to keep moving. Those who survived were steeped in meaning.

Van Gogh anguished over something that impacts few of us today — too much meaning. (OK, mental illness played a part.) He drained his heart, soul and real blood into France's countryside. Those years still fill us with brilliant sunflowers and swirling stars. Lingered at his grave, as my hosts gently returned to the car, I spent some alone time with Vincent. Sunken white letters engraved in the rough stone marker read, "Ici repose Vincent Van Gogh." I quietly wondered if a tiny bit of his passion and meaning might wear off on my struggle with innovation.

*Rick Griggs is the inventor of the rolestorming creativity tool and founder of the Quid Novi Innovation conference. Reach him at rick@griggsachieve.com or 970.690.7327.*

## Envision • Execute • Experience

### A Professional ThinkShop for Innovation, Strategy and Creative Thinking

#### Learn to think like the world's greatest organizations!

Guide teams through innovation and change, thinking beyond current limitations and solving problems with unprecedented creativity. This high energy, high impact exploration of innovation and creativity will provide organizations and individuals with a purpose-driven methodology to generate exciting new ideas, game-changing strategies, and new ways of systematically creating inventive solutions and executable strategies.

December 8th, 1 - 4 pm  
Fort Collins, Colo.  
Midtown Arts Center

Brought to you by

 SPIRAL EXPERIENCES

Register Today at:

[www.Spiral2020.com/innovation-thinkshop](http://www.Spiral2020.com/innovation-thinkshop)



**BW** REAL DEALS

# Loveland Housing Authority breaks ground on 70-unit affordable apartment complex

By Doug Storum  
dstorum@bizwestmedia.com

LOVELAND—The Loveland Housing Authority's three-year effort to gather financial backing to build a 70-unit affordable apartment complex has reached a milestone — construction is underway.

The authority's project, called The Edge, will be available to working families, homeless veterans and survivors of the 2012 High Park Fire and 2013 September floods.

"We've been working on this development for the last three years, and it's great to see it finally get started," said Sam Betters, executive director of the housing authority.

"Over this same period of time, we've seen rents in our community far outpace wage growth, and the availability of any rental units at any price is at an all-time low," he said. "Our nation is experiencing the highest rates of homelessness by veterans ever. After the 2013 floods, we accelerated our efforts to get this project financed and built as quickly as we could."

Residents are scheduled to move in during September.

The \$21.8 million project is being built near East 15th Street and Boyd Lake Avenue in Loveland, the site of the former Crystal Rapids Water Park. It will have one-, two- and three-bedroom units. Lakewood-based Pinkard Construction Co. is the general con-



COURTESY OZ ARCHITECTURE

An architectural rendering shows the front view of The Edge, a 70-unit affordable apartment complex being developed by the Loveland Housing Authority, Wells Fargo Bank and Sugar Creek Capital.

tractor, and OZ Architecture, which has offices in Denver and Boulder, is the project architect.

The Edge is being developed in partnership with Wells Fargo Bank and St. Louis-based Sugar Creek Capital as equity investors, purchasing the federal and state tax credits that were awarded this project by the Colorado Housing and Finance Authority.

The project is one of the first in the state using the recently created Colorado State Low Income Housing Tax

Credit program.

The project received a \$2.7 million no-interest loan from the federally funded Community Development Block Grant Disaster Relief program administered by the Colorado Department of Local Affairs.

The city of Loveland provided more than \$1.3 million in fee waivers and other contributions for the project. Once the project is completed, permanent financing will be provided by the Bank of Colorado.

Betters said a typical one-bedroom apartment will go for about \$750 per month, and 12 of the units will charge qualifying tenants 30 percent of their monthly income supplemented by a Section 8 voucher. Tenants are eligible for Section 8 vouchers if their income is 30 percent of area median income or below.

*Doug Storum can be reached at 303-630-1959, 970-416-7369 or dstorum@bizwestmedia.com*

## PROPERTY LINE

### Utah developer eyes Harmony Road for mixed-use project in Fort Collins

FORT COLLINS — A Utah-based developer wants to construct a mixed-use building with commercial space and apartments on vacant land at 201 E. Harmony Road in Fort Collins.

SEEC Enterprises, based in Park City, Utah and led by owner Ben Massimino, hopes to build a four-story, 240,000-square-foot mixed-use building on 4.9 acres of vacant land.

Uses will include 166 apartment units and 9,700 square feet of commercial/office space near the southeast corner of Harmony Road and College Avenue, according to documents submitted to the Fort Collins' planning department.

SEEC Enterprises plans to provide 20 percent of the units as affordable, creating what it calls a "mixed-income community."

The project will include commercial/office uses on the main floor, plus a fitness area, clubroom with an open kitchen/bar area, private-dining room, business/meeting facilities, bike-storage area, dog-wash station, multiple outdoor terrace areas and a ground level outdoor pool and landscaped promenade.

Studios, one-, two- and three-bedroom



COURTESY KEYS COMMERCIAL REAL ESTATE

**The Tree House Building in Boulder was built in 1971 on a pond fed by Skunk Creek. The office building at 737 29th St. recently sold for \$1.8 million.**

apartments, on floors one through four, will have nine foot ceilings, washers/dryers, stainless steel appliances, granite kitchen and bathroom countertops, wood flooring in the kitchens and living rooms, and outdoor balconies and terraces, according to documents.

Vaught Frye Larson Architects, which has offices in Fort Collins and Cheyenne, Wyo., is the project architect, and Fort Collins-based Ripley Design Inc. is consulting on the project.

### Chicago firm buys RMI's HQ, plans second building for site

LAFAYETTE — A real estate investment firm in Chicago has purchased the headquarters building of Rocky Mountain Instrument Co. in Lafayette for \$13 million, with plans to add another large office or flex-type building on the southern portion of the property.

Rocky Mountain Instrument Co., a laser-optics manufacturer serving the aerospace, defense, industrial, medical and semiconductor markets, will lease back the two-story, 90,000-square-foot building at 106 Laser Drive, an 8.7-acre site near the southeast corner of Public Road and South Boulder Road.

Zaragon Inc., bought the property from RMI. Zaragon president Rick Perlman said the new building likely would be slightly smaller than RMI's headquarters, and that it would be leased out to a different user.

RMI built the Laser Drive building in 1998, moving the company there from Longmont.

The firm has overcome some rough patches in recent years. In 2010, RMI agreed to pay \$1 million to settle a federal lawsuit related to the illegal export of sensitive military information for the manufacture of certain equipment overseas. That came a year after the company had filed for Chapter 11 bankruptcy protection to

restructure debt related to loan payments and taxes due on the headquarters facility.

### Office building built on water in Boulder sells for \$1.8 million

BOULDER — The Tree House Building in Boulder, an iconic office building built on top of a pond, has been acquired for \$1.8 million.

Commercial broker Geoffrey Keys, who owned the building through the entity 29th Street Tree House LLC, sold the 6,396-square-foot building at 737 29th St. to Charles Rahe of Boulder, who used the entity Wilton Fortress LLC. Rahe owns Rahe Management, a real estate management company in Boulder.

The Tree House Building was designed and built in 1971 by Boulder architect Hoby Wagner, who used it as his headquarters. Wagner was the architect and designer of Williams Village student housing, among other significant projects in Boulder. The three-story building was built on top of a pond fed by Skunk Creek.

It has been home to a diverse group of medical and office tenants over the years, said Keys, who owns and operates Keys Commercial Real Estate in Boulder. Keys purchased the building in 2007 for \$1.3 million, according to public records.

# Generation Y fuels rapid change in Fort Collins

**M**illennials, or the demographic cohort ranging in age from 18 to 35 otherwise referred to as "Generation Y", are pushing for higher density and urban redevelopment. Right here in Fort Collins, the impact of their generational desire for mixed-use, live/work/play concepts with easy access to mass transit and a variety of amenities has fueled significant development.

According to an Urban Land Institute survey, a large majority of Millennials prefer city living to the suburbs, putting upward pressure on urban property values and lease rates across the



**REAL ESTATE**  
JAKE ARNOLD

country. More and more, mixed-use developments are appearing in the place of functionally obsolete real estate. This is especially evident in Fort Collins, where, according to the city of Fort Collins website, the median age is 29.3 years old.

The previous 10 years have seen no less than 15 new mixed-use apartment projects delivered in or around the Old Town city core and in and around the CSU campus. These new projects have been driven by record-setting low vacancy rates and associated spikes in rental rates, as well as readily available debt and equity in the marketplace. In our six-property, Northern Colorado multifamily portfolio alone, we have experienced 100 percent occupancy for the past three years.

The trend continues with the recently announced 22 units on North Mason Street, 36 new townhomes at College Avenue and Horsetooth Drive, six new brownstone-style townhomes on Howes Street and more than 400 apartment units associated with the redevelopment of the Foothills Mall. These projects exemplify the urban, compact-style development sought out by Generation Y.

Colorado State University's expansion plans also play a significant role in increasing this population density not only on campus, but also in the neighboring parts of the community. In addition to adding more than 2,000 student beds with the delivery of projects such as Aspen Heights, The Summit on College and The Grove, there are still more than 2,100 additional student housing beds slated to hit the market by 2018.

Recent development has seen some of the largest employers in the community embracing this live/work/play Millennial ideal. Otter Products LLC and New Belgium Brewing Co. continue to expand within the city's core, as well as Woodward Inc., with their

300,000-square-foot, \$250 million campus located less than a mile from Old Town Square. Years ago, these companies would have been enticed to operate from more cost-effective, greenfield sites sprawled out in the open space surrounding the community. Thanks to the strong Millennial influence in Northern Colorado, Fort Collins continues to revitalize its urban space.

