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| 2012



Northern Colorado

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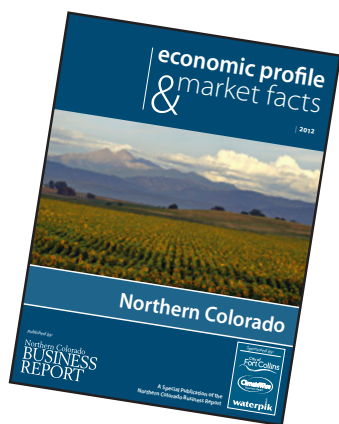
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Publisher's note

Northern Colorado provides a quality of life that is the envy of many.

From our high-quality jobs to excellent housing and schools, it's easy to fall in love with Northern Colorado in short order.

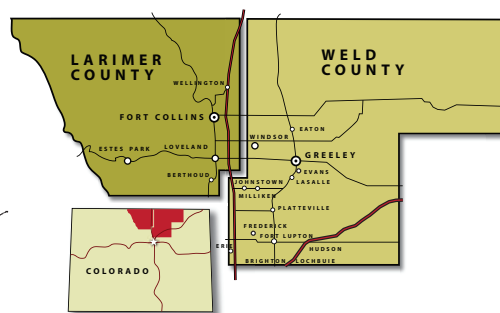
Add to that our first-class cultural attractions, a wide range of retail opportunities, and a backyard that's made up of the Rocky Mountains and you have what many people view as the perfect place to live.

This publication is aimed at introducing newcomers to our region as well as reminding anyone who has lived here a while what a terrific corner of the world we live in.

You'll find two main sections within these pages: an Economic Profile chapter where our newsroom has produced stories on the major metros that make up our market, along with shorter pieces on some of the smaller municipalities.



Jeff Nuttall
Publisher
*Northern Colorado
Business Report*



The Market Facts section of this publication is filled with many more articles and charts that explore – segment by segment – the region's leading economic sectors.

You'll also find demographic breakdowns, profiles of our leading educational institutions and much more.

Subscribers, of course, will receive a copy of the 2012 Economic Profile & Market Facts publication. It also will be distributed via area chambers and economic development organizations.

A big thank-you goes out to all of the business leaders who supported this publication through their advertising and sponsorship dollars.

If you have ideas about how to make this product better, please feel free to call 970-232-3131 or email me at jnuttall@ncbr.com.

Best regards,
Jeff Nuttall

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Demographics

By Molly Armbrister
marmbrister@ncbr.com

Population, employment trends, household incomes and where we live

Northern Colorado, the area between Denver and Cheyenne bisected by Interstate 25, is a growing area for all types of people.

Students come to study at the region's universities while senior citizens retire in full view of mountain vistas. Newlyweds buy their first homes here and young professionals find their first careers.

The population of Northern Colorado grew by more than 100,000 between 2000 and 2010, from 436,691 to 554,490, according to the U.S. Census Bureau.

That number is expected to grow to more than 700,000 by 2020 and to top 1 million by

2035.

The region is anchored by three larger cities: Fort Collins, Loveland and Greeley.

The area is divided almost evenly between men and women, with a slightly higher number of women in both Larimer and Weld counties.

Both counties show high numbers of residents between the ages of 18 and 64, 66 percent in Larimer and 62 percent in Weld.

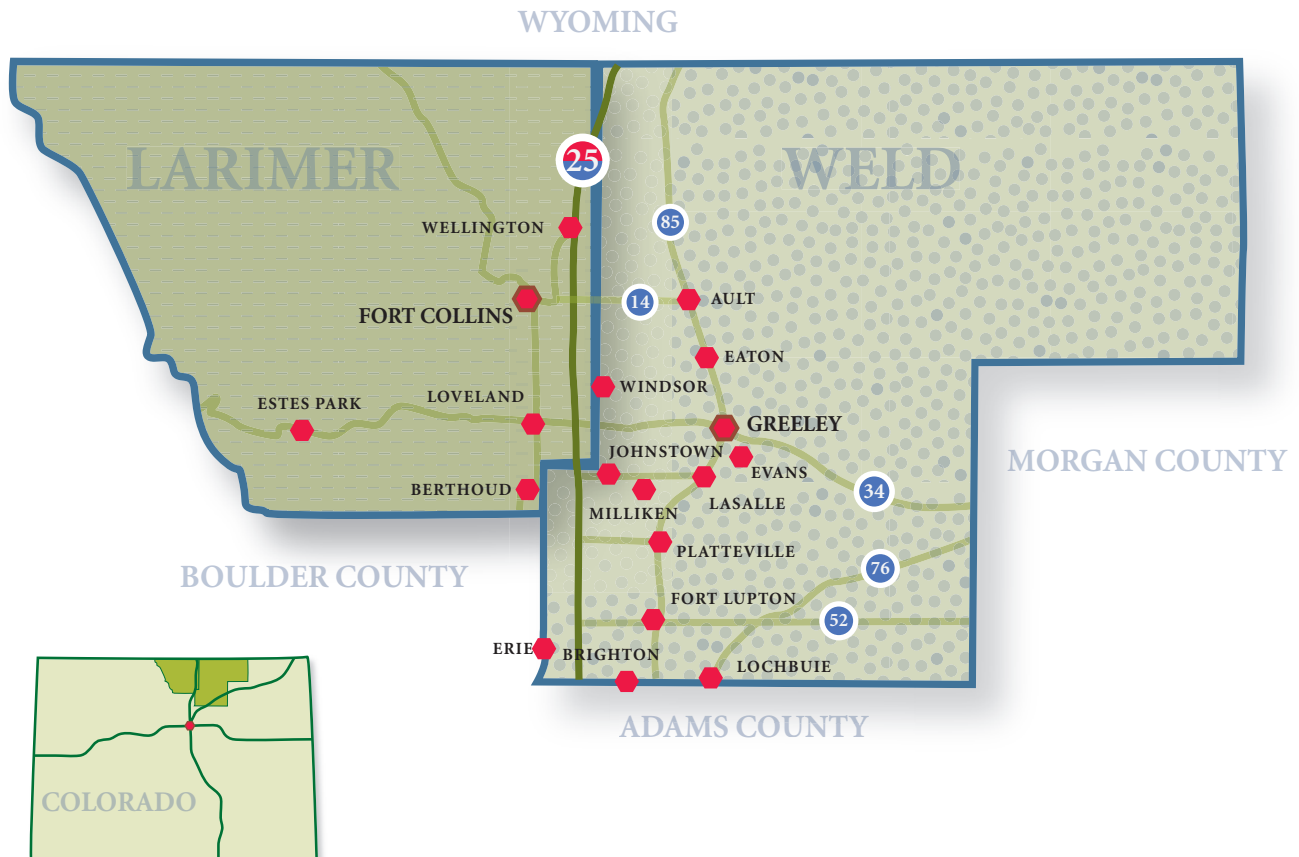
The median household income in Larimer County is slightly higher than that of Weld, with Larimer County residents bringing in \$54,739 in 2010 and those in Weld County earning \$52,334 in the same year.

Like the rest of the country, Northern Colorado's unemployment rate is higher than where anyone would like it to be, but the rate has dropped in both counties this year.

Workers in Larimer County find jobs in clean energy, health care, and at one of the area's largest employers: Colorado State University.

Weld County is home to many oil and gas workers, as well as a flourishing agricultural community.

It is an area with a ready work force that is well-educated; an infrastructure that allows convenient connections to the rest of the world, both physically and electronically; and a diverse economy as strongly rooted in agriculture and oil-and-gas drilling as in alternative-energy development and the promise of bioscience.



Demographics

Northern Colorado's head count just keeps rising, totaling about 550,000 as of the last census.

Population for Larimer and Weld counties, 2010

Colorado

| Age | Total number | % | Male | % Male | Female | % Female |
|-------------------|--------------|-------|-----------|--------|-----------|----------|
| Total population | 5,029,192 | 100% | 2,520,662 | 100% | 2,508,534 | 100% |
| Under 18 years | 1,225,609 | 24.4% | 627,475 | 24.9% | 598,134 | 23.8% |
| 18-64 years | 3,253,962 | 64.7% | 1,649,333 | 65.4% | 1,604,629 | 64.0% |
| 65 years and over | 549,625 | 10.9% | 243,854 | 9.7% | 305,771 | 12.2% |

Source: U.S. Census Bureau

Larimer County

| Age | Total number | % | Male | % Male | Female | % Female |
|-------------------|--------------|-------|---------|--------|---------|----------|
| Total population | 299,630 | 100% | 148,637 | 100% | 150,993 | 100% |
| Under 18 years | 64,057 | 21.4% | 32,724 | 22.0% | 31,333 | 20.8% |
| 18-64 years | 200,032 | 66.8% | 100,170 | 67.4% | 99,862 | 66.1% |
| 65 years and over | 35,541 | 11.9% | 15,743 | 10.6% | 19,798 | 13.1% |

Source: U.S. Census Bureau

Weld County

| Age | Total number | % | Male | % Male | Female | % Female |
|-------------------|--------------|-------|---------|--------|---------|----------|
| Total population | 252,825 | 100% | 126,487 | 100% | 126,338 | 100% |
| Under 18 years | 70,401 | 27.8% | 36,121 | 28.6% | 34,280 | 27.1% |
| 18-64 years | 158,189 | 62.6% | 79,317 | 62.7% | 78,872 | 62.4% |
| 65 years and over | 24,235 | 9.6% | 11,049 | 8.7% | 13,186 | 10.4% |

Source: U.S. Census Bureau

Population by age and gender, Larimer and Weld counties

Age 65-90 by gender, 2010

| Area | Male | Female | Total |
|----------|---------|---------|---------|
| Colorado | 243,854 | 305,771 | 549,625 |
| Larimer | 15,743 | 19,798 | 35,541 |
| Weld | 11,049 | 13,186 | 24,235 |

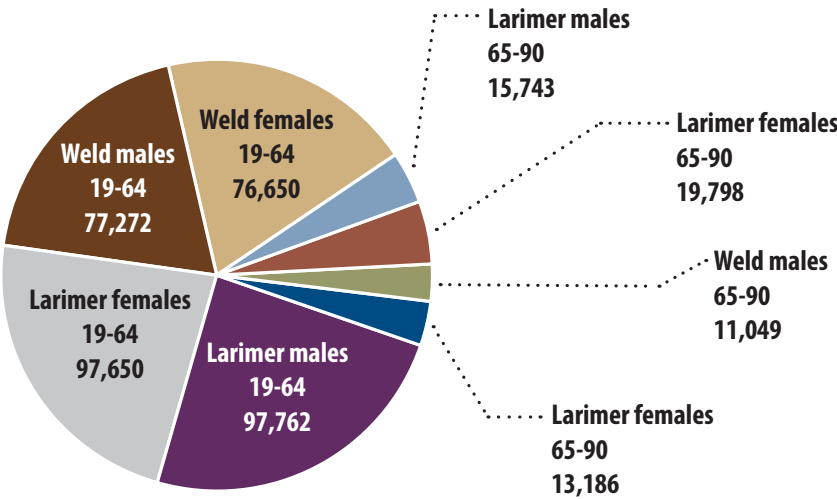
Source: Colorado Department of Public Health and Environment, Colorado Health Information Dataset

Age 19-64 by gender, 2010

| Area | Male | Female | Total |
|----------|-----------|-----------|-----------|
| Colorado | 1,613,452 | 1,571,706 | 3,185,158 |
| Larimer | 97,762 | 97,247 | 195,009 |
| Weld | 77,272 | 76,650 | 153,922 |

Source: Colorado Department of Public Health and Environment, Colorado Health Information Dataset

Population by county, gender, age



Population growth in Northern Colorado, 2000-40

| Location | July 2000 | July 2005 | July 2010 | July 2015 | July 2020 | July 2025 | July 2030 | July 2035 | July 2040 |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Northern Front Range | 436,691 | 498,758 | 554,490 | 618,643 | 705,495 | 802,608 | 901,499 | 1,000,688 | 1,099,822 |
| Larimer County | 253,131 | 275,788 | 300,342 | 326,488 | 361,313 | 398,388 | 432,148 | 466,134 | 497,630 |
| Weld County | 183,560 | 222,970 | 254,148 | 292,155 | 344,182 | 404,220 | 468,351 | 534,554 | 602,192 |
| Colorado | 4,338,789 | 4,658,216 | 5,046,990 | 5,499,618 | 6,043,504 | 6,567,980 | 7,058,020 | 7,520,178 | 7,958,167 |

Source: U.S. Census Bureau

Population by race and Hispanic origin, Larimer and Weld, 2010

| State/county | Total population | White | Black/African American | American Indian/Alaska Native | Asian/Pacific Islander alone | Some other races | Two or more races total | Hispanic origin (of any race) |
|--------------|------------------|-----------|------------------------|-------------------------------|------------------------------|------------------|-------------------------|-------------------------------|
| Colorado | 5,029,196 | 3,520,793 | 188,778 | 31,244 | 141,225 | 7,622 | 100,847 | 1,038,687 |
| Larimer | 299,630 | 253,047 | 2,259 | 1,277 | 5,867 | 347 | 5,205 | 31,628 |
| Weld | 252,825 | 170,827 | 2,054 | 1,419 | 3,031 | 359 | 3,455 | 71,680 |

Source: Colorado Department of Local Affairs, Demography Office

Personal and household income for Larimer and Weld, 2005-10

Colorado

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|---------------|-------------|-------------|-------------|-------------|-------------|
| Personal income (\$000) | \$179,695,454 | 194,389,681 | 205,242,380 | 216,029,937 | 205,786,748 | 213,494,203 |
| Median household income | \$50,841 | 52,265 | 55,517 | 57,184 | 55,735 | 54,411 |
| Per capita personal income | \$38,795 | 41,181 | 42,724 | 44,180 | 41,388 | 42,295 |
| Wage & salary disbursements | \$98,902,046 | 105,832,774 | 112,962,441 | 116,999,259 | 112,606,424 | 114,319,161 |
| Employer pension/insurance contributions | \$15,233,876 | 15,782,791 | 16,157,476 | 17,891,396 | 18,727,280 | 18,899,365 |
| Total employment | 3,031,024 | 3,101,493 | 3,211,942 | 3,250,658 | 3,166,167 | 3,155,303 |

Larimer

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|-------------|------------|------------|------------|------------|------------|
| Personal income (\$000) | \$9,631,254 | 10,373,067 | 11,138,108 | 11,591,814 | 11,172,041 | 11,585,090 |
| Median household income | \$49,188 | 54,241 | 52,968 | 56,701 | 56,281 | 54,739 |
| Per capita personal income | \$35,008 | 36,953 | 38,929 | 39,746 | 37,655 | 38,546 |
| Wage and salary disbursements | \$4,983,425 | 5,268,805 | 5,571,582 | 5,725,707 | 5,556,621 | 5,658,530 |
| Employer pension/insurance contributions | \$768,979 | 776,547 | 804,952 | 881,725 | 919,542 | 921,819 |
| Total employment | 181,519 | 184,921 | 191,539 | 191,977 | 188,555 | 189,123 |

Weld

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|-------------|-----------|-----------|-----------|-----------|-----------|
| Personal income (\$000) | \$6,004,219 | 6,372,397 | 6,825,387 | 7,303,249 | 6,958,593 | 7,326,422 |
| Median household income | \$48,338 | 52,037 | 52,228 | 55,845 | 54,578 | 52,334 |
| Per capita personal income | \$26,939 | 27,622 | 28,715 | 30,000 | 28,037 | 28,817 |
| Wage and salary disbursements | \$2,847,009 | 3,096,286 | 3,363,921 | 3,547,004 | 3,310,223 | 3,400,452 |
| Employer pension/insurance contributions | \$426,744 | 445,661 | 460,107 | 520,524 | 534,632 | 541,544 |
| Total employment | 109,220 | 113,343 | 117,452 | 120,371 | 116,636 | 116,401 |

Sources: U.S. Department of Commerce Bureau of Economic Analysis, U.S. Census Bureau

Births for Larimer and Weld counties, 2010

Births Larimer County

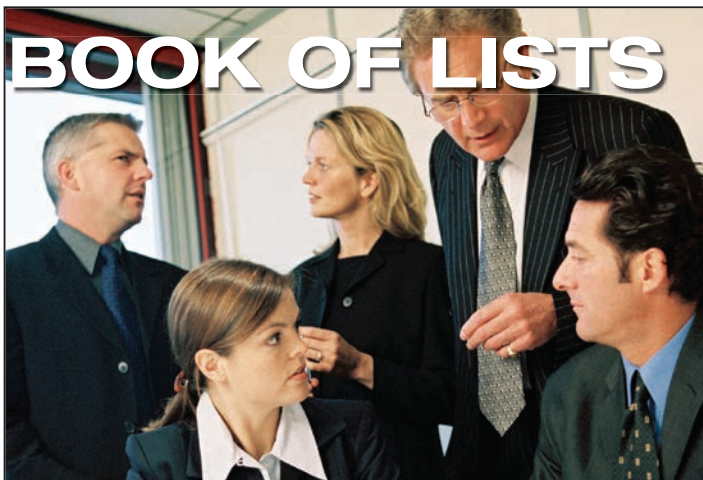
| Birth data | 2006 | 2007 | 2008 | 2009 | 2010 |
|---|-------|-------|-------|-------|-------|
| No. of total live births | 3,542 | 3,471 | 3,491 | 3,502 | 3,361 |
| Fertility rate | 56.4 | 54.6 | 54.4 | 54.2 | 52.2 |
| No. of births to teens ages 15-17 | 88 | 71 | 71 | 72 | 66 |
| Teen fertility rate (ages 15-17) | 15.9 | 12.6 | 12.8 | 13.1 | 12.3 |
| Percent low-birth weight births (<2,500 grams) | 8.0 | 7.7 | 7.0 | 8.3 | 8.1 |
| Percent preterm births (<37 weeks) | 9.1 | 9.0 | 8.7 | 9.2 | 8.5 |
| Percent births to women with education <high school | 13.5 | 13.9 | 13.0 | 12.9 | 11.4 |
| Percent Cesarean births | 27.4 | 29.1 | 28.2 | 30.4 | 30.6 |
| Percent births <24 months after previous live birth | 21.7 | 23.6 | 23.9 | 23.4 | 22.3 |
| Percent births to foreign-born women | 13.8 | 12.9 | 12.5 | 13.8 | 13.8 |
| Percent births to unmarried women | 26.8 | 24.1 | 24.0 | 25.0 | 22.5 |

Births Weld County

| Birth data | 2006 | 2007 | 2008 | 2009 | 2010 |
|---|-------|-------|-------|-------|-------|
| No. of total live births | 4,081 | 4,044 | 3,925 | 3,930 | 3,795 |
| Fertility rate | 79.0 | 76.7 | 73.6 | 73.3 | 70.6 |
| No. of births to teens ages 15-17 | 166 | 163 | 165 | 142 | 115 |
| Teen fertility rate (ages 15-17) | 33.1 | 31.6 | 31.4 | 26.7 | 21.8 |
| Percent low-birth weight births (<2,500 grams) | 7.2 | 7.8 | 6.8 | 7.5 | 7.0 |
| Percent preterm births (<37 weeks) | 8.6 | 9.8 | 8.7 | 9.0 | 7.8 |
| Percent births to women with education <high school | 25.1 | 24.2 | 24.7 | 23.0 | 22.7 |
| Percent Cesarean births | 28.6 | 29.8 | 28.6 | 27.7 | 30.0 |
| Percent births <24 months after previous live birth | 22.6 | 25.9 | 23.3 | 24.3 | 21.1 |
| Percent births to foreign-born women | 22.4 | 20.7 | 21.0 | 20.4 | 19.3 |
| Percent births to unmarried women | 22.9 | 20.3 | 21.5 | 22.9 | 24.9 |

Notes: Teen fertility rates are total live births to teens ages 15-17 per 1,000 female population ages 15-17.
 Percent births <24 months after previous live birth uses total repeat live births with known interbirth interval as denominator.
 Foreign-born women are those with birthplaces known to be outside the United States and U.S. territories.
 Percentages are calculated with total births in each category as denominator, excluding cases with characteristics unknown.

Source: Colorado Department of Public Health and Environment, Colorado Health Information Database



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Deaths for Larimer and Weld counties, 2010

Deaths, Larimer County, 2010

| Rank | Cause of death | Number | Age-adjusted rate | Lower limit | Upper limit |
|------|--------------------------------------|--------|-------------------|-------------|-------------|
| | All causes | 1,885 | 639.9 | 611.5 | 668.2 |
| 1 | Malignant neoplasms | 412 | 139.8 | 126.1 | 153.5 |
| 2 | Heart disease | 398 | 134.5 | 121.3 | 147.8 |
| 3 | Cerebrovascular diseases | 119 | 40.4 | 33.1 | 47.7 |
| 4 | Chronic lower respiratory diseases | 104 | 36.3 | 29.3 | 43.4 |
| 5 | Unintentional injuries | 101 | 33.5 | 26.8 | 40.1 |
| 6 | Alzheimer's disease | 77 | 27.4 | 21.2 | 33.6 |
| 7 | Suicide | 45 | 14.0 | 9.8 | 18.1 |
| 8 | Influenza and pneumonia | 43 | 14.7 | 10.3 | 19.2 |
| 9 | Diabetes mellitus | 38 | 12.1 | 8.2 | 16.1 |
| 10 | Other diseases of respiratory system | 37 | 13.5 | 9.1 | 17.8 |

Notes: Age-adjusted rates are adjusted to the 2000 U.S. standard population using the direct method applied to 10-year age groups.