As the old adage goes, retail (and office) follows rooftops. According to CoStar data, the office and retail combined vacancy in the Fort Collins/Loveland market is currently 4 percent and has been steadily decreasing for the past four years. If one draws a box encompassing the city space from Shields Street to Lemay Avenue east/west and Vine Drive to Mulberry Avenue north/south, the combined office and retail vacancy goes down to an astonishing 2.1 percent. This number is sure to put upward pressure on commercial lease rates, leading to additional investment and further development and redevelopment of the downtown area.

The previous four years have seen average commercial asking rents within the same area boundary increase from approximately \$12 per square foot triple net to just more than \$18 per square foot NNN. Additionally, there are a number of case studies where land values within these boundaries have appreciated nearly 300% over the past four years. Due to the increased density, higher prices can be paid by investors and developers, thanks to the ability to spread costs over a higher number of units. In 2013, a 1.5 acre parcel of multifamily development land located at 300 N. Mason St. traded for a sale price of \$16 per square foot. Two years later, the adjacent 1.5 acres at 331 N. College Ave. traded for just under \$55 per square foot. Both sites are prime locations for mixed-use, high-density developments. The former Perkins Restaurant site on South College Avenue, one of the highest land sales to date, sold to a student housing developer out of Chicago for \$96 per square foot.

The U.S. Census Bureau released data earlier this year stating that the Fort Collins-Loveland metro area is the 12th fastest-growing metro in the nation. Furthermore, the Millennial generation is forecasted to surpass the outsized Baby Boom generation as the nation's largest living generation according to population projections (75.3 million people). Under these circumstances, Millennials are sure to see that Fort Collins continues to grow up, rather than out.

*Jake Arnold is a broker with Brinkman Partners. Contact him at [jake.arnold@brinkmanpartners.com](mailto:jake.arnold@brinkmanpartners.com) or 970-237-5728.*

Colorado State University

COLLEGE OF BUSINESS

## Everitt Real Estate Center Market Forecasts

Dec. 9, 2015 | 4-7 P.M. | Embassy Suites Loveland

Glimpse into  
**2016**  
with Industry Experts



## Commercial and Residential Forecasts for Fort Collins, Greeley, Longmont, Loveland, and Boulder



Data provided by



CoStar Group

metrostudy

Industry Title Sponsors



Media Sponsors



Visit

<http://www.csuz.us/2016Forecast>

for more details



Questions? Call 970-491-1670 or email [Christopher.Johnston@colostate.edu](mailto:Christopher.Johnston@colostate.edu)

Real Estate Broker Continuing Education Credits available

# Lack of title insurance can wreak havoc for buyers

**A**s a matter of common practice, most buyers of real property, whether the properties are vacant, residential, or commercial, are required by a lender to obtain title insurance or are simply wise enough to seek it on their own. Further, upon obtaining a title-insurance commitment from a title company, most buyers also are savvy enough either to thoroughly investigate the title requirements and exceptions listed in the commitment or to seek legal counsel to perform such a review.



**KEEP IT LEGAL**  
DAN JONES

Unfortunately, experience has demonstrated that sometimes, buyers of real property, due to ignorance, misplaced trust, overconfidence, or some other reason, will either proceed without title insurance or fail to carefully review the contents of the title commitment. This lack of due diligence can have very painful results for an unsuspecting buyer. Almost always, such painful results can be avoided through acquisition of title insurance and careful review of the con-

tents of the title commitment.

The title commitment is helpful because, among other things, it identifies the current owner of the property, it lists various requirements that the seller of the property must meet before the seller can pass insurable and marketable title along to the buyer, and it lists a wide variety of encumbrances on the property and other exceptions to the seller's clean title that impact the subject property. Buyers who either fail to obtain a title-insurance commitment or fail to read it when one is prepared by the title company do themselves a great disservice.

There are many items affecting title to real property that a title commitment may reveal: outstanding deeds of trust securing a bank's mortgage loan; judgment liens against the property of a seller who is subject to a court judgment; mechanic's liens filed by persons who weren't paid for work done to benefit the property; easements burdening the property for the benefit of adjacent property owners or others, such as access easements for use of driveways, pipeline easements, and other utility easements; rights of way such as those for roads, railroads, or ditches; farm and pasture leases; surface use agreements; municipal

**There are a wide variety of pitfalls that buyers can encounter if they don't obtain or review a title commitment before buying a property, and unaware buyers often need legal help to fix problems they encounter.**

development agreements; recorded declarations of covenants, conditions and restrictions related to owner associations; and leases for the development of wind energy, oil and gas resources, or other minerals.

There are a wide variety of pitfalls that buyers can encounter if they don't obtain or review a title commitment before buying a property, and unaware buyers often need legal help to fix problems they encounter. People have purchased property and taken deeds from sellers who didn't actually have title to the property they purported to sell, leading to litigation. People have acquired property, only to find out later that

there was an error regarding the legal description of the land, requiring a great deal of curative work to correct title errors. People have been contacted by banks after acquiring property that served as security for an unpaid mortgage loan, and been threatened with foreclosures. People have been unaware of existing oil and gas leases, and been surprised when an oil and gas producer gives them notice of planned mineral-development activities on some portion of their land.

While buyers or sellers of real property often don't want to spend extra money, the relatively small cost of a title-insurance policy is almost nothing compared with the thousands, or tens of thousands, of dollars that could be required to recover from a title problem that could have been discovered and avoided with proper due diligence. When buying real property, good practice clearly dictates that buyers should obtain title insurance and carefully review the information that can be gleaned from a title commitment that comes with it.

*Daniel W. Jones, an attorney for Coan, Payton & Payne LLC at the Greeley office, can be reached at [djones@cp2law.com](mailto:djones@cp2law.com) or 970-339-3500.*

**SPECIAL THANKS TO OUR SPONSORS**

BENEFITTING  
**BookTrust**

**NOV 5 | 5:30 - 8:00 PM** [WWW.BOOKTRUST.ORG](http://WWW.BOOKTRUST.ORG)  
WINDSONG ESTATE 2901 SADDLER BLVD, FT. COLLINS

ADVANCED ENERGY    BANK OF COLORADO    EKS&H

HOUSKA AUTOMOTIVE    NORTHERN COLORADO ANESTHESIA PROFESSIONALS, PLLC

OTTERCARES FOUNDATION    RBC WEALTH MANAGEMENT    SERIMUS FOUNDATION

**2015 BLING Luncheon**

**Thursday, December 3, 2015**  
**11:30am-1:30pm**  
**Denver Marriott Westminster**  
**7000 Church Ranch Blvd**

**Keynote Speaker:**  
**Award Winning Businesswoman, Brook Eddy**  
**CEO and Founder of Bhakti Chai**

**\$35 Chamber Members/ \$45 Non Chamber Members**  
**Register online at [www.BroomfieldChamber.com](http://www.BroomfieldChamber.com)**

# Boulder home prices hit all-time highs YTD

**P**rice appreciation and sales of single-family homes across Boulder County surged in the first nine months of 2015, breaking records in all but one of the county's major real estate markets.

"Countywide, real estate is stronger than ever," said D.B. Wilson, manager and Realtor for Re/Max of Boulder. Total Boulder



**RESIDENTIAL REAL ESTATE**  
JAY KALINSKI

County sales through September of this year are 8 percent higher than a year ago at this time, with 2,745 properties sold.

But statistics and longer-term trends vary widely within the seven markets that comprise Boulder County, which makes a "hyperlocal" analysis more informative to home buyers, Wilson said.

"The city of Boulder is the strongest market within Boulder County," Wilson said. "From 2006 to 2012, the average sales price was actually up 5.4 percent and the median rose 5.7 percent, which was very unusual because real estate prices were dropping significantly across the country," he said.

Since 2012, the average sales price grew 42 percent, to about \$957,000, and the median price increased to \$788,000. Year-to-date, sales are down about 6

percent, and 42 percent of properties are under contract, which is only 3.4 months of inventory.

"Five to seven months of inventory is considered a stable market; less than five months is typically a seller's market," Wilson said.

In Louisville, the average sales price added 31.5 percent since 2011 and is now slightly over \$533,000, with a median of \$520,000. Inventory is low, with only 50 listings of which 56 percent are under contract.

"While there are not a lot of homes to look at, there are probably fewer buyers now, so it's a great time to look," Wilson added.

Neighboring Lafayette saw a decline from 2006 to 2010 — average and median prices decreased 16 and 18 percent, respectively. But Lafayette has rebounded since 2010. The average price is up 42 percent, to more than \$489,000, and the

median is up 60 percent to just less than \$444,000. Inventory is 47 percent lower than a year ago, and 61 percent of the 51 homes for sale are under contract.

Demand in Longmont is growing, and the city has slightly more inventory. The average sales price declined 16 percent from 2006 to 2011, but now has increased 39 percent, reaching \$341,000 — the first time Longmont has surpassed \$300,000. Even with the downturn, Longmont's average sales price grew 17 percent from 2006 to 2015.

Longmont and Superior are among the more competitive markets: Year-to-date, the sale-to-list price ratio exceeds 100 percent. Inventory in Superior is low, with just 2.4 months of supply and the average sales price increased almost 36 percent to \$566,000 with the median at \$522,000.

In the Suburban Plains — unincorporated Boulder County east of U.S. Highway 36 — sales are up 18 percent for the first nine months of 2015, in contrast to the city of Boulder's decrease of 6 percent.

The average sales price dropped about \$14,000 during the downturn, but has now increased 22.3 percent to \$650,000.

Only the Suburban Mountain area has not returned to peak levels. In 2007, this area hit its high of \$531,000 average sales price, which is now \$492,000.