Age-adjusted rates provide a better basis for comparison among different geographical areas or time periods.

Only leading causes of death with three or more events in 2010 are included.

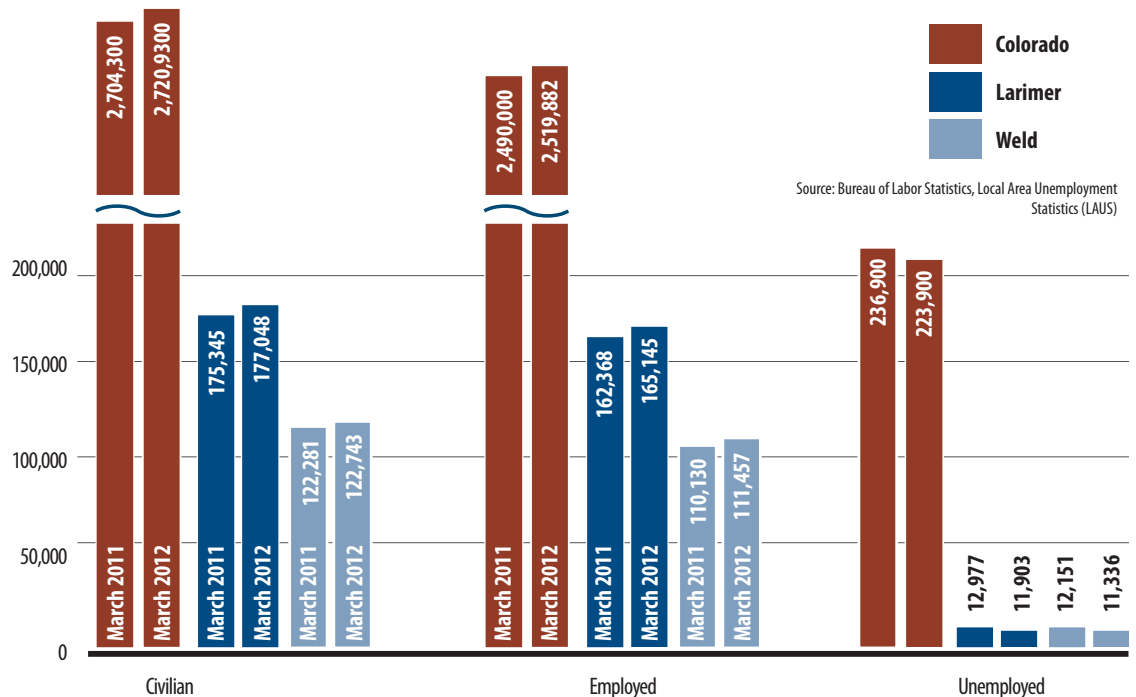
Deaths, Weld County, 2010

| Rank | Cause of death | Number | Age-adjusted rate | Lower limit | Upper limit |
|------|-------------------------------------|--------|-------------------|-------------|-------------|
| | All causes | 1,381 | 685.1 | 649.6 | 720.7 |
| 1 | Malignant neoplasms | 332 | 157.5 | 140.2 | 174.8 |
| 2 | Heart disease | 251 | 132.6 | 116.1 | 149.0 |
| 3 | Unintentional injuries | 107 | 47.3 | 38.2 | 56.4 |
| 4 | Chronic lower respiratory diseases | 100 | 53.1 | 42.6 | 63.7 |
| 5 | Cerebrovascular diseases | 71 | 36.9 | 28.2 | 45.6 |
| 6 | Alzheimer's disease | 68 | 37.8 | 28.8 | 46.7 |
| 7 | Suicide | 42 | 16.4 | 11.4 | 21.4 |
| 8 | Chronic liver disease and cirrhosis | 30 | 12.3 | 7.8 | 16.8 |
| 9 | Influenza and pneumonia | 29 | 15.7 | 9.9 | 21.4 |
| 10 | Diabetes mellitus | 27 | 13.0 | 8.0 | 18.0 |

Source: Colorado Department of Public Health and Environment, Colorado Health Information Dataset

Employment and unemployment data for March 2012 vs. March 2011 in Colorado, Larimer and Weld counties.

(Not seasonally adjusted)



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS)

**THANK
YOU**

NORTHERN COLORADO FOR ALL YOUR SUPPORT



Northern Colorado

GO WEST, YOUNG MAN

New York Tribune publisher Horace Greeley encouraged migration westward back in the 19th century, and that pattern continued through the 20th and now the 21st centuries. Today, Larimer and Weld counties represent one of the fastest-growing regions in the country:

Larimer:
2000: 251,494
2006: 276,253
2010: 300,637

Weld:
2000: 180,936
2006: 236,857
2012: 254,270

2000 population: 432,430
2006 population: 513,110

The Greeley MSA was ranked the No. 7 fastest growing city in America, going from 180,826 in 2000 to 252,825 in 2010, a whopping growth rate of 39.7 percent. (Yes, Greeley took its name from Horace Greeley, who inspired and helped finance the Union Colony on the site of present-day Greeley.)

Source: U.S. Census Bureau



'BEER IS GOOD'



According to the Colorado Brewers Guild, Colorado is second for the most number of breweries per state and is ranked third for the number of breweries per capita by state. Collectively, Colorado craft brewers contributed at least \$446 million in output in 2011. Two of the states biggest craft breweries are in Fort Collins:
-New Belgium Brewing Co., makers of Fat Tire
-Odells Brewing Co., makers of 90 Shilling

Colorado is also home to Anheuser-Busch Cos. Inc., makers of Bud and Bud Light.

INDUSTRY CLUSTERS

Clean Energy
Food processing/Value-Added Agriculture
Information Technology/Software
Manufacturing
Business Services
Energy
Bio/Life Sciences
Logistics

ALL ROADS LEAD TO NOCO

Larimer and Weld counties boast major arterials, allowing for easy interstate access:

E-470 (Denver beltway)
Interstate 25
Interstate 76
U.S. Highway 85
U.S. Highway 34
U.S. Highway 287

Nearby:
Interstate 70
Interstate 80

FIVE RIVERS RUN THROUGH IT

Northern Colorado is graced with five scenic waterways:

Big Thompson River
Cache la Poudre River
Little Thompson River
South Platte River
St. Vrain River

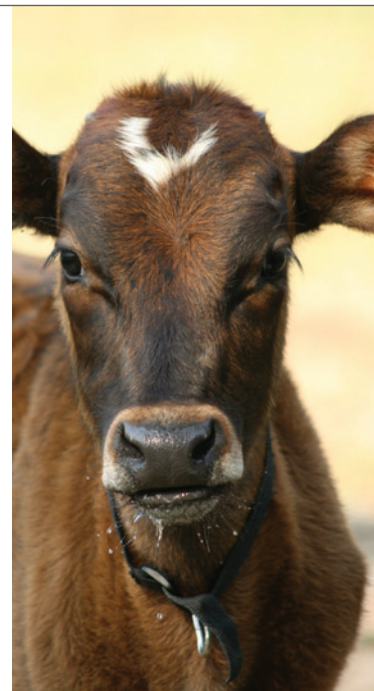
BEEF — IT'S WHAT'S FOR DINNER

Weld County ranks consistently among the Top 5 ag-producing counties in the nation, due in large part to the presence of the Swift & Co. headquarters and beef-processing plant in Greeley.

Market value of agricultural products sold:

1. Fresno, Calif.
2. Kern, Calif.
3. Tulare, Calif.
4. Monterey, Calif.
5. Weld, Colo.

Source: 1997 Census of Agriculture



LARGEST PRIVATE-SECTOR EMPLOYERS

JBS USA: 6,000
Poudre Valley Health System: 5,124
Banner Health Western Region- Northern Colorado: 4,300
Columbine Health Systems: 1,365
State Farm Insurance Co.: 1,300
Woodward Governor Co.: 999
Wal-Mart Distribution Center: 989
Platte Valley Medical Center: 694
Carestream Health Inc.: 521
McLane Western Inc.: 418

SQUARE MILES

Larimer: 2,640
Weld: 3,999
Total: 6,639

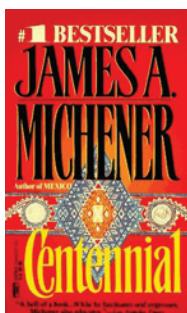
Colorado Quick Facts

DID YOU KNOW ...

Greeley-based Hensel Phelps Construction Co. is one of the largest general contractors in the world? It's also one of the largest employee-owned firms ...

Woodward Co., a publicly traded manufacturer of energy-control technology, moved its world headquarters to Fort Collins in 2006? ...

Rocky Mountain National Park's Trail Ridge Road is the highest continuous paved road in the nation, reaching a high point of 12,183 feet. The road typically is cleared of snow and opened around Memorial Day and closes in September or October, when it becomes impassable ...



Centennial, the epic best-seller by James A. Michener, was set in a fictional town between Greeley and Kersey in Weld County. The University of Northern Colorado in Greeley hosts the James A. Michener Special Collection of manuscripts, letters and other writings ...

The Cache la Poudre River gets its name — which means “hiding place of the powder” — from an 1820s incident in

which French fur trappers buried their gunpowder along the river to hide it from Indians after a snowstorm ...



The Overland Trail, one of the great pioneer trails of the 19th century, wound through both Larimer and Weld counties in Northern Colorado ...

Old Town Fort Collins helped inspire the design of Walt Disney's Main Street U.S.A.? Former Fort Collins resident Harper Goff worked with Disney on design of Main Street U.S.A. and incorporate many building designs from Fort Collins in the plan



AIRPORTS

Greeley-Weld County Airport
Fort Collins-Loveland Municipal Airport
Denver International Airport

UNIVERSITIES

Colorado State University
University of Northern Colorado
Nearby:
University of Colorado at Boulder
University of Wyoming



ROCKY MOUNTAIN NATIONAL PARK

No. annual visitors: 3 million-plus

SPECTATOR SPORTS

CHL: Colorado Eagles
UIF: Colorado Ice
Nearby:
NHL: Colorado Avalanche (Denver)
AFL: Colorado Crush (Denver)
MLS: Colorado Rapids (Denver)
MLB: Colorado Rockies (Denver)
NFL: Denver Broncos
NBA: Denver Nuggets
MLL: Denver Outlaws



Fort Collins

By Maggie Shafer
mshafer@ncbr.com

It's a high-tech hub, college town and microbrew beer mecca all in one

Anyone who thinks beer and business don't mix has never been to Fort Collins.