"But, the number of sales is up 36 percent over the sales a year ago, and there are only 125 active listings, with 23 percent under contract. Last year at this time, it was nearly 200. That's really significant, because during the downturn, less than 10 percent were under contract at any one time," Wilson said.

"Going forward, we expect appreciation to continue," Wilson said.

Inventory, interest rates and unemployment are all low, Wilson noted. "Jobs are being created, people are coming in, and they want housing," Wilson said. "During the downturn, it's reported that a million people moved to the Colorado, mostly along the Front Range, so this pent-up demand is going to continue for a while."

*Jay Kalinski is broker/owner of Re/Max of Boulder. He can be reached at [jaykalinski@remax.net](mailto:jaykalinski@remax.net).*

**Since 2012, the average sales price grew 42 percent, to about \$957,000, and the median price increased to \$788,000. Year-to-date, sales are down about 6 percent, and 42 percent of properties are under contract, which is only 3.4 months of inventory.**

**RESPONSIVE SERVICE & REPAIR FOR YOUR FLEET**

**DIESEL SERVICES OF NORTHERN COLORADO**  
A Division of Northern Colorado Diesel, LLC

**CAN'T AFFORD DOWNTIME? CALL US!**  
NOW WITH **2** LOCATIONS TO SERVE YOU

**FORT COLLINS**  
1828 E. Mulberry Street  
970-221-9280  
2 blocks east of the CharcoBroiler, behind Kubota

**JOHNSON'S CORNER JOHNSTOWN**  
4738 Marketplace Drive  
970-278-4500  
Exit 254, south of RV America near Candlelight Dinner Theater

- Largest Independent Truck Shop in Northern Colorado**
- Fastest Turn-Around Time to Keep Your Trucks on The Road**
- 4 Service Consultants for Personalized Service**
- 10 Technicians**
- 4 Drivers for Parts A.S.A.P.**
- Work Performed Only With Approval of Estimates**
- 3 Mobile Service Trucks**

www.dsnc.com

Locally Owned and Operated • Certified Crane Inspections

SOLUTIONS, BRAKES, ENGINE BRAKES, WELDING AND FABRICATION, TRAILER REPAIRS INCLUDING LANDING GEAR, FLOOR REPAIR AND REPLACEMENT, DOOR REPAIR AND REPLACEMENT, RESIN, SIDESWALL REPAIR, AND SO MUCH MORE!

MAINTENANCE SERVICE, ELECTRONIC DIAGNOSTICS, CLASSIC DIESEL ENGINE REPLACEMENT AND REPAIRS, DIFFERENTIALS, TRANSMISSIONS, EMISSIONS, FAILURE

PASSENGER BUSES, CONSTRUCTION EQUIPMENT, TRAILERS, REEF UNITS, EQUIPMENT, BODIES, CONVEYORS, TIE-BLOCKS, PUMPS, COMPRESSORS, GRABBERS, MANIFOLDS, DRILL RIGS, CERTIFIED CRANE INSPECTIONS, DOT INSPECTIONS, PERMITS/REVIEWS

**NORTHERN COLORADO'S LEADING SIGN MANUFACTURER**

**DAVINCI SIGN SYSTEMS, INC.**  
the art and science of identification

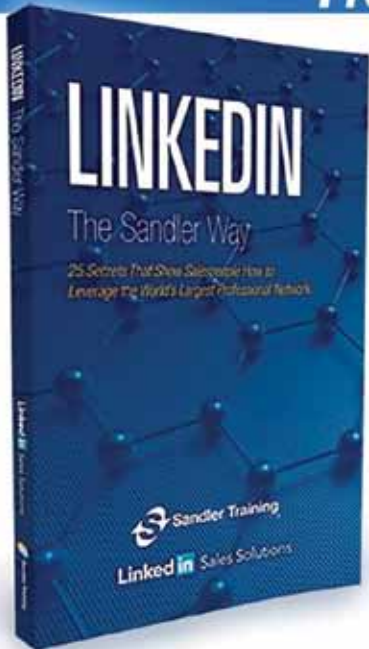
PICTURED: (LEFT TO RIGHT)  
**JOHN SHAW** GM - DAVINCI SIGN SYSTEMS INC.  
**FAITH WIEGAND** FRONT DESK - REVE  
**STEPHANIE GRECCA** CLUB MANAGER - REVE  
**CLIFF BUCHHOLZ** CEO - REVE

**970-203-9292**  
4496 BENTS DRIVE, WINDSOR, CO 80550

**WWW.DAVINCISIGN.COM**

Use LinkedIn to Put More Appointments  
On Your Calendar With New Prospects

Free eBook Download



**'LinkedIn The Sandler Way':** is a book we've co-authored with LinkedIn that unlocks 25 secrets on how sales executives can use LinkedIn to put *more* appointments on their calendar with qualified prospective clients.

Link to your free download: <http://ow.ly/U0JCx>

Visit our website at [www.salespoint.sandler.com](http://www.salespoint.sandler.com)



## Professional references can be allies to your success

A woman I barely know recently requested that I recommend her on LinkedIn. I was taken aback because I had only met her a handful of times in very casual circumstances. I could not speak to the quality of her work or her character, so I politely declined her request. It was awkward for both of us.



CAREERS  
CARRIE PINSKY

Professional references are an important piece of an effective job-search strategy. Most recruiters look at the recommendations on your LinkedIn profile before contacting you. And any reputable employer will call your professional references prior to bringing you onboard.

A strong reference will affirm the feelings the hiring team has about you, and this often seals the deal to receiving an offer. Lackluster or unfocused comments could cause the hiring team to look more closely at another candidate. It is the kiss of death if a candidate's references don't return calls.

Tami Palmer, former recruiter turned career coach and mentor at greyzone, agrees that this is an important topic. In general, at least one of your references should be a previous manager. It could raise a red flag if a candidate's reference list consists only of peers.

Palmer adds, "When you're thinking of your references, think 360 — it's important to have managers on the list, but if you've been a manager yourself, I want to talk to the people who worked for you. If you're in sales, I want to speak with a client. If you're in purchasing, a vendor. Thinking through your connections and providing references that paint a complete picture of your work world can be very compelling to a future employer."

If your references are not as strong as you would like, commit to developing stronger professional relationships. Do your best work, and make it a priority to get along well with your manager. Even if you disagree, do so respectfully and in a way that maintains the relationship.

Seek out coaching or career

counseling if you are prone to conflict in the workplace. Even if you have a lot of experience or talent, it will be hard to find people willing to sing your praises to potential employers if you don't know how to play well with others.

If you left your last job under negative circumstances, your previous manager may still be willing to speak on your behalf. Perhaps the focus can be on your work ethic and desire to contribute. If you approach the subject with humility, it is possible that your former boss will want to help you succeed in finding a better fit.

Before making a request for a reference or recommendation, assess the quality of the relationship. Don't ask for more than the level of connection warrants. In other words, don't ask a near stranger for a recommendation! Ultimately, the information a reference shares about you will only be as meaningful as the working relationship on which it is founded.

When job searching, give your references a heads up so they are prepared. Share the details of the position, and clarify the specific skills and qualifications you would like them to highlight. It is OK to

**Before making a request for a reference or recommendation, assess the quality of the relationship ... don't ask a near stranger for a recommendation! Ultimately, the information a reference shares about you will only be as meaningful as the working relationship on which it is founded.**

provide key talking points to your references or those making online recommendations.

Palmer agrees, "Having recommendations on LinkedIn is truly helpful, but don't simply ask someone to recommend you; guide them to what you want them to say. If you have old emails of praise, forward them along to

the person you're asking to recommend you. Remind them of how they've complimented you in the past and you'll both speed up the reference process, and have some control in what's being said about you."

Professional references are vital to your ongoing success. Do good work and make it a priority to build meaningful relationships at work. This is the best way to ensure that you have a supportive network of people willing to speak to your talent and character.

*Carrie Pinsky is a freelance writer, job-search coach and training specialist. Reach her at Pink Sky Counseling and Career Services, 970-225-0772 or [www.pink-sky.net](http://www.pink-sky.net).*

18<sup>TH</sup> ANNUAL  
**NIGHTLIGHTS**  
REALITIES FOR CHILDREN CHARITIES × BRIGHTENING THE LIVES OF ABUSED CHILDREN

**YOU'RE INVITED!**  
**TREE LIGHTING CELEBRATION**  
TUESDAY, DECEMBER 1<sup>ST</sup>, 6-7PM

First Presbyterian Church, 531 South College Ave., Fort Collins  
FREE desserts, hot cocoa, warm soup, live music and Santa!

### HOW YOU CAN HELP

Sponsor a light on the NightLights Tree for just \$100 and 100% of your donation will provide for the needs of local children who have been abused, neglected or are at-risk.



**GiveaNightLight.com**  
or call us at 970.484.9090

Send your check to: Realities For Children Charities  
1610 South College Avenue, Fort Collins, CO 80525



#### THE 2015 NIGHTLIGHTS SPONSORS



Realities for Children Charities is a 501(c)3 charitable organization. All donations are tax deductible.

# Why should a customer pay your higher price?

**W**hen a prospective client shares that your competition is a lot less expensive than you, how do you respond? Your response can make all the difference in the world. It's all about knowing your own value.

I run into this all the time in my world, and you may have seen it as well. When I'm meeting with a potential client, or possibly talking to them on the phone. At a certain point in the conversation, we get to budget. As we're talking through that, they say something like this:

"Your competition quoted me X number of dollars, which is one-third of what you just quoted me."

How are they expecting me to respond? You probably know the answer already, especially if you've run into this situation yourself.

People who say something like that assume that you want the sale at any cost, because that's what they've



**SALES SMARTS**  
BOB BOLAK

run into before. They assume you will respond with something like, "Well, we can do it for that price too!"

Instead, I respond with something along these lines:

"I appreciate you sharing that. Why do you think they're so much cheaper than us?"

You might be shocked at some of the things people share.

"Well, they probably don't have the history or track record that you do."

"They don't have the expertise that you do."

How they respond is very, very important. Because what they're really sharing is the reason that they would pay you more than they would the other guy. Of course, your tonality becomes excruciatingly important.

But if you do this right, suddenly you're having a full-blown conversation. Perhaps your response might be something like this:

"That doesn't surprise me. Would you like to talk about that?"

So, when you don't know the true intent behind the prospect's statement, resist resorting to the technique you just learned in your sales-meeting role play on how to overcome the price objection. Instead, starting asking questions to better understand the prospect.

Now, once you've worked with the prospect to discover the real intent of their statement, and it is price, now

**What they're really sharing is the reason that they would pay you more than they would the other guy ... if you do this right, suddenly you're having a full-blown conversation.**

you've got to examine why your price is an issue. Most salespeople would consider this a problem with the prospect perception of the salesperson's product or service value. However, that orientation is still focused on the salesperson — we call this "us-centered vs. them-centered."

A better strategy for the salesperson, rather than focusing on value, is to go back into the selling process and re-explore the prospect's pain. Remember, the prospect's pains are their reasons for doing business, NOT the salesperson's reasons for doing business. When the salesperson starts guiding the conversation back to pain, it's amazing how the prospect's price objections and resistance seem to evaporate.

*Bob Bolak is president of Sandler Training in Boulder. Contact him at [bbolak@sandler.com](mailto:bbolak@sandler.com).*

NEW

## Model 2C5000 Forklift Truck

\$309.00

per month\*  
FOB FMH

Limited Time Offer

Offer good through Dec. 31, 2015

FMH

Material Handling Solutions

4105 Globeville Road • Denver, CO 80216  
303-292-5438 • 800-451-6749 • 303-297-3426 Fax  
[www.FMHSolutions.com](http://www.FMHSolutions.com)

**FULLY EQUIPPED:**

- Liquid propane gas (LPG) fuel system
- High performance 2.5 liter engine
- Single speed automatic transmission
- LED headlights, combination tail light group & rear view mirrors
- Electronic back-up alarm & Presence Detection System (PDS)
- Full suspension vinyl seat & driver's overhead guard
- Triplex mast with 188" of lift
- Side shifter
- Cushion tires
- Twelve (12) month factory warranty

\* Plus local delivery, \$150 administrative fee & applicable taxes - 64-month (FMV) lease term - 3.55% interest rate - No down payment - W.A.C. - Restricted to normal & clean applications with less than 1200 running hours per annum.



*Y*our parents may have the wrong idea about senior living. You may, too.

Our senior living communities are full of life, friends and a sense of belonging, where our residents are loved, valued and at peace. Contact a community in Northern Colorado near you to visit and see for yourself.

*Bonell (Greeley) | Estes Park | Ft. Collins | Fox Run (Greeley)  
Loveland | Simla | Water Valley (Windsor)*

To get help starting the conversation, call (888) 877-1058.



The Evangelical Lutheran Good Samaritan Society provides housing and services to qualified individuals without regard to race, color, religion, gender, disability, familial status, national origin or other protected statuses according to applicable federal, state or local laws. Some services may be provided by a third party. All faiths or beliefs are welcome. © 2015 The Evangelical Lutheran Good Samaritan Society. All rights reserved. 15-G1480



PARTNERS IN PHILANTHROPY



**2015 Winner of Partners in Philanthropy, CASA, receives award from Premier Members Credit Union staff and BizWest**

## Vote for Your Favorite Non-Profit They can win a FREE marketing campaign to use for funding efforts and volunteer recruitment.

For the second year BizWest has teamed with Premier Members Credit Union on Partners in Philanthropy, a program which benefits the Boulder Valley's nonprofit community. One nonprofit will be selected to receive a FREE 2016 marketing campaign in BizWest print, online and event offerings, valued up to \$20,000.

Go to <https://apps.facebook.com/bizwest-voting/> and click Entries to vote.

Rules: Click on the photo of the nonprofit you would like to see win the complimentary \$20,000 marketing campaign and click on the vote icon. You may vote only once per day.

All Nominees met the following criteria:

- ▶ Nominees must be based in, or have significant operations in, Boulder or Broomfield counties.
- ▶ Nominees must demonstrate a need for marketing assistance.

### List of Nominees

- |   |  |
|---|--|
| Adventures in Preservation                        | The Hispanic Education Foundation              |
| Attention Homes                                   | Hover Community                                |
| Boulder Community Health Foundation               | I Have a Dream Foundation of Boulder County    |
| Boulder Metalsmithing Association                 | InReach  |
| Boulder Rotary Club                               | Longmont Humane Society                        |
| Boulder Valley Spellbinders                       | Meals on Wheels of Boulder                     |
| BraveHoods  | Mindfulness Peace Project                      |
| Colorado Haiti Project                            | Natural Capitalism Solutions                   |
| Colorado Music Festival & Center for Musical Arts | Realities for Children – Boulder County        |
| Center for People with Disabilities               | Safehouse Progressive Alliance for Nonviolence |
| Colorado Horse Rescue                             | Tesseract Productions                          |
| Crayons to Calculators                            | Turning the Wheel                              |
| EFAA - Emergency Family Assistance Association    | WOW! Children's Museum                         |
| Fascinating Learning Factory                      | YMCA of Boulder Valley                         |
| Flatirons Habitat for Humanity                    | YWCA Boulder County                            |
| Greenwood Wildlife Rehabilitation Center          |  |

**Deadline for voting: November 25**

**Winner determined and announced: December 1, 2015**

**Award Presented on December 8, 2015, Colorado Gives Day, at Premier Members Credit Union**

**For more information call or email: Sandy Powell, 303-630-1954; spowell@bizwestmedia.com**



## BRIEF CASE

### CONTRACTS

**John Cullen**, owner of the **Stanley Hotel** and president of **Grand Heritage Hotel Group**, formed a partnership with **Estes Park Medical Center** to build a wellness center in a building that originally had been planned as a boutique hotel to augment it.

Longmont-based electric motor maker **UQM Technologies Inc.** (NYSE: UQM) inked a deal with a Chinese bus manufacturer that could be worth more than \$400 million over a 10-year period. The new deal is with **ITL Efficiency Corp.**, a subsidiary of China-based **Eastlake New Energy**, which makes a variety of electric vehicles. ITL supplies electric-drive systems to Eastlake and its subsidiaries. UQM received a purchase order for the first 3,000 units in its deal with ITL. Development, testing and certification are set to begin in 2016, with production starting in early 2017. UQM will make the motors in Colorado through 2017, but plans to produce them in China beginning in 2018.

### DEADLINES

The **Loveland Chamber of Commerce** will accept nominations through Dec. 11 for its 2015 Annual Investor awards for outstanding businesses and individuals. All awards can be self-nominated or nominated by other investors. The awards will be presented during the Loveland Chamber annual investors meeting on Jan. 15. Visit [loveland.org](http://loveland.org) to nominate an individual or business through an online form or to download a nomination form to bring or mail to the Loveland Chamber of Commerce, 5400 Stone Creek Circle, Loveland, CO 80538.

### KUDOS

Greenwood Village-based **FEI Engineers Inc.** received one of the top Engineering Excellence Awards from the American Council of Engineering Companies of Colorado for the St. Vrain Sanitation District Wastewater Treatment Facility expansion. The 6-million-gallon-per-day facility meets the needs of Frederick, Firestone and Dacono.

Fort Collins-based **OtterCares Foundation** received an Innovation in Socially Responsible Business

award from Small Fish at the Quid Novi Conference. **Keller-Williams Realty Northern Colorado** received an award for innovation in business character, and **Janska** was honored for innovation in contribution to community.

Fort Collins-based **A-Train Marketing** won a Silver Leaf Colorado Healthcare Communicator's Award for design and production of the Pathway2Family magazine, which was created as part of a wide-scale marketing campaign for Nightlight Christian Adoptions.

Scientists **Jeffrey Anderson, Christopher Davis, Rolando Garcia, James Moore, Bette Otto-Bliesner, Chris Snyder** and **Jothiram Vivekanandan** at the National Center for Atmospheric Research in Boulder were elected Fellows of the American Meteorological Society for making outstanding contributions to the atmospheric sciences or related fields. They are among 29 experts nationwide selected as fellows this year by AMS, which has more than 13,000 members. They will be recognized at a ceremony in January at the AMS annual meeting in New Orleans.

**Dave Wright**, chief executive of Boulder-based Solid-Fire and Louisville startup **BluFlux**, took home hardware from the Colorado Technology Association's Apex Awards ceremony. He was honored as CEO of the year, beating out **Rob Enggebret** of Greenwood Village-based **Intelisecure** and **Geoff Mina** of Boulder's **Connect First**. **BluFlux** was recognized as Startup of the Year, beating out finalists **Boom Algae** and **Clear Comfort**, both of Boulder. U.S. Sen. **Michael Bennet**, D-Colo., and state Sen. **Rollie Heath**, D-Boulder, were named advocates of the year. Boulder-based **Vertiba** was a finalist for project of the year, and **Aleph Objects** of Loveland and **Zayo Group** of Boulder were finalists for CIO of the year.

Loveland-based **Lightning Hybrids** was named best venture among 30 presenting clean-tech companies at the National Renewable Energy Laboratory's Industry Growth Forum in Golden.