The city, home to microbrew giants New Belgium and Odells and the Great American Beer Festival, easily makes various lists of top cities in the world for beer, while at the same time racking up bragging rights in multiple business arenas. Recent national recognition includes (but is not limited to):

- Ranked third best place for business and careers by Forbes, June 2012
- Ranked 11th on America's Top 50 Bike-Friendly Cities by Bicycle Magazine, May 2012.
- One of the Top 10 Best Places to Retire, CBS "Money Watch," February 2012
- Ranked third in the Milken Institute's "Where America's Jobs are Created and Sustained," Best-Performing Cities list, December 2011
- Chosen as one of America's 20 Most Economically Vibrant College Towns by TheAtlanticCities.com, September 2011
- Named one of the top 10 Cities Adopting Smart Grid Technology by U.S. News



FORT COLLINS PROFILE

Area: 55.58 sq. miles

Population: 143,986 (2010 Census)

Employment: 97,238 (City of Fort Collins, 2011)

Per capita income: \$27,771

Median household income: \$47,752 (American Community Survey, 2010)

Households: 60,503 (2010 Census)



Construction began in earnest this summer on the city's Mason Street Corridor bus project.

The city is home to miles of bike, running and walking trails.

and World Report, May 2011

Fort Collins' lifestyle is at least in part to thank for its health statistics. The city's bike-friendly roads, location at the foot of the Rocky Mountains and proximity to the Poudre River Canyon and Horsetooth Reservoir make for a host of recreation opportunities, including hiking, biking, rafting and kayaking.

Downtown Fort Collins, known nationally for its flower program in warmer months and decorative holiday lighting in the winter, is widely considered the city's main attraction. Its Victorian-era buildings, home to modern offices, retail and loft developments, create a vibrant work/live area that surrounding cities have striven to emulate.

The city's economic successes have not been by chance, but rather are the result of public policy and a network of support that favors growth and business.

The Northern Colorado Economic Development Corp. supports existing employers and recruits new ones to the city and region. The NCEDC assists local companies to grow and expand and, in partnership with Colorado State University, encourages technology transfer to nurture local start-up companies.

The Rocky Mountain Innosphere, an engine for job creation, showcases area startups, and acts as a catalyst for entrepreneurship. The Innosphere provides programs and services to scientific and technology-based ventures, as well as network opportunities for its clients.

Fueled by a highly educated workforce (48 percent of residents hold a college degree and 14 percent hold a doctoral degree), a major research institution and a variety of federal laboratories, Fort Collins hosts operations of some of the largest technology companies in the United States, including Avago Technologies Inc., Agilent Technologies, Advanced Micro Devices Inc. and LSI Logic Inc., among



others.

Energy is another of the city's prominent sectors. Advanced Energy Industries Inc. (a Fort Collins-birthed company) and Woodward Co. are both headquartered locally.

OtterBox is one of Fort Collins' most recent (and most profitable) success stories. An innovator of protective solutions for handheld device manufacturers, wireless carriers and distributors, it started as a small venture in 1998 and is now one of the fastest growing privately owned companies in the U.S.

CSU is another principal driver of the economy in Fort Collins and the state overall, with programs in engineering, energy research, business, veterinary sciences, bioscience and other disciplines. The CSU Veterinary Teaching Hospital is regarded as one of the top such programs in the nation.

The state and federal government also have a significant presence in the area, including the National Seed Storage Laboratory, U.S. Forest Service Visitor Center for the Arapahoe and Roosevelt National Forest, National Wildlife Research Center and the National Institute of Standards and Technology, to name a few.

LARGEST EMPLOYERS

Colorado State University
(6,948 employees)
Hewlett Packard (3,182)
Poudre Valley Health System (3,020)
Poudre School District (3,014)
Agilent (2,800)

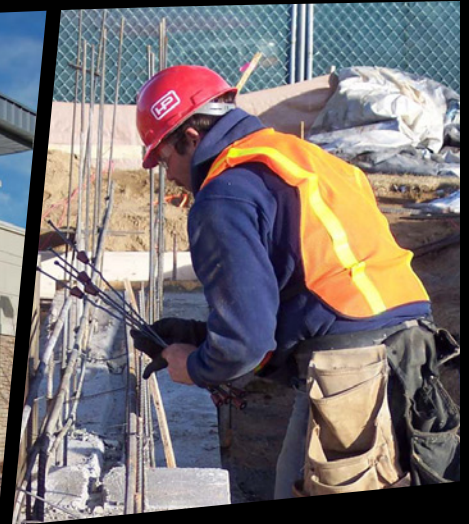
RESOURCES

City of Fort Collins – www.fcgov.com
Colorado State University – www.colostate.edu
Fort Collins Area Chamber of Commerce – www.fortcollinschamber.com
Fort Collins Downtown Development Authority – www.downtownfortcollins.org

Business is Booming!



"Leading the Nation in Job Creation" Sept. 2010-2011, Bureau of Labor Statistics



Learn more about development opportunities in Greeley:
970-350-9876 • www.greeleygov.com

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Greeley

By Maggie Shafer
mshafer@ncbr.com



The Greeley Stampede is one of the city's big draws, reflecting its Western heritage.

Times are good in Greeley, thanks to oil and agriculture

Greeley is home to one of the nation's largest rodeos, but the Weld County government seat is by no means a cow town.

The largest city in Weld County, Greeley has long expanded beyond its farming and ranching roots, forging its way into industries including manufacturing, health care and most notably in recent years,

energy.

Growth in the oil and gas sector has rippled throughout the larger economy in Greeley, bringing in more workers and with them, more consumers.

According to the Greeley Chamber of Commerce, with the help of industry giants like Noble Energy and Anadarko Petroleum Corp., oil and natural gas contribute more than \$625 million to Weld County's economy, and provide some of the highest-paying jobs in the region.

Agribusiness, however, is still the city's largest sector. With more than 31 percent of local employment related to agriculture in one way or another, agribusiness contributes more than \$1 billion to the local economy. Weld County ranks in the nation's top five for

agricultural products sold, and is No. 1 in livestock, lamb and poultry.

While the rest of the country was facing a fledgling recovery from one of the worst recessions in U.S. history, Greeley

see GREELEY, 18

GREELEY PROFILE

Square miles: 47.1

Population: 95,581

Labor force: 125,281

Employment: 114,300

Per capita income: \$23,014

Median household income: \$42,461

Households: 33,747

Source: The City of Greeley

from GREELEY, 17

was still growing: the Bureau of Labor Statistics identified Greeley as second in the nation for job creation from September 2010 to September 2011.

A number of community organizations, including the Downtown Development Authority, Small Business Development Center and Upstate Colorado Economic Development, all play a role in the health of Greeley's business sector.

Upstate, a Greeley-based agency that works to foster business growth

UNC's enrollment now stands at above 10,000 students.



Greeley's new 'common consumption' zone on the Ninth Street Plaza has proven hugely popular.

ing and encourage multi-family housing in the area. Most recently, the city added the Go-Cup district to its Ninth Street Plaza, the first Common Consumption Area in Colorado.

Academia also plays a role in Greeley's culture. The University of Northern Colorado, with an enrollment of more than 10,000, has an undeniable presence in the city. UNC offers more than 100 master's and bachelor's degrees, and is renowned for its programs to train nurses and teachers.

Aims Community College is also based in Greeley, and works closely with local employers to tailor courses for their needs. Additionally, the Institute of Business & Medical Careers expanded to Greeley in 2008, and offers accelerated career training in business and medicine.

in Weld County, targets the industry clusters that have largely led to the city's growth in recent years, including energy, food processing, information technology/software and manufacturing. Upstate's efforts are complimented by Greeley's Economic Gardening program, a city-backed effort to nurture existing businesses by providing resources to assist in their growth. The GEG aids businesses with marketing, research, intelligence and targeting demographics.

Downtown Greeley boasts both a collection of historic architecture and ongoing contemporary renovation. The area is home

to the Union Colony Civic Center, a state-of-the-art performing-arts center, and the Greeley Ice Haus, an indoor ice arena.

The downtown area has undergone many redevelopment efforts in the last years, with more plans in the works by the Downtown Development Authority to boost retail spend-

LARGEST EMPLOYERS

JBS USA (6,000)
Greeley/Evans School District Six (2,281)
North Colorado Medical Center (2,200)
Weld County Government (1,351)
State Farm Insurance Companies (1,300)

RESOURCES

City of Greeley Economic Gardening program

www.greeleygov.com/CMO/EconomicGardening.aspx

Greeley Chamber of Commerce — www.greeleychamber.com

Upstate Colorado Economic Development — www.upstatecolorado.org

Loveland

By Maggie Shafer
mshafer@ncbr.com

Healthcare and retail help boost fortunes in the 'Sweetheart City'

Loveland has proven that artists don't have to be starving – at least not when they're backed by a thriving, entrepreneurial economy.

Known for a culture largely driven by the arts, the city and its population have poured finances and efforts into renovating the downtown, supporting local business and convincing Rocky Mountain National Park tourists its worth more than a pit stop.

Situated at the interchange of Interstate 25

and U.S. Highway 34, the Sweetheart City offers easy access to communities throughout Larimer and Weld counties, and is less than 30 miles from Estes Park.

Its fastest growing industry is healthcare, with Mckee Medical Center and the Medical Center of the Rockies topping the city's employment charts.

The completion of Centera and the promise of more development along the I-25 corridor also has given Loveland momentum.

A library remodel, expanded city center, posh new apartment buildings, a proposed museum renovation and the revitalization of several business facades are just a few examples of the facelift the city has begun.

One of the most recent major business stories for the city was the completed purchase and sale of the former Agilent/Hewlett Packard campus to Cumberland and Western. The hope? To turn the 811,000-square-foot campus into a regional employment center over

the next five to 10 years.

The Rialto Bridge Project was another milestone this year. In an equal partnership between the city and a private developer, the project included an expansion and renovation of the city's historic Rialto Theater. With

see LOVELAND, 20

LOVELAND PROFILE

Area: 35.21 square miles

Population: 68,063

Labor force: 38,895

Employment: 35,951

Unemployment rate: 7.6 percent

Per capita income: \$27,991

Median household income: \$54,062

Households: 27,641

Source: City of Loveland

The Next Door restaurant on Fourth Street opened as part of efforts to revitalize downtown Loveland.



from LOVELAND, 19

the purchase of two buildings to the west, the theater was expanded to a 20,000-square-foot, three-story, full-fledged performing art center, complete with a restaurant, offices for rent and a community meeting room.

It helps that Loveland is fairly near the epicenter of the Colorado Higher Education Triangle – University of Northern Colorado, Colorado State University and University of Colorado at Boulder. According to the most recent figures, 36.8 percent of Loveland's population over 25 had a bachelor's degree or higher level of education.

Loveland also is home to several professional sports teams. The Colorado Eagles, a Central Hockey League franchise, regularly play to sellout crowds at the Budweiser Events



Loveland is internationally renowned for its outdoor sculptures.

The Centerra retail project at Interstate 25 and Highway 34 is a big draw among shoppers from across the region.