Boulder-based **Sphero**, formerly **Orbotix Inc.**, the company that created the BB-8 droid that is based on a droid in the latest Star Wars movie, "The Force

20%  
off  
Christmas  
Trees

**PALMER FLOWERS**  
[www.palmerflowers.com](http://www.palmerflowers.com)

*A Grand Holiday for Every Home*

Four Locations To Serve You:

 <b>Fort Collins</b> (970) 226-0200 3710 Mitchell Dr Fort Collins, Co 80525	 <b>Loveland</b> (970) 825-1111 1300 E Eisenhower Loveland, Co 80537	 <b>Downtown FoCo</b> (970) 482-9121 111 W Olive St Fort Collins, Co 80524	 <b>Boulder</b> (303) 494-5678 2935 Baseline Rd Boulder, Co 80303
---	--	--	---



Awakens," will receive the Entrepreneur of the Year award from the Boulder Chamber on Nov. 18 at Esprit Entrepreneur, to be held in the new Touchdown Club at the University of Colorado Boulder's Folsom Field. Dave Query, founder of the Big Red F Restaurant Group, will receive the Entrepreneur Legacy Award, **Peter Grant Johnson** will receive the Entrepreneurial Community Builder Award. This year's sponsors for Esprit Entrepreneur include **BizWest, Elevations Credit Union, CU-Boulder, EKS&H business advisors, Colorado PERA, Terrapin Care Station, Google, Anthem BlueCross Blue Shield, the Daily Camera, Metzger Albee Public Relations, bivio** and **Hazel's Beverage World**.

The retail merchandising app created for SmartWool by **InspiringApps**, a Boulder-based mobile app design and development company, won the 2015 Tabby Award for Business in the iPad App: Data Access & Collection category.

**Jim Hensley**, senior vice president and Midwest regional manager for Longmont-based Alliant National Title Insurance Co., won a Distinguished Service Award from the Missouri Land Title Association.

### MERGERS & ACQUISITIONS

Longmont-based **Circle Graphics Inc.**, a producer of grand-format digital graphics, acquired **Imagic**, a large- and grand-format printing company based in Burbank, Calif. Financial terms of the deal were not disclosed.

**Heartland Financial USA Inc.** (Nasdaq: HTLF), the parent company of **Summit Bank & Trust**, which has branches in Broomfield, Erie and Thornton, plans to acquire **CIC Bancshares Inc.**, parent company of **Centennial Bank** and its 14 locations in Colorado, including Boulder and Nederland. The deal, valued at \$83.5 million, was approved by boards of directors at both companies and is expected to close in the second quarter of 2016. The transaction still must be approved by CIC Bancshares' shareholders and bank regulators. Kevin Ahern will continue to be executive chairman of Centennial Bank, and Jim Basey will continue as president and chief executive.

**Constant Contact Inc.**, a Waltham, Mass.-based online marketing company with a customer-support center in Loveland, is being bought by Burlington, Mass.-based cloud hosting company **Endurance International Group Holdings Inc.** (Nasdaq: EIGI). What effect the \$1.1 billion acquisition will have on the facility at 3675 Precision Drive in Loveland and its approximately 325 workers is not yet known. Constant Contact shareholders still must vote on whether to approve it. Endurance said the transaction is expected to close during the first quarter of 2016, and that Constant Contact would continue to operate as a separate brand.

Jerome, Idaho-based **Ridley's Family Markets** bought struggling Bella's Market, 7670 Fifth St. in Wellington, and will reopen it as Ridley's. Terms of the sale, which also included a Bella's store in Gypsum, were unavailable.

Software-development toolmaker **Rogue Wave Software** is gearing up for new hires to serve clients across five major web-development languages. The company acquired Cupertino, Calif.-based PHP web and mobile-application developer **Zend Technologies** on Oct. 7. Zend was founded in Israel. The expansion of Rogue Wave's scope is part of what led to its move from a 17,000-square-foot space at 5500 Flatiron Parkway in Boulder to a hilltop building it shares with Global Healthcare Exchange LLC at 1315 W. Century Drive in Louisville. The new space is about 20,000 square feet.

**Spacecon Specialty Contractors** acquired the assets of **The Corcoran Co.** in Fort Collins for an undisclosed amount. Spacecon, a subsidiary of Pennsylvania-based Holdings Corp., operates branches in Denver, Colorado Springs, Wheat Ridge and Loveland, plus two offices in Delaware. It specializes in metal-stud framing, drywall, fire-stop systems; thermal/sound insulation, acoustic ceilings and acoustic wall panels. Spacecon will relocate its staff in Loveland to Fort Collins and combine those workers with Corcoran's 25 employees at 4700 Innovation Drive in Fort Collins.

### MOVES

Ventura, Calif.-based **The Trade Desk Inc.** is expanding its presence in Boulder, signing on for about 13,000 square feet of office space at PearlWest, a 160,000-square-foot commercial and retail develop-

ment at 1048 Pearl St. that is under construction. Trade Desk provides a tech platform for advertising agencies to manage their display, social and video ad campaigns. The international company, based in Ventura, Calif., currently has 30 employees in 4,000 square feet of space at 1615 Pearl St., which houses the company's engineering hub. The company plans to add almost 30 more employees, mostly software engineers.

### OPENINGS

The first tenant at Longmont's new Village at the Peaks shopping center opened for business Nov. 5, with **Wyatt's Wet Goods** liquor store taking the honors. Officials for NewMark Merrill Mountain States, which is redeveloping the former Twin Peaks Mall site, announced grand opening dates and festivities for multiple tenants. Sporting goods retailer **Sports Authority** had its own soft opening Nov. 8. The **Regal Cinemas** movie theater had "charity preview" days Nov. 8-10, and **Gold's Gym** will open Nov. 16.

Popcorn other than the traditional buttered, cheese or caramel is the specialty of **Rebel Popcorn**, which opened Oct. 30 at 2601 S. Lemay Ave., Unit 2, in the Scotch Pines shopping center in Fort Collins. The shop, co-owned by Geoff and Heather McQueen and Tim and Elizabeth Solley, will open in a space formerly occupied by **Gems N' Gold**, a jewelry store operated for 28 years by Enoch and Linda Silva before they closed it in May 2014 and retired.

### PRODUCT UPDATE

Boulder-based **Wana Brands** added two new product lines. **Wana Extracts** products include Wana CBD vape cartridges, which will allow consumers to experience the medicinal benefits of cannabis without the psychoactive effects of THC. **Wana Medicinals**, in partnership with **Cannabics Pharmaceuticals**, developed extended release capsules, **WanaCaps**.

### SERVICES

The **Colorado Department of Labor and Employment** launched a pair of new websites to

help highlight career opportunities in the energy industry. One, **coworkforce-energy.jobs**, provides a platform for perusing current job listings posted at state and county employment offices statewide, including in the fossil, nuclear, efficiency and renewable-energy sectors. The other, **Colorado.gov/cdle/energy-careers**, is a platform for learning about the variety of energy occupations available in the energy industry, from those requiring doctorate-level degrees to those that simply require some on-the-job training.

**UCHealth** is offering 3-D digital breast mammography screening in northern Colorado. This is the first time the 3-D technology has been available to patients in Fort Collins; it's being done at the Breast Diagnostic Center at Harmony Campus and will be available before the end of the year at the Breast Diagnostic Center at Medical Center of the Rockies in Loveland. In addition, UCHealth will offer 3-D mammography at Greeley Medical Clinic by summer 2016.

**"Mark is helping us raise the curtain on a brand new performing arts center."**

— Jody Goff, Director of Financial Operations, Valor Christian High School

**Community Banks of Colorado**  
A Division of NBH Bank, N.A. Member FDIC

**Are you banking with Commercial Insight?**

When Community Banks of Colorado Relationship Manager, Mark Heldt, looked at Valor Christian, he didn't just see students. He saw potential artists. As a result, he and the school are working together every step of the way, to build a brand new performing arts center. Because **Commercial Insight** isn't just about the numbers. It's about doing more. A lot more. If that makes sense for you and your business, visit a banking center or go to [cobnks.com/insight](http://cobnks.com/insight). Community Banks of Colorado. **Where common sense lives.®**

©2015 NBH Bank, N.A. All rights reserved. [cobnks.com/insight](http://cobnks.com/insight)

**TIME OUT**



COURTESY GREELEY CHAMBER OF COMMERCE

The team from Henderson Property Management – from left, Justin Ratzlaff, Marlene Gloe and Shannon Lacy – gets into the “Get Your Brand On” theme at the Greeley Chamber of Commerce’s Business to Business Trade Show in late October, sponsored by the Bruce Hemmings Team at Morgan Stanley and held at the Platte River Fort.



Greeley Chamber of Commerce board member Mike Bond of Guaranty Bank meets Kelli Johnson, left, and Janine Reid, right, of event host High Plains Library District at a Business Before Hours event on Nov. 4 at the Riverside Library and Cultural Center in Greeley.

COURTESY GREELEY CHAMBER OF COMMERCE

Email your event photos to: Dallas Heltzell, dheltzell@bizwestmedia.com. Include complete identification of individuals.