LARGEST EMPLOYERS

Thompson School Dist RJ2 (2,087)
Medical Center of the Rockies (1,263)
Walmart (989)
City of Loveland (866)
McKee Medical Center (851)

Center. The center also hosts the Colorado Ice indoor football team.

Although the city boasts numerous sectors, art is still one of Loveland's top draws. The municipality is home to the Loveland Sculpture Invitational, an annual event that brings hundreds of artists from all over the world to show and sell their artwork, as well as numerous galleries, extensive public art displays and local foundries.

RESOURCES

City of Loveland – www.ci.loveland.co.us
Loveland Center for Business Development — www.lovelandbusinessadvice.com
Loveland Chamber of Commerce — www.loveland.org
Loveland Economic Gardening Program — www.lovelandeconomicgardening.com
Northern Colorado Economic Development Corp. www.ncedc.com Rocky Mountain Innovation Initiative — www.rmi2.org

Brighton

By Maggie Shafer
mshafer@ncbr.com

Growth is nothing new for the city of Brighton. Since its incorporation in 1887 with a population of 175, the city has hardly stopped expanding. Brighton – which straddles Adams and Weld counties – is one of Colorado's fastest-growing regions, and not without reason.

Residents of Brighton are close enough to enjoy many of the urban advantages Denver has to offer, while still having a rural retreat with a panoramic view of Barr Lake State Park.

Despite its proximity to the state capital, Brighton has made an effort to distance itself from the “suburb” label, focusing in recent years on setting design standards, strengthening environmental initiatives and channeling commercial growth to specific neighborhoods.

The opening of the Prairie Center – the entrance of which is unmistakably marked with a 3,000-pound bronze bald eagle with a wingspan of 20 feet – has created opportunity for retailers and consumers alike. The 2-million-square-foot center brought to town JC Penney, Kohl's, Super Target, Home Depot

and Candlewood Suites, among numerous other retailers and restaurants. The Pavilions Shopping Center brought more stores downtown, as well as a 12-screen movieplex, the first theater built in the city since the 1970s.

Brighton has not let commercial growth go unchecked, however. The city's “smart growth” plan was specifically designed to protect its small town feel. It included a revitalization of downtown and protection and improvement for its quaint Main Street, an area complete with railroad tracks and old store facades.

Brighton is the home of two Vestas manufacturing plants. Also based in Brighton is Leed Fabrication, a manufacturer of equipment for oil and gas development nationwide.

BRIGHTON PROFILE

Square miles: Approximately 24 square miles

Population: 33,668 (2011)

Per capita income: \$23,771 (2010)

Median household income: \$65,788 (2010)

Households: 10,253 (2011)

Source: The Brighton Economic Development Corporation

The company is an employer of welders, assemblers, machine operators and others.

Health care has also gained recognition in the city's economy. In 2011, Brighton's \$138 million Platte Valley Medical Center was named one of the nation's top performers on key quality measures by The Joint Commission, the leading accreditor of health care organizations in America.

RESOURCES

Brighton Economic Development Corp. – www.brightonedc.org

City of Brighton – www.brightonco.gov

Brighton Chamber of Commerce – www.brightonchamber.com

Upstate Colorado Economic Development – www.upstatecolorado.org

Erie

By Maggie Shafer
mshafer@ncbr.com

Don't let the “town” in Erie's title fool you – this is a full-service community that by the end of the summer of 2012 will have its own state-of-the-art Olympic cycling training facility.

Located just west of Interstate 25 in southern Weld County, Erie is eagerly anticipating the Boulder Valley Velodrome. The facility is expected to attract athletes of all levels, and will easily accommodate Olympic-level cyclists – no small feat for a town the size of Erie.

Erie, which likes to cultivate its community-centric, small-town feel, also boasts an award-winning community center, 20,000-square-foot library, new schools and scenic trails.

According to the town, Erie is also committed to sustainability. Eco-friendly civic development and environmentally “green” prac-

tices include a town-wide interconnecting trail system, a water-saving irrigation system in its public parks and a thermal solar system installation at the Erie Community Center. Erie Community Park, a 41-acre “green” area, was opened in 2010.

This environmentally-friendly spirit has caused some turmoil in recent months with another one of Erie's booming but controversial businesses – oil and gas development.

Encana Oil and Gas, an energy producer with natural gas wells in Erie, has received a lot of pushback from Erie residents over drilling in the area, most notably a site between

ERIE PROFILE

Square miles: Planning square miles – 48
Incorporated square miles – 18

Population: 20,000

Labor force: 8,723 (2010 Census)

Employment: 8,444 (2010 Census)

Per capita income: \$38,688 (2010 Census)

Median household income: \$100,288 (2010 Census)

Households: 6,797; with an additional 4,105 units approved

two elementary schools called Canyon Creek.

Transportation options include the Erie Municipal Airport, owned and operated by the town of Erie. The general aviation facility is located three miles south of the central business district.

RESOURCES

Erie Chamber of Commerce – www.eriechamber.org

Town of Erie – www.ci.erie.co.us

Upstate Colorado Economic Development – www.upstatecolorado.org

Johnstown

By Maggie Shafer
mshafer@ncbr.com

Anyone who's driven north on Interstate 25 on a chilly winter morning and stopped for a "world famous" Johnson's Corner cinnamon roll knows the town of Johnstown has something special to offer. What they might not know is that breakfast pastries are only the beginning.

Johnstown, situated between I-25 and U.S. Highway 34, spent recent years annexing parcels of real estate to become a prime Northern Colorado location.

The town has been investing in its future, with a recently expanded water treatment facility and wastewater treatment plants that offer both jobs and a dependable source of one of the region's most prized resources.

The economic culture of Johnstown is supported by the downtown business district, a significant amount of cottage industry, agriculture, the growing business district in the 2534 development, and the Gateway Center east of I-25.

Fiberspar, which makes fiber-reinforced piping for the oil and gas industry, is the most

recent company to take advantage of Johnstown's offerings. The company announced plans to build a 165,000-square-foot sales and distribution center in McWhinney's Iron Horse development this year.

Johnstown is also home to Northern Colorado Rehabilitation Hospital, the only free-standing rehab hospital in the region. It was purchased by Medical Properties Trust from Ernest Health for \$29.5 million earlier this year and, with nearly 200 employees, is the largest private-sector employer in Johnstown.

The city's center has also experienced its fair share of growth. Completed this year, the Downtown Johnstown Improvement Plan has improved and updated signage, pedestrian access, parking accommodations, business

facades and outdoor public spaces, most notably along Parish Avenue.

JOHNSTOWN PROFILE

Square miles: 13.52

Population: About 11,000

Employment: Gainfully employed: Men: 80.8%, Women: 59.9%. Unemployed: Men: 2.1%, Women: 4.6%

Per capita income: \$22,994

Median household income: \$60,989

Households: 3,936

Source: the Johnstown Chamber of Commerce

RESOURCES

Town of Johnstown – www.townofjohnstown.com

Johnstown-Milliken Chamber of Commerce – www.johnstownmillikenchamber.com

Northern Colorado Economic Development Corp. – www.ncedc.com

Upstate Colorado Economic Development – www.upstatecolorado.org

Windsor

By Maggie Shafer
mshafer@ncbr.com

The town of Windsor, situated approximately halfway between Fort Collins and Greeley, has in recent years become the region's boomtown – doubling its population in the last decade and projected to double again in the next.

Although the town has a solid base of small local businesses, much of the growth is a result of several larger corporations' decision to set down roots in this central Northern Colorado town. Eastman Kodak, Tenneco Packaging, University Photo Products and ICON industries have all found a home here, paving the way for other businesses in need of solid local infrastructure.

The town has made an effort to keep up with growth. As of 2011, Windsor was outpacing every other Northern Colorado community in terms of new housing. Not surprisingly, a shortage of affordable housing had developed. In response, the Windsor Housing Authority will be distributing \$800,000 in tax credits to construct an affordable housing project. The Windshire Apartments will be built on 6.3

acres about one mile north of Highway 392.

Like the majority of Colorado communities, recreation is a priority in Windsor. Three golf courses have recently been built in the town, attracting golf enthusiasts from throughout the region. Windsor Parks and Recreation Department oversees several parks with more planned. Walking and biking trails, baseball/softball diamonds and open space areas are also plentiful, and the Rocky Mountains are easily accessible.

The leading industries in Windsor are diverse. Vestas Blades, a wind turbine manufacturer, is the largest employer in Windsor with more than 700 employees, followed by Owens Brockway Glass Container Inc., a glass manufacturer.

WINDSOR PROFILE

Square miles: 24.62

Population: 20,000

Per capita income: \$32,935

Median household income: Larimer portion, \$80,000; Weld portion, \$70,000

Households: 7,588

Source: The Town of Windsor.

Windsor hasn't forgotten its farming roots. Weld County has the strongest dairy growth in the state, enough to incentivize Dairy Farmers of America to open up a Windsor office earlier this year.

Along with access to Fort Collins' CSU and Greeley's UNC, Windsor is a part of the Weld County RE-4 school district and has one high school, one middle school, one charter school and four elementary schools.

RESOURCES

Town of Johnstown – www.townofjohnstown.com

Johnstown-Milliken Chamber of Commerce – www.johnstownmillikenchamber.com

Northern Colorado Economic Development Corp. – www.ncedc.com

Upstate Colorado Economic Development – www.upstatecolorado.org

Municipalities in Northern Colorado

This list includes contact information for the most populous communities in Northern Colorado. More details can be obtained from one or both of Northern Colorado's economic development agencies, the Northern Colorado Economic Development Corp., www.ncedc.com; or Upstate Colorado Economic Development, www.upstatecolorado.org.

AULT

Population: 1,467
Town of Ault
www.townofault.org
Upstate

BERTHOUD

Population: 5,105
Town of Berthoud
www.berthoud.org
Berthoud Area Chamber of Commerce
www.berthoudcolorado.com
Berthoud Schools
www.thompson.k12.co.us
NCEDC

BRIGHTON

Population: 33,352
City of Brighton
www.brightonco.gov
Greater Brighton Area Chamber of Commerce
www.brightonchamber.com
Brighton Economic Development Corp.
www.brightonedc.org
Upstate

DACONO

Population: 4,152
Town of Dacono
www.ci.dacono.co.us
Carbon Valley Chamber of Commerce
www.carbonvalleychamber.org
Upstate

EATON

Population: 4,365
Town of Eaton
www.eatonco.org
Upstate

ERIE

Population: 18,135
Town of Erie
www.erieco.gov
Erie Chamber of Commerce
www.eriechamber.org
Erie Development Council
www.erieedc.org
Upstate

ESTES PARK

Population: 5,858
Town of Estes Park
www.estesnet.com
Estes Park Convention & Visitors Bureau
www.estesparkcvb.com
NCEDC

EVANS

Population: 18,535
City of Evans
www.cityofevans.org
Evans Chamber of Commerce
www.evanschamber.org
Upstate

FIRESTONE

Population: 10,147
Town of Firestone
www.ci.firestone.co.us
Carbon Valley Chamber of Commerce
www.carbonvalleychamber.org
Upstate

FORT LUPTON

Population: 7,377
Fort Lupton Chamber of Commerce
www.fortluptonchamber.org
Fort Lupton School District
www.ftlupton.k12.co.us
Upstate

FORT COLLINS

Population: 143,986
City of Fort Collins
www.fcgov.com
Fort Collins Area Chamber of Commerce
www.fcchamber.org
Fort Collins Convention & Visitors Bureau
visit.ftcollins.com
Downtown Business Association
www.downtownfortcollins.org
Rocky Mountain Innovation Initiative
www.rmi2.org
Colorado State University
www.colostate.edu
Front Range Community College
www.frontrange.edu
Poudre School District
www.psd.k12.co.us
NCEDC

FREDERICK

Population: 8,679
Town of Frederick
www.frederickco.gov
Carbon Valley Chamber of Commerce
www.carbonvalleychamber.org
Upstate

GARDEN CITY

Population: 234
Weld County
www.co.weld.co.us
Upstate

GILCREST

Population: 1,034
Weld County
www.co.weld.co.us
South Central Weld Chamber of Commerce
www.southcentralweldchamber.com
Upstate

GREELEY

Population: 92,889
 City of Greeley
www.greeleygov.com
 Weld County
www.co.weld.co.us
 Greeley Chamber of Commerce/Visitors Bureau
www.greeleychamber.com
 Greeley Downtown Development Authority
www.greeleydowntown.com
 University of Northern Colorado
www.unco.edu
 Aims Community College
www.aims.edu
 Greeley-Evans School District/Weld County 6
www.greeleyschools.org
 Upstate

HUDSON

Population: 2,356
 Town of Hudson
www.hudsoncolorado.org
 Hudson Area Chamber of Commerce
www.hudsonchamberco.com
 Upstate

JOHNSTOWN

Population: 9,887
 Town of Johnstown
www.townofjohnstown.com
 Johnstown-Milliken Chamber of Commerce
www.jmchamber.com
 Upstate
 NCEDC

KEENESBURG

Population: 1,127
 Keenesburg Area Chamber of Commerce
www.keenesburgco.org
 Upstate

KERSEY

Population: 1,454
 Kersey Area Chamber of Commerce
www.kerseycolorado.com
 Upstate

LAPORTE

Population: 2,450
 Larimer County
www.co.larimer.co.us
 NCEDC

LASALLE

Population: 1,955
 Town of LaSalle
www.lasalletown.com
 South Central Weld Chamber of Commerce
www.southcentralweldchamber.com
 Upstate

LOCHBUIE

Town of Lochbuie
www.lochbuie.org
 Upstate

LOVELAND

Population: 66,859
 City of Loveland
www.ci.loveland.co.us
 Loveland Chamber of Commerce
www.loveland.org
 Loveland Economic Gardening Program
www.lovelandeconomicgardening.com
 Loveland Center for Business Development
www.lovelandcenterforbiz.org/
 Thompson School District
www.thompson.k12.co.us
 NCEDC

MEAD

Population: 3,405
 Town of Mead
www.townofmead.org
 Upstate

MILLIKEN

Population: 5,610
 Town of Milliken
www.town.milliken.co.us
 Johnstown-Milliken Chamber of Commerce
www.jmchamber.com
 Milliken Business Association
www.millikenbusiness.org/
 Upstate

NUNN

Population: 416
 Town of Nunn
www.nunncolorado.com
 Upstate

PIERCE

Population: 834
 Weld County
www.co.weld.co.us
 Upstate

PLATTEVILLE

Population: 2,485
 Town of Platteville
www.plattevillegov.org
 South Central Weld Chamber of Commerce
www.southcentralweldchamber.com
 Upstate

SEVERANCE

Population: 3,165
 Town of Severance
www.townofseverance.org
 Upstate

TIMNATH

Population: 625
 Town of Timnath
www.timnathcolorado.org
 NCEDC

WELLINGTON

Population: 6,289
 Town of Wellington
www.townofwellington.com
 Wellington Chamber of Commerce
www.wellingtoncoloradochamber.net
 NCEDC

WINDSOR

Town of Windsor
 Population: 18,644
www.ci.windsor.co.us
 Windsor Chamber of Commerce
www.windsorchamber.net
 Thompson School District
www.thompson.k12.co.us
 Weld Re-4 School District
www.weldre4.k12.co.us
 NCEDC
 Upstate

Education

By Molly Armbrister
marmbrister@ncbr.com

Building reputations: NoCo's universities, colleges

Northern Colorado is home to Colorado State University in Fort Collins and the University of Northern Colorado in Greeley, as well as community colleges and other institutions of higher education.

With a fall 2011 enrollment of 30,450 students, CSU offers a variety of highly sought-after degree programs, including engineering, energy research, business, veterinary sciences, bioscience and other disciplines. The university awarded 6,176 degrees in 2011.

CSU was recently ranked 128th of 262 national universities in the U.S. News and World Report's rankings of "America's Best Colleges and Universities."

The most-recent economic impact report on CSU found that the university's Colorado-based alumni – about 90,000 at the time the report was produced – accounted for more than \$4.1 billion in household income, representing 3.1 percent of Colorado's total household income.

CSU, according to the report, generates more than \$300 million in annual research expenditures.

CSU President Tony Frank has established environmentally friendly initiatives as one of the core missions of the university.

The result was that CSU achieved the highest score among 129 reporting universities participating in a national survey of higher-education institutions dedicated to sustainability measures — the Sustainability

Tracking, Assessment & Reporting System, known as STARS.

CSU is in the top four nationally for solar power at major public research universities, according to a report released in October 2011 by the Association for the Advancement of Sustainability in Higher Education, or AASHE.

UNC in Greeley, meanwhile, recorded total enrollment in the fall of 2011 of more than 12,000 students and offers more than 100 undergraduate programs.

The university, led by President Kay Norton since 2002, is nationally known for its arts, nursing, business, human sciences and

education programs.

The Monfort College of Business at UNC is the only business college to have won a Malcom Baldrige National Quality Award. The honor led to the creation of the Monfort Institute, which works with Baldrige winners and other organizations to maintain high levels of quality.

The College of Business also holds an annual competition for entrepreneurs called the Monfort College of Business Entrepreneurial Challenge. Participants undergo a variety of tests before presenting their business plans to a group of business experts.

UNC in Greeley offers more than 100 undergraduate programs.



Educational attainment for ages 25 and over

Northern Colorado graduation rates are among the highest in Colorado.

| County/State | % High school graduate or higher | % Bachelor's degree or higher |
|--------------|----------------------------------|-------------------------------|
| Colorado | 89.7% | 36.4% |
| Boulder | 94.1% | 57.5% |
| Broomfield | N/A | N/A |
| Larimer | 94.9% | 45.8% |
| Weld | 85.3% | 25.1% |

Source: U.S. Census Bureau, 2010 American Community Survey 1-Year Estimate

Higher education

| | Enrollment Fall 2011 | Degrees Awarded |
|--------------------------------------|----------------------|-----------------|
| Colorado State University | 30,450 | 6,176 |
| University of Colorado-Boulder | 29,884 | 34,655 |
| University of Northern Colorado | 12,599 | 1,388 |
| Front Range Community College System | 20,525 | 1,311 |

Degrees awarded data for summer 2010 to spring 2011.

Source: CSU, CU-Boulder, UNC, FRCC

School districts

| District | County | Pupils | Graduation Rate |
|--------------------------|---------|--------|-----------------|
| Poudre R-1 | Larimer | 26,923 | 86.6% |
| Greeley 6 | Weld | 19,623 | 74.7% |
| Thompson R2-J | Larimer | 15,310 | 82.5% |
| Windsor RE-4 | Weld | 4,364 | 90.8% |
| Johnstown-Milliken RE-5J | Weld | 3,138 | 82.2% |
| Weld County S/D RE-8 | Weld | 2,403 | 76.1% |
| Keenesburg RE-3 (J) | Weld | 2,276 | 87.5% |
| Weld County RE-1 | Weld | 1,986 | 90.4% |
| Eaton RE-2 | Weld | 1,749 | 89.2% |
| Park (Estes Park) R-3 | Larimer | 1,159 | 84.9% |
| Platte Valley RE-7 | Weld | 1,057 | 90.0% |
| Ault-Highland RE-9 | Weld | 846 | 83.5% |
| Prairie RE-11 | Weld | 174 | 100.0% |
| Briggsdale RE-10 | Weld | 157 | 90.9% |
| Pawnee RE-12 | Weld | 75 | 100.0% |

Source: Colorado Department of Education, 2010-2011

Schools

| District | County | Elementary | Middle/Junior | Senior High | Total | Alternative | Charter | Vocational | Special Ed | Online |
|--------------------------|---------|------------|---------------|-------------|-------|-------------|---------|------------|------------|--------|
| Poudre R-1 | Larimer | 32 | 9 | 10 | 51 | 3 | 2 | 0 | 0 | 1 |
| Greeley 6 | Weld | 16 | 4 | 7 | 27 | 1 | 3 | 0 | 0 | 0 |
| Thompson R2-J | Larimer | 22 | 5 | 6 | 33 | 1 | 1 | 0 | 0 | 1 |
| Windsor RE-4 | Weld | 6 | 2 | 1 | 9 | 0 | 1 | 0 | 0 | 0 |
| Johnstown-Milliken RE-5J | Weld | 4 | 1 | 1 | 6 | 0 | 1 | 0 | 0 | 0 |
| Weld County S/D RE-8 | Weld | 2 | 1 | 1 | 4 | 0 | 0 | 0 | 0 | 0 |
| Keenesburg RE-3 (J) | Weld | 4 | 1 | 1 | 6 | 0 | 1 | 0 | 0 | 0 |
| Weld County RE-1 | Weld | 3 | 2 | 1 | 6 | 0 | 0 | 0 | 0 | 0 |
| Eaton RE-2 | Weld | 3 | 1 | 1 | 5 | 0 | 0 | 0 | 0 | 0 |
| Park (Estes Park) R-3 | Larimer | 1 | 1 | 2 | 4 | 1 | 0 | 0 | 0 | 0 |
| Platte Valley RE-7 | Weld | 1 | 1 | 1 | 3 | 0 | 0 | 0 | 0 | 0 |
| Ault-Highland RE-9 | Weld | 1 | 1 | 1 | 3 | 0 | 0 | 0 | 0 | 0 |
| Prairie RE-11 | Weld | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 |
| Briggsdale RE-10 | Weld | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 |
| Pawnee RE-12 | Weld | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 |

Source: Colorado Department of Education

Employment

By Steve Lynn
slynn@ncbr.com

Health care, education, and oil and gas help lead the way in job-creation

UNC has expanded its nursing offerings to help satisfy market demands.