**BOULDERPRENEUR·PASS**  
presented by  
**NEW CO. BOULDER** **ESPRIT**  
A BOULDER CHAMBER enterprise

**Wednesday, November 18 – Esprit**  
A networking reception and Jeffersonian dinner at the NEW Touchdown Club at CU Folsom Field

Live social entrepreneur competition –  
**Esprit Venture Challenge**

ESPRIT AWARD HONOREES  
**Entrepreneur of the Year** Sphero  
**Entrepreneur Legacy Award** Dave Query, founder of Big Red F Restaurant Group  
**Entrepreneurial Community Builder Award** Peter Grant Johnson

**Thursday, November 19 – NewCo. – Boulder**  
Experience and visit local companies and organizations that embody innovation and entrepreneurship.  
Visit the NewCo. site at: <http://bdr.newco.co>

**REGISTER NOW!**  
Visit [www.boulderchamber.com](http://www.boulderchamber.com)  
GET IT ALL:

**BOULDERPRENEUR·PASS**

— SPONSORS —

PRESENTING	GOLD
	  

---

VIDEO	NEW VENTURE CHALLENGE
	

---


SILVER

				
---	---	---	---	---

---

BRONZE

Boulder Business Advisors, CPA • FORTURST LLC • Goozmo • Zayo Group  
Housing Helpers • Tebo Properties • Colorado Business Bank  
Berg Hill, Greenleaf, and Ruscitti, LLP • Holland and Hart




**We have money to lend.**

Call or stop by any of our convenient locations and discuss your borrowing needs with qualified and respected lenders.

Located In:

<b>Loveland</b> 1355 E. Eisenhower 2695 W. Eisenhower 300 E. 29th Street 935 N. Cleveland Ave.	<b>Fort Collins</b> 3227 Timberline Road 303 E. Mountain Ave. 2337 Shields Street
<b>Berthoud</b> 310 Mountain Ave.	<b>Windsor</b> 7499 Westgate Drive
<b>Longmont</b> 636 Coffman Street	<b>Lafayette</b> 565 W. South Boulder Rd.



**Home State**  
BANK Member FDIC

[www.HomeStateBank.com](http://www.HomeStateBank.com)

## ON THE JOB

### ADVERTISING, COMMUNICATIONS

**Tammy Duckworth** was named marketing manager for NewMark Merrill Mountain States, which includes Village at the Peaks in Longmont and several other projects. A Colorado native, Duckworth attended Colorado State University and has more than 20 years of retail marketing experience in Fort Collins and Boulder. Before joining Village at the Peaks, Duckworth worked with Whole Foods Market since 2007, most recently as marketing team leader for its flagship location in Boulder.



DUCKWORTH



DORO

land and family nurse practitioner **Paula Shellenbarger** at UHealth Gastroenterology and Therapeutic Endoscopy in Fort Collins. Doro, who had worked at an internal-medicine clinic in Greeley, earned a medical degree from University of Minnesota Medical School and completed a residency in internal medicine through the three-hospital program affiliated with the University of Minnesota. Roberts-Mitchell, a retired Air Force captain, earned a master's degree in physician-assistant studies and internal medicine from the University of Nebraska Medical School. Shellenbarger earned a doctor of nursing practice degree from University of Colorado Health Sciences in Denver and a master's of science degree in the family nurse practitioner program at Clarkson College in Omaha, Neb.



ROBERTS-MITCHELL



SHELLENBARGER

### BANKING, FINANCE

**David Wright** was appointed community bank president of the Boulder market for Denver-based ANB Bank. Wright has 26 years of commercial lending experience, most recently spending four years heading Home State Bank's efforts in the Longmont market. He also spent 21 years with FirstBank in Longmont. Wright replaces Susan Moratelli, who left ANB Bank in September to become commercial relationship manager for Sunflower Bank's new branch in Boulder.

### ECONOMIC DEVELOPMENT

**John Soricelli**, a small-business strategist and business owner who spent more than 31 years working at IBM Corp. began duties Oct. 1 as executive director of the Johnstown-Milliken Chamber of Commerce. He owns Johnstown-based Next Peak Business Solutions, a consulting business.

### HEALTH CARE

Three new providers joined the University of Colorado Health team in Northern Colorado in October, including internal-medicine physician **Dr. Danielle Doro** at UHealth Internal Medicine in Fort Collins, physician assistant **Kimberly Roberts-Mitchell** at UHealth Pain Medicine at Medical Clinic at Centerra in Love-

**Dr. L. Marie Walsh**, a family medicine physician, joined Kaiser Permanente Colorado's medical offices in Loveland. She obtained her medical doctorate from the University of Missouri-Columbia School of Medicine, then completed her residency in family medicine at University of Vermont-Fletcher Allen Health Care. Before joining Kaiser Permanente, she worked at the



WALSH

Loveland Community Health Center.

### HIGH TECH

**Nina Richardson** was elected to the board of directors of Boulder-based Zayo Group Holdings Inc. (NYSE: ZAYO). She will serve on the board's audit committee. Richardson was chief operating officer at GoPro after holding a variety of executive positions at Flextronics, a global electronics manufacturing services provider. She began her career at Hughes Aircraft, Ground Systems Group. She holds a bachelor's degree in industrial engineering from Purdue University and an executive master's in business administration from Pepperdine University.

### INSURANCE

**Elyce Schweitzer** was hired as regulatory compliance officer and vice president at Longmont-based Alliant National Title Insurance Co. She earned a bachelor's degree from the University of Wisconsin, a master's in health sciences from the University of Central Florida and a law degree from the Albany Law School of Union University. She worked as

claims counsel for First American Title and Commonwealth Land Title, then opened her own practice in 2010.

### LAW

Attorney **Mark Weakley**, managing partner in Bryan Cave LLP's office in Boulder, was named deputy leader of the law firm's technology, entrepreneurial and commercial practice, effective Jan. 1. Attorney **Chris Hazlitt** will become managing partner in Boulder. Weakley has been with Bryan Cave since its merger with Holme Roberts & Owen LLP in 2012.



SCHWEITZER

*Deadline to submit items for On the Job is three weeks prior to publication of each biweekly issue. Mail to Editor, BizWest Media LLC, 1790 30th St., Suite 300, Boulder, CO 80301; or email to news@bizwestmedia.com with On the Job in the subject line.*

**THERE IS SOMETHING BETTER ON THE HORIZON. TOGETHER WE CAN ACHIEVE IT.**

More than \$5 million in grants awarded to organizations that improve patient care

Educational support for the next generation of medical professionals

Nationally-recognized programs to improve medical outcomes and enhance patient safety

Partnerships with physicians, medical facilities, and health care organizations to improve the quality of care

At COPIC, our mission is to improve medicine in the communities we serve. To achieve this, it takes collaboration. That's why we partner with medical professionals, business leaders, nonprofits, and others to row harder in the direction of better care. Safer patients, healthier communities. Now that's something we can all get behind.

**COPIC**  
Better Medicine • Better Lives

**callcopic.com**

7351 E. Lowry Blvd., Ste. 400, Denver, Colorado 80230 • (720) 858-6000

COPIC is exclusively endorsed by the Colorado Medical Society and by the Colorado Hospital Association as the medical liability carrier of choice for hospitals and facilities in Colorado

Remember us on

# COLORADO GIVES DAY – TUESDAY, DECEMBER 8!

Honoring every moment of life, Pathways Hospice not only provides compassionate and comprehensive care for those who have an advanced medical condition, but strives to address their emotional and spiritual needs as well. Our Grief & Loss Program is a nationally recognized leader in providing a comprehensive range of grief counseling and support services and the only one in northern Colorado serving the community since 1978.

Mat Dinsmore, Wilbur's Total Beverage

**Colorado Gives Day**  
COMMUNITY FIRST FOUNDATION  
12.08.15

**SCHEDULE YOUR GIFT IN ADVANCE.**  
Give online at [NoCoGives.org](http://NoCoGives.org)

**Pathways Hospice**  
Community Care for Northern Colorado

(970) 663-3500  
305 Carpenter Rd, Fort Collins  
[www.pathways-care.org](http://www.pathways-care.org)

AT VERUS BANK  
YOUR BUSINESS LOAN  
IS NEVER TOO BIG  
OR  
TOO SMALL



**VERUS** Bank of Commerce

3700 S. College Ave. Unit 102  
Fort Collins, CO 80525

102 E. 29th St.  
Loveland, CO 80538

www.verusboc.com



## NONPROFIT NETWORK

### BRIEFS

Volunteers are needed for a veterans' appreciation event and resource fair from 8 a.m. to noon Saturday, Nov. 14, at the McKee Building at the Ranch complex in Loveland. Thrivent Financial is partnering with nearly two dozen local nonprofit organizations to stage the event. Volunteers are being sought for a variety of tasks, but mostly to serve as hosts to veterans and their families, guiding them through the fair to ensure that they are receiving all the services that would be of benefit to them. To volunteer, contact Renata Meusch at 970-667-7340 or Renata.Meusch@Thrivent.com

### FUNDRAISERS

More than 150 community members were to participate in the fourth annual Sleep Out for Homeless Youth on Nov. 12 in Boulder as part of Homeless and Runaway Youth Awareness Month. Participants slept on the lawn between the office of Attention Homes, the only shelter for youth in Boulder County providing day drop-in services and overnight shelter, and First United Methodist Church, near 15th and Spruce streets. They pledged to each raise \$1,000 for Attention Homes from friends, family and colleagues through their own fundraising page. Sleep Out was expected to raise more than \$150,000 to support Attention Homes' homeless and runaway youth services. Before the sleep-out, participants took part in a simple meal provided by Pasta Jay's, Abo's Pizza and Snooze Eatery.

### GOOD DEEDS

Four IBMC College cosmetology students in Fort Collins volunteered on Nov. 6 for Catholic Charities, providing free haircuts to at-risk veterans. The college also provided complimentary bottles of hand sanitizer to event participants, as well as information about IBMC programs and further education opportunities.

Introducing  
BizWest  
PrintPlus!

# Why wouldn't you?

Just 16 cents a day. That's all it takes to get more business-news content than all of the daily newspapers in our region combined.

The **BizWest PrintPlus** subscription delivers the print newspaper right to your mailbox, access to our latest online content, a replica "Flyp" edition of BizWest, access to our robust online offerings and every one of our annual industry directories, including the Book of Lists — all for just \$59.99.

- Visit [BizWest.com](http://BizWest.com)
- Call 303-630-1953 | Boulder Valley
- Call 970-232-3143 | Northern Colorado

# BizWest

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO



# BW ECONOWATCH



BIZWEST PHOTO

Catania Apartments at 13585 Via Varra in Broomfield is one of the region's newest apartment complexes. Broomfield ranks as the fourth-most-expensive apartment market in Colorado for two-bedroom units, with average monthly rent of \$1,630.

## Boulder apartment rental rates highest in the region

### City's average rent remains most costly in Colorado

By Dallas Heltzell  
dheltzell@bizwestmedia.com

Boulder renters could find some good and bad news in a report released by San Francisco-based Apartment List.

The good news is that, unlike in September when Boulder recorded the third most rapid increase in overall apartment rents in Colorado, the city at the base of the Flatirons didn't even make the top 10 in October. The bad news is that Boulder's average rent for a two-bedroom apartment remained the state's highest—at \$2,000 a month.

Boulder also was the most expensive city for one-bedroom rents, at \$1,570. Two-bedroom rents showed growth of 2.7 percent since October 2014, while one-bedroom rents increased 2.8 percent year over year.

Among cities in the Boulder Valley and Northern Colorado, Broomfield was the only other community to make it into the top 10 for most expensive two-bedroom rents, ranking fourth with an average monthly rent of \$1,630.

In terms of fastest rent growth year over year, Longmont's 11.7 percent came in second, but well shy of the 17.2 percent growth posted by Sherrelwood, in unincorporated Adams County.

Fort Collins averaged \$1,100 to rent a one-bedroom apartment and \$1,250 for a two-bedroom unit, with Greeley at \$650 and \$900, Longmont at \$800 and \$1,100, and Loveland at \$950 and \$900.

During the past 12 months statewide, rents grew at a rate of 5.3 percent for a one-bedroom unit and 5.5 percent for a two-bedroom, compared with a national average growth of 3.2 percent for both. A one-bedroom unit in Colorado averaged \$1,050 for the month of October, while a two-bedroom apartment rented for an average

of \$1,260. During the past 12 months statewide, rents grew at a rate of 5.3 percent for a one-bedroom unit and 5.5 percent for a two-bedroom, compared with a national average growth of 3.2 percent for both. A one-bedroom unit in Colorado averaged \$1,050 for the month of October, while a two-bedroom apartment rented for an average

of \$1,260.

ApartmentList's data is drawn from several hundred thousand monthly listings on its website.

### THE TICKER

#### SBA sets record for lending in Colo., U.S.

DENVER — Small Business Administration lending in Colorado reached all-time record levels during the SBA's fiscal year that ended Sept. 30, the administration announced earlier this week.

In Colorado, 1,754 7(a) and 504 loans, worth \$701 million, were approved, surpassing the previous year's record level by 313 loans and \$47 million.

In Boulder County, 36 lenders provided 146 7(a) loans totaling \$49.7 million and 13 504 loans totaling \$9.8 million. In Larimer County, 26 lenders provided 87 7(a) loans totaling \$32.6 million and 20 504 loans totaling \$10.2 million. In Weld County, 20 lenders provided 49 (7a) loans totaling \$19.4 million and 14 504 loans totaling \$7.6 million. In Broomfield County, seven lenders made 11 7(a) loans totaling \$4.5 million.

#### NCEA hires marketer to lure jobs to region

LOVELAND — The Northern Colorado Economic Alliance has hired a New York-based marketing-consulting firm to devise a plan to draw primary employers to the region that is made up primarily of Larimer and Weld counties. Financial terms of the contract were not disclosed.

Bruce Biggi, chief marketing officer for the recently formed alliance, said the privately funded nonprofit hired Development Counsellors International to create a brand, marketing plan and website.

The plan will address media relations, building site-selection consultant relationships, lead generation, marketing collateral, launching social- and digital-media channels and developing partnerships with local advertising, graphic designers, website designers, printers and other partners.

#### Several area cities ranked among U.S.' best

Out of 1,268 small cities studied, Lafayette was ranked third in Colorado and 48th nationwide on WalletHub's list of 2015's Best & Worst Small Cities in America.

The study, which looked at cities and towns with a population between 25,000 and 100,000 people, used 22 metrics including housing costs, cost of living, affordability, quality of life, education and health-care systems, unemployment rates, income growth, crime rates, average commute times and recreational activities.

Littleton and Parker were ranked one and two, respectively, in Colorado. Nationally, Littleton was ranked second and Parker was No. 19. Princeton, N.J. was ranked No. 1 nationwide.

Other municipalities in the Boulder Valley and Northern Colorado regions that made the list included Broomfield, ranked No. 4 in the state and 114th nationwide; Longmont, No. 8 and 230th; Loveland, 11 and 393; Greeley, 13 and 476; and Brighton, 14 and 612.

WalletHub, based in Washington, D.C., collects and analyzes financial information for consumers and small businesses.

# BW COMMENTARY

## Public broadband votes demonstrate outdated nature of state law

Speed matters.

A state law passed in 2005 requiring public votes before any municipality can offer broadband services to its residents or businesses should be repealed.

The law was passed at the urging of a telecommunications industry — including Qwest Communications and Comcast — worried about governmental competition. But recent votes in Fort Collins, Loveland and elsewhere to allow municipalities to explore offering municipal broadband service demonstrate the public's hunger for greater speed for Internet service, whether for residences or businesses.

Voters in Fort Collins and Loveland on Nov. 3 passed ballot measures removing the cities from state restrictions by overwhelming margins. All told, about 40 municipalities have passed similar ballot measures across the state.

The votes follow a similar loosening of the strings in Boulder in 2014. The city recently hired a consultant to conduct a broadband feasibility study, with the option of going back to voters to fund municipal broadband next November.

Leading the pack among regional cities has been Longmont, which passed a measure allowing for municipal broadband in 2009. Longmont Power & Communications' NextLight service now covers about 20 percent of the city, with buildout moving rapidly. Longmont — along with Boulder and other communities — is using so-called "dark fiber," unused conduit and fiber-optic fiber. Boulder alone has access to 100 miles of conduit.

Opponents of municipal broadband argue that the service will compete against the private sector. But the private sector has not been responding to demand for ultra-high-speed Internet service, and opposition to the broadband measures has been muted or nonexistent — perhaps because telecom companies knew that they weren't keeping up with demand.

Demand for broadband today far exceeds that of 2005, with video streaming increasingly common. High-speed Internet has become a "must-have" for residents, and represents an economic-development initiative for municipalities wanting to provide the infrastructure required for business.

Voter approvals in dozens of Colorado communities, removing cities and towns from state-imposed restrictions on municipal broadband, show that the 2005 law has rapidly become outdated. Just as cities and towns can and do provide roads and other infrastructure, they should be able to do the same for what was once known as the "Information Superhighway."

It's time to repeal the 2005 law — and fast.

## A word of caution on the present boom

Nothing lasts forever.

Dallas Heltzell's cover story on a wave of hotel construction throughout the Boulder Valley and Northern Colorado — published in this edition of BizWest — is just the latest such package that we've published in recent months.

Since July, BizWest has published cover stories on the region's tight housing market, mall redevelopments, health-care construction and even on a boom in self-storage projects.

Add in an article on the tight market for industrial real estate in Greeley and dozens of articles on new real estate developments, mergers, acquisitions and expansion, and you get a picture of a region going gangbusters, from Broomfield to Fort Collins, Boulder to Brighton, and every community in between.

And yet, as experts in self-storage told me for an article in October, we know that booms never go on forever. In the case of self-storage, experts predict another three to five years, dependent on trends with in-migration of population, financing and how much new product actually makes it to the market.

The same question looms over hotels, hospitals, office buildings, retail space, industrial projects — you name it. As vacancies decrease, prices increase, and pro formas justify new construction, as long as financing is available. But what happens if too much space is built, and demand drops?

It's happened before, and it will happen again. Some developers will get a little

aggressive. Lenders will get a little too free with funds. Fundamentals will be forgotten. Think Denver in the late 1980s and early 1990s, when skyscrapers such as 1999 Broadway sat largely vacant for years.

Think Boulder and Broomfield with the dot-com bust, when 50 percent of the Interlocken business park sat empty. Think Greeley and Weld County — the harbinger of the housing crisis in 2006 — with national media reporting from lonely neighborhoods in the Tri-Towns, tumbleweeds blowing in the background.

In the words of one self-storage expert: "Just because you can build a project doesn't mean you should."

That statement should be in gold plate on the desk of every would-be developer, and should be the last thing read before signing onto a new project.

It doesn't mean that the current wave of projects — hotels, health-care facilities, office buildings, retail centers, housing and self-storage developments — won't be successful. But the reality is that a bust follows every boom. And just as few saw the financial/housing crisis coming — or the subsequent Great Recession — fewer still can predict what might precipitate another economic downturn.

So let's enjoy the current wave of projects. (They do make for fun times gathering news for our daily email blasts.)

But let's keep an eye on the fundamentals, and remember that not every project should see fruition — even if the money is there.