Employment in Northern Colorado, as in most part of the country, has been mixed, though the overall regional labor market has shown signs of definite recovery.

The good news: the region added nearly 4,000 jobs through April this year.

More than 165,100 people were employed in Larimer County as of late spring; nearly 111,500 were employed in Weld County.

Many of those jobs were in health care, education and oil and gas, some of the healthier segments of the regional economy.

Unemployment in the Fort Collins and Loveland area stood at 6.1 percent in March, an improvement over last year's 6.2 percent and the lowest among urban areas statewide.

The Greeley area's unemployment rate dropped from 8.7 percent in March 2011 to 8.5 percent this past March, according to the most recent report from the Governor's Office of State Planning and Budgeting. Still, the Greeley area had the third-highest jobless rate among the state's urban areas.

Greeley area unemployment went from 5.2 percent in 2008 as the financial crisis set in to 9.3 percent in 2009. The rate peaked at 10.2 percent the next year.

JBS remains the largest employer in Greeley, with 6,000 employees.

Other major private-sector employers in the area include North Colorado Medical Center with 2,200 employees last year and Hensel Phelps Construction with 2,000.



Fort Collins' largest private-sector employer was Poudre Valley Health System with nearly 5,300 employees. Call-center operator Center Partners had 3,500 staffers and Columbine Health Systems had nearly 1,400.

Loveland's largest private-sector employer was Walmart with nearly 1,000, followed by McKee Medical Center at 850.

Average annual wages in Northern Colo-

rado remained below the state average of \$50,700. Larimer County wages were \$44,600 while Weld County wages were \$42,000.

Those figures could be climbing. Employers in Northern Colorado forecast a 2.6-percent wage increase for their workers next year, tying metro Denver for the highest average projections in the state, according to a survey from the Mountain States Employers Council.

RESOURCES

Colorado Department of Labor and Employment – www.colorado.gov/cdle

Northern Colorado has a broad employment base, led by health care, manufacturing, retail and education.

Top industries

Weld County

The table below shows the distribution of industries in Weld County, as of the fourth quarter of 2011.

The numbers in parentheses are NAICS codes.

| Rank | Industry sector | Establishments | Employees |
|------|---|----------------|-----------|
| 1 | Manufacturing (31-33) | 295 | 11,526 |
| 2 | Education services | 72 | 8,823 |
| 3 | Health care and social assistance | 419 | 8,211 |
| 4 | Retail trade (44 & 45) | 602 | 7,977 |
| 5 | Construction | 769 | 6,519 |
| 6 | Accommodation and food services | 383 | 6,117 |
| 7 | Mining | 141 | 4,569 |
| 8 | Public administration | 75 | 4,492 |
| 9 | Admin., support, waste mgt., remediation | 324 | 4,154 |
| 10 | Wholesale trade | 414 | 3,667 |
| 11 | Agriculture, forestry, fishing and hunting | 217 | 3,286 |
| 12 | Transportation and warehousing (48 & 49) | 310 | 2,966 |
| 13 | Finance and insurance | 328 | 2,843 |
| 14 | Professional, scientific and technical services | 595 | 2,106 |
| 15 | Other services (except public admin.) | 374 | 1,752 |
| 16 | Management of companies and enterprises | 40 | 1,360 |
| 17 | Real estate, rental and leasing | 228 | 972 |
| 18 | Information | 71 | 948 |
| 19 | Arts, entertainment, recreation | 85 | 843 |
| 20 | Utilities | 33 | 344 |

Source: Colorado Department of Labor & Employment

Larimer County

The table below shows the distribution of industries in Larimer County, as of the fourth quarter of 2011.

Numbers in parentheses are NAICS codes.

| Rank | Industry sector | Establishments | Employees |
|------|---|----------------|-----------|
| 1 | Health care & social assistance | 894 | 17,602 |
| 2 | Retail trade (44 & 45) | 1,140 | 17,394 |
| 3 | Education services | 149 | 15,763 |
| 4 | Accommodation & food services | 783 | 14,973 |
| 5 | Manufacturing (31-33) | 417 | 11,189 |
| 6 | Professional, scientific and technical services | 1,721 | 8,967 |
| 7 | Admin., support, waste mgt., remediation | 570 | 8,110 |
| 8 | Public administration | 61 | 7,412 |
| 9 | Construction | 1,099 | 1,323 |
| 10 | Other services (except public admin.) | 768 | 3,619 |
| 11 | Finance and insurance | 541 | 3,189 |
| 12 | Wholesale trade | 584 | 3,079 |
| 13 | Information | 172 | 2,692 |
| 14 | Transportation and warehousing | 178 | 2,478 |
| 15 | Arts, entertainment, recreation | 177 | 2,265 |
| 16 | Real estate, rental and leasing | 476 | 2,186 |
| 17 | Utilities | 31 | 725 |
| 18 | Agriculture, forestry, fishing and hunting | 75 | 608 |
| 19 | Management of companies and enterprises | 72 | 563 |
| 20 | Mining | 42 | 347 |
| 21 | Unclassified establishments | 11 | 28 |

Source: Colorado Department of Labor & Employment

Federal laboratories

Employment at federal laboratories

| | FY 2009 | | | FY 2010 | | |
|------------------|------------|---------------------------------|----------------------|------------|---------------------------------|----------------------|
| | Total FTEs | Total compensation (\$millions) | Average compensation | Total FTEs | Total compensation (\$millions) | Average compensation |
| Boulder | 3,386 | \$348.4 | \$102,911 | 3,558 | \$371.8 | \$104,506 |
| Jefferson | 3,213 | \$262.2 | \$81,630 | 3,626 | \$303.0 | \$83,564 |
| Larimer | 765 | \$64.9 | \$84,915 | 754 | \$67.2 | \$89,173 |
| Colorado | 7,387 | \$677.0 | \$91,649 | 7,964 | \$743.7 | \$93,379 |

Note: FTEs include full-time employees, one-half part-time employees and contract workers.

Compensation includes salary and benefits.

Source: CO-LABS Impact Study, 2009-2010, by the Business Research Division at the Leeds School of Business, University of Colorado at Boulder

Expenditures at federal laboratories, in millions

| | FY 2009 | | | | FY 2010 | | | |
|------------------|---------|--|----------------|----------------------------------|---------|--|----------------|----------------------------------|
| | Labor | Operating expenditures, maintenance, utilities | Lease payments | Total direct Colorado operations | Labor | Operating expenditures, maintenance, utilities | Lease payments | Total direct Colorado operations |
| Boulder | \$348.4 | \$40.1 | \$9.8 | \$398.3 | \$371.8 | \$39.9 | \$10.1 | \$421.9 |
| Jefferson | \$262.2 | \$68.9 | \$28.6 | \$359.8 | \$303.0 | \$78.3 | \$30.2 | \$411.5 |
| Larimer | \$64.9 | \$15.3 | \$7.4 | \$87.7 | \$67.2 | \$15.7 | \$7.4 | \$90.4 |
| Colorado | \$677.0 | \$175.9 | \$46.0 | \$898.9 | \$743.7 | \$199.4 | \$47.7 | \$990.7 |

Source: CO-LABS Impact Study, 2009-2010, by the Business Research Division at the Leeds School of Business, University of Colorado at Boulder

Impact of federal laboratories on Larimer County, FY 2009-10, in millions

Economic benefits

| Source | FY 2009 | FY 2010 |
|-----------------------------|------------------|------------------|
| Construction | \$3,347 | \$1,205 |
| Operations | \$67,284 | \$69,370 |
| Employees (off site) | \$11,627 | \$11,960 |
| Indirect | \$18,845 | \$17,957 |
| Visitors | \$730 | \$737 |
| Total | \$101,833 | \$101,229 |

Public revenues

| Source | FY 2009 | FY 2010 |
|-----------------------------|----------------|----------------|
| Construction | \$118 | \$45 |
| Operations | NA | NA |
| Employees (off site) | \$1,714 | \$1,726 |
| Visitors | \$6 | \$7 |
| Total | \$1,839 | \$1,778 |

| | FY 2009 | FY 2010 |
|------------------------------|------------------|-----------------|
| Net economic benefits | \$100,056 | \$99,477 |

Public costs

| Source | FY 2009 | FY 2010 |
|-----------------------------|----------------|----------------|
| Construction | NA | NA |
| Operations | \$388 | \$382 |
| Employees (off site) | \$1,389 | \$1,370 |
| Visitors | NA | NA |
| Total | \$1,777 | \$1,752 |

Source: CO-LABS Impact Study, 2009-2010, by the Business Research Division at the Leeds School of Business, University of Colorado at Boulder

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Consumer Price Index

The following information is for the Denver-Boulder-Greeley Metropolitan Statistical Area, which includes Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson and Weld counties.

| Item & group | Time periods | CPI measure | Year-over-year change % |
|-----------------------------|---------------------------------|-------------------|-------------------------|
| All items | 2nd half 2010 and 2nd half 2011 | 213.916 / 221.521 | 3.6% |
| Apparel | 2nd half 2010 and 2nd half 2011 | 98.818 / 101.474 | 2.7% |
| Education and communication | 2nd half 2010 and 2nd half 2011 | 117.904 / 119.449 | 1.3% |
| Food and beverages | 2nd half 2010 and 2nd half 2011 | 201.409 / 210.675 | 4.6% |
| Fuels and utilities | 2nd half 2010 and 2nd half 2011 | 189.542 / 211.398 | 11.5% |
| Housing | 2nd half 2010 and 2nd half 2011 | 194.331 / 199.036 | 2.4% |
| Medical care | 2nd half 2010 and 2nd half 2011 | 447.303 / 456.780 | 2.1% |
| Other goods and services | 2nd half 2010 and 2nd half 2011 | 338.044 / 335.797 | -0.7% |
| Transportation | 2nd half 2010 and 2nd half 2011 | 238.438 / 261.757 | 9.8% |
| Recreation | 2nd half 2010 and 2nd half 2011 | 141.883 / 144.258 | 1.7% |

Source: U.S. Department of Labor, Bureau of Labor Statistics

Weekly wages

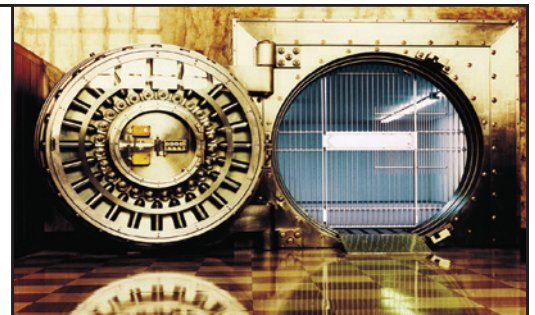
Wage distribution, Q4 2011

| County/state | Rank among counties | Average hourly wage | Average weekly wage | Average annual wage |
|--------------|---------------------|---------------------|---------------------|---------------------|
| Larimer | 14 | \$21.43 | \$857 | \$44,564 |
| Weld | 16 | \$20.23 | \$809 | \$42,068 |
| Colorado | | \$24.38 | \$975 | \$50,700 |

Source: Colorado Department of Labor & Employment

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Northern Colorado
**BUSINESS
REPORT**

Wages by occupation, 2011

Colorado

| Occupation | Employment | Entry level | Mean (Avg.) | Median | Experienced |
|------------|------------|-------------|-------------|----------|-------------|
| Total | 2,179,060 | \$21,040 | \$47,522 | \$37,068 | \$60,764 |

Greeley MSA

| Occupation | Employment | Entry level | Mean (Avg.) | Median | Experienced |
|--|------------|-------------|-------------|----------|-------------|
| Architecture and Engineering | 1,280 | \$39,635 | \$73,262 | \$68,474 | \$90,075 |
| Business and Financial Operations | 3,480 | \$34,071 | \$58,938 | \$55,057 | \$71,371 |
| Computer and Mathematical | 960 | \$42,954 | \$67,157 | \$65,042 | \$79,258 |
| Construction and Extraction | 7,090 | \$27,057 | \$43,217 | \$37,516 | \$51,296 |
| Education, Training, and Library | 6,170 | \$22,859 | \$42,023 | \$39,325 | \$51,605 |
| Farming, Fishing, and Forestry | 350 | \$17,232 | \$27,050 | \$21,199 | \$31,959 |
| Healthcare Practitioners and Technical | 3,780 | \$38,029 | \$66,235 | \$60,891 | \$80,338 |
| Legal | 420 | \$32,744 | \$65,206 | \$54,003 | \$81,437 |
| Management | 3,080 | \$54,887 | \$99,916 | \$87,485 | \$122,431 |
| Sales and Related | 7,080 | \$17,637 | \$38,241 | \$25,313 | \$48,543 |
| Transportation and Material Moving | 6,250 | \$20,420 | \$34,025 | \$31,855 | \$40,827 |
| Total All Occupations | 77,470 | \$20,119 | \$41,334 | \$33,671 | \$51,941 |

Fort Collins-Loveland MSA

| Occupation | Employment | Entry level | Mean (Avg.) | Median | Experienced |
|---|------------|-------------|-------------|----------|-------------|
| Architecture and Engineering | 4,610 | \$44,533 | \$81,809 | \$75,593 | \$100,447 |
| Business and Financial Operations | 5,670 | \$35,212 | \$63,301 | \$56,890 | \$77,346 |
| Computer and Mathematical | 4,180 | \$44,381 | \$75,009 | \$73,871 | \$90,323 |
| Construction and Extraction | 5,650 | \$29,502 | \$43,633 | \$41,201 | \$50,699 |
| Education, Training, and Library Workers, All Other | *** | \$29,963 | \$43,026 | \$42,259 | \$49,558 |
| Farmworkers and Laborers, Crop, Nursery, and Greenhouse | 50 | \$18,594 | \$29,424 | \$22,854 | \$34,839 |
| Healthcare Practitioners and Technical | 8,160 | \$36,906 | \$69,202 | \$61,152 | \$85,350 |
| Legal | 620 | \$38,277 | \$75,316 | \$58,748 | \$93,836 |
| Management | 5,210 | \$52,594 | \$102,480 | \$91,097 | \$127,423 |
| Sales and Related | 15,650 | \$17,544 | \$33,891 | \$23,466 | \$42,064 |
| Transportation and Material Moving | 4,870 | \$18,510 | \$31,019 | \$28,781 | \$37,273 |
| Total All Occupations | 127,420 | \$20,049 | \$44,499 | \$34,891 | \$56,724 |

Source: Colorado Department of Labor & Employment

Colorado tax rates, taxes and fees at a glance, 2011

| Type | Tax/fee |
|--|-------------------------------|
| Income tax for individuals, fiduciaries & corporations | 4.63% of state taxable income |

Source: Colorado Division of Property Taxation

Cigarettes, other tobacco products

| Type | Tax/fee |
|----------------|----------------------------------|
| Cigarettes | \$84 cents per 20-count package |
| | 42 mills per cigarette |
| Other products | 40% of manufacturer's list price |

Source: Colorado Department of Revenue 2011 Annual Report

Colorado industries

| Rank | Industry Sector | Establishments | Employees |
|------|--|----------------|-----------|
| 3 | Accommodation and Food Services | 12,077 | 225,209 |
| 6 | Admin., Support, Waste Mgmt, Remediation | 9,802 | 139,470 |
| 20 | Agriculture, Forestry, Fishing & Hunting | 1,412 | 13,837 |
| 15 | Arts, Entertainment, and Recreation | 2,556 | 48,054 |
| 9 | Construction | 17,210 | 118,057 |
| 4 | Education Services | 2,743 | 203,305 |
| 10 | Finance and Insurance | 10,088 | 99,097 |
| 1 | Health Care and Social Assistance | 14,183 | 272,537 |
| 12 | Information | 3,146 | 74,540 |
| 17 | Management of Companies and Enterprises | 1,653 | 30,131 |
| 8 | Manufacturing (31-33) | 5,243 | 130,996 |
| 18 | Mining | 1,580 | 29,585 |
| 14 | Other Services (except Public Admin.) | 12,606 | 66,642 |
| 5 | Professional, Scientific & Technical Svc | 29,648 | 176,602 |
| 7 | Public Administration | 1,898 | 138,496 |
| 16 | Real Estate and Rental and Leasing | 8,975 | 42,347 |
| 2 | Retail Trade (44 & 45) | 17,186 | 247,950 |
| 13 | Transportation and Warehousing (48 & 49) | 3,927 | 72,338 |
| 21 | Unclassified establishments | 688 | 660 |
| 19 | Utilities | 612 | 13,884 |
| 11 | Wholesale Trade | 12,443 | 93,001 |

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program

Tracking the tax man, from collections to rates.

Alcohol and fermented beverages

| Type | Tax/fee |
|--------------------------|-----------------------|
| Beer | 8 cents per gal. |
| Hard cider | 8 cents per gal. |
| Wine | 7.33 cents per liter |
| Spirits | 60.26 cents per liter |
| Winery grape/produce tax | \$10 per ton |

Source: Colorado Department of Revenue 2011 Annual Report

Driver's license and ID card fees

Original/renewal of basic license

| Type | Tax/fee |
|----------------------|---------|
| Driver's license | \$21 |
| Commercial license | \$35 |
| Instructional permit | \$14 |
| Provisional license | \$5.60 |

Duplicate/reissue

| Type | Tax/fee |
|--------------------------------|---------|
| First duplicate/reissue | \$7.50 |
| Subsequent duplicates/reissues | \$14 |
| Motorcycle endorsement | \$2 |
| Original/renewal of ID card | \$10.50 |
| ID for people 60 and older | Free |
| Driving record | \$2.20 |
| Certified motor vehicle record | \$2.70 |

Source: Colorado Department of Revenue 2011 Annual Report

Mileage and fuel tax

| Type | Tax/fee |
|-------------------|-----------------------------|
| Passenger-mile | 1.0 mill per passenger-mile |
| Aviation gasoline | 6 cents per gal. |
| Aviation jet fuel | 4 cents per gal. |
| Gasoline | 22 cents per gal. |
| Special fuel | 20.5 cents per gal. |

| Type | Tax/fee |
|-----------------|-----------------------|
| Sales & use tax | 2.9% of taxable value |

Source: Colorado Department of Revenue 2011 Annual Report

Property taxes, assessed valuations, by city and category, 2011

Larimer

| City | Vacant | Residential | Commercial | Industrial | Agricultural | Natural Resources | Producing Mines | Oil & Gas | State Assessed | Total |
|---------------|----------------------|------------------------|------------------------|----------------------|--------------------|-------------------|-----------------|--------------------|---------------------|------------------------|
| Berthoud | \$2,799,290 | \$29,444,360 | \$18,841,230 | \$4,715,510 | \$150,120 | \$60 | \$0 | \$4,963 | \$1,755,420 | \$57,710,953 |
| Estes Park | \$13,588,790 | \$97,089,470 | \$72,936,620 | \$306,500 | \$0 | \$0 | \$0 | \$0 | \$2,565,280 | \$186,486,660 |
| Fort Collins | \$40,076,570 | \$908,389,840 | \$608,071,970 | \$205,110,940 | \$472,720 | \$10,080 | \$0 | \$664,517 | \$35,651,340 | \$1,798,447,977 |
| Johnstown | \$5,010,260 | \$6,210,130 | \$19,731,830 | \$0 | \$255,030 | \$1,610 | \$0 | \$1,359,747 | \$85,870 | \$32,654,477 |
| Loveland | \$41,377,600 | \$399,857,220 | \$397,620,550 | \$40,495,340 | \$239,100 | \$3,150 | \$0 | \$77,230 | \$14,782,750 | \$894,452,940 |
| Timnath | \$9,242,240 | \$12,310,350 | \$5,959,400 | \$458,700 | \$133,530 | \$350 | \$0 | \$0 | \$109,260 | \$28,213,830 |
| Wellington | \$3,604,550 | \$31,840,080 | \$9,491,270 | \$2,140,030 | \$43,410 | \$1,270 | \$0 | \$0 | \$1,176,390 | \$48,297,000 |
| Windsor | \$10,481,710 | \$55,008,630 | \$14,262,310 | \$471,290 | \$25,170 | \$1,230 | \$0 | \$0 | \$404,610 | \$80,654,950 |
| Total: | \$126,181,010 | \$1,541,502,080 | \$1,146,915,180 | \$253,698,310 | \$1,319,080 | \$17,750 | \$0 | \$2,106,457 | \$56,530,920 | \$3,126,918,787 |

Weld

| City | Vacant | Residential | Commercial | Industrial | Agricultural | Natural Resources | Producing Mines | Oil & Gas | State Assessed | Total |
|---------------|---------------------|----------------------|----------------------|----------------------|--------------------|--------------------|-----------------|----------------------|----------------------|------------------------|
| Ault | \$229,730 | \$4,077,040 | \$2,376,250 | \$507,400 | \$37,840 | \$330 | \$0 | \$0 | \$1,454,350 | \$8,682,940 |
| Berthoud | \$246,420 | \$618,880 | \$518,190 | \$1,022,440 | \$215,530 | \$700 | \$0 | \$908,570 | \$33,760 | \$3,564,490 |
| Brighton | \$865,160 | \$2,186,210 | \$4,984,920 | \$54,419,280 | \$64,830 | \$0 | \$0 | \$173,020 | \$159,040 | \$62,852,460 |
| Dacono | \$2,091,870 | \$12,508,020 | \$9,651,880 | \$1,215,410 | \$221,890 | \$30 | \$0 | \$6,080,060 | \$793,270 | \$32,562,430 |
| Eaton | \