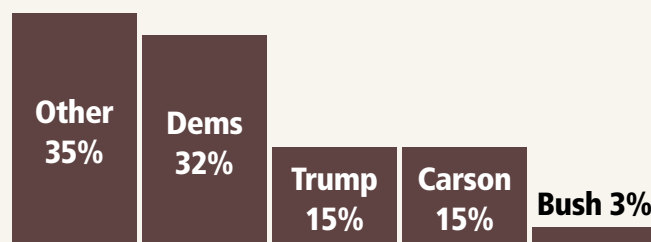
*Christopher Wood can be reached at 303-630-1942, 970-232-3133 or via email at cwood@bizwestmedia.com.*



**PUBLISHER'S NOTEBOOK**  
CHRISTOPHER WOOD

### BW POLL

#### Who won the GOP debate in Boulder?



#### Next Question:

Should the state repeal a 2005 law restricting cities' ability to provide high-speed municipal broadband services?

Visit [www.BizWest.com](http://www.BizWest.com) to express your opinion.

**BIZWEST MEDIA**

Copyright © 2015.

BizWest Media LLC. Reproduction or use of editorial or graphic content without written permission is prohibited.

#### Publishers

JEFF NUTTALL  
jnuttall@bizwestmedia.com  
970-232-3131 | 303-630-1955

CHRISTOPHER WOOD  
cwood@bizwestmedia.com  
303-630-1942 | 970-232-3133

#### Executive Editor

CHRISTOPHER WOOD  
cwood@bizwestmedia.com  
303-630-1942 | 970-232-3133

#### Controller

BEVAN NOACK  
bnoack@bizwestmedia.com  
970-232-3151 | 303-630-1963

**BizWest**  
BOULDER VALLEY • NORTHERN COLORADO

#### Vice President of

**Strategic Partnerships**  
SANDY POWELL  
spowell@bizwestmedia.com  
970-232-3144 | 303-630-1954

#### VOLUME 34, ISSUE 24

##### Boulder Office

1790 30th St., Suite 300, Boulder, CO 80301 | Fax: 303-440-8954

##### Fort Collins Office

1550 E. Harmony Road, 2nd floor, Fort Collins, CO 80525  
P.O. Box 270810, Fort Collins, CO 80527 | Fax: 970-221-5432



# Drone fleets are coming – and I can't wait

I was recently honored to be a guest speaker at a conference hosted by Mark Wilkins, Kevin Kelly, and the good people at Stampede on the “future of the drone industry” in Buffalo, New York.

While most businesses are taking a wait-and-see attitude with flying drones, Stampede has not only embraced them, but is formulating much of their future audio-visual business strategy around using drones to scale their operation exponentially.



**GUEST OPINION**  
THOMAS FREY

My role was to expand the audience's thinking and hopefully add a few new dimensions to their planning process.

Having written several columns in the past about the emerging drone industry, including “192 Future uses for Flying Drones,” I've become enamored with the seemingly limitless potential for innovation in this “hyper-mobile drone-robot space.”

When it comes to drones, we shouldn't limit our thinking to their flying capabilities. Instead, the same drone that can fly may also be able to roll along the ground, jump onto a building, climb a tree, adhere to a piece of glass, float on the water or swim under it.

While most have confined their thinking to drones with photo and video capability, they can include everything from sensors, to robotic arms, video projectors, speakers, lights, X-rays, weapons, bombs, and several dozen spy technologies only the NSA knows how to use.

One of my recent grand epiphanies had to do with how Moore's Law, the exponential doubling of capacity every

two years, would affect drones.

With typical electro-mechanical advancements in the physical world, there is perhaps a 2X-4X improvement every decade. But once an industry transitions into the digital space, where Moore's Law shifts industries into the exponential growth fast lane, smart technology can slingshot its way up the improvements ladder far faster:

- Two years – 2X.
- Four years – 4X.
- Six years – 8X.
- Eight years – 16X.
- 10 years – 32X.

Yes, this line of thinking grossly oversimplifies the complex systems, processes, and methodologies shifting in the background, but its safe to say old rules no longer apply.

## The difference between swarms and fleets

A swarm of drones, that operates like a swarm of bees, flock of birds, or school of fish, will coordinate their activities around a central purpose or mission.

As example, a single lighted drone floating in the sky can act as a pixel in space, but with a swarm drones acting in unison, the lighted sky takes on the characteristics of a giant three-dimensional display, with “flying pixels” changing color and switching on and off as the nature and pattern of the scene requires.

Similarly, a security swarm oriented around a single purpose may be used to capture images over complex environments like a wooded forest, smoky burning neighborhood, or dense crowds.

Fleets, on the other hand, which may incorporate a swarm or two in their operation, will have the capacity of handling several assignments at once. A swarm will generally operate as a subset of a fleet.

**Having tens of thousands of drones swarming over most metro areas on a daily basis may seem annoying at first, but the combination of new businesses, jobs, information, data analysis, new career paths and revenue streams will quickly turn most naysayers into strong industry advocates.**

While part of a fleet may be monitoring a construction project, another may be tracking livestock, and another delivering packages to customers.

This kind of distinction may come across as premature for a fledgling industry where swarms and fleets do not yet exist, but it's helpful in understanding how exponential growth will soon make drones one of the most pervasive industries on the planet.

It won't take long for people managing complex operations to realize that if one drone is effective, a dozen or two can produce far better coverage.

Managing a fleet of commercial drones will be far different than working with today's one-off hobbyist quadcopters. Fleets will only come into play once automated systems enable less-skilled operators to manage their own equipment.

Fleet operators will find themselves needing a command center with skilled personnel such as pilots, logisticians, and data analyzers, but the drones themselves will be automated

to the point of needing little supervision.

The following are a few examples of where fleets will begin showing up in our local communities: police departments, emergency-medical-technicians/fire departments, news organizations, sports teams, stadiums, forestry departments, national parks, power plants, ski resorts, college campuses, airports, farms, construction companies, shipping docks, theme parks, military installations, prisons and emergency-rescue command centers.

The flying drone industry is about to explode. They will affect our lives in countless ways we cannot yet imagine.

Reaching a billion drones in the world may not seem all that significant, but it truly is.

Having tens of thousands of drones swarming over most metro areas on a daily basis may seem annoying at first, but the combination of new businesses, jobs, information, data analysis, new career paths and revenue streams will quickly turn most naysayers into strong industry advocates.

That said, there will be many problems to overcome during the next few years. Noise, pollution, mid-air crashes, peeping drone issues, terrorist activities, smugglers and more will cause many to question their value.

But this is a highly transformative industry, solving problems nearly as quickly as they're created, giving us capabilities we never knew we'd ever want.

Personally I can't wait for this amazing new world to come to fruition.

*Thomas Frey is executive director of the DaVinci Institute, based in Westminster. He can be reached at [drtom2@davinciinstitute.com](mailto:drtom2@davinciinstitute.com). For an extended version of this column, visit [www.futuristspeaker.com](http://www.futuristspeaker.com).*

## FROM THE WEB

Below is a sampling of comments on recent online content at BizWest.com. To see the original comments and add your own, search for the headlines on our website.

### Story: “NewCo Boulder grows in second-year peek at city's entrepreneurial scene,” Oct. 29

**Commenter: Tim O'Shea**

“Thanks for the support and interest in our 2nd year of #NewCoBoulder! We are thrilled at the opportunity to promote the incredible companies that call Boulder home. <http://bdr.newco.co/2015-schedule/>”

### Story: “Ex-lawmaker hopes website returns power to the people,” Oct. 30

**Commenter: Bruce L. Erickson**

“I suggest that Ron contact Alexis Parkes, right there in Boulder. She created VoteLink many years ago and would be a good person to collaborate with. I know her well and can give you her contact information if you'd like. We don't even create our own legislation either the corporations or ALEC does it for us! Sincerely, Bruce L Erickson, Director of MotherEarth Media

**Commenter: Donna L.**

“Seems to me the missing link here is whether the legislators actually accessed and used the information from the citizen comments. This is providing something that they, as well, should be funding for information about what is the feeling of their constituents. Great idea, needs are there, for sure. Thanks”

### Story: “CSU partnering to develop regional food-safety training center,” Oct. 28

**Commenter: Ray Horwath**

“This is fantastic. If operations can get easy to understand “how's and whys” of acting, they can implement into their operations. Outstanding program concept. Ray H. REHS- retired”

### Story: “Boulder startup Congo offers cash prize for new name,” Oct. 30

**Commenter: Mongos**

“What a bunch of cry babies. Would they accept an offer of \$3000 for their company? No. Would they accept an offer of \$3000 for their house? No. Why should someone accept their offer of \$3000 for a domain? Imagine how ridiculous it would seem if I

offered them \$3000 for their kidneys, then ran to the media claiming their asking price was “egregiously overinflated” when they refused. They deserve to go bust.

“As of Friday afternoon, Zaire.com was still available.” No it isn't – it was registered in 1997.”

### Story: “Weld County election: Greeley taxes pass, Milliken pot flames out,” Nov. 4

**Commenter: Grant**

“Might as well move to ft Collins where they actually HAVE amenities. Sales tax is now about the same. No reason to stay in this dump of a town”

**Commenter: Bob Vale**

“Agree with previous response, but you need to get rid of the dumpees. 1st. Like the terrible police force. ....They are absolutely embarrassing.”



Banner Health

CardioVascular Institute  
of North Colorado®

# WHAT ARE YOU *Skipping Out On* BECAUSE OF YOUR IRREGULAR HEART BEAT

# ?

If you sometimes feel your heart race or experience chest pain, you may have symptoms of Atrial Fibrillation (Afib). Afib causes your heart to beat irregularly and can make you feel fatigued, light-headed and short of breath. Get back to doing the things you want by meeting with the Afib experts at the CardioVascular Institute, where they will assess your situation and recommend the best treatment options for you.

**Make an appointment (970) 821.4500 - Fort Collins  
(970) 810.0900 - Greeley or (970) 820.2400 - Loveland  
[www.BannerHealth.com/CVI](http://www.BannerHealth.com/CVI)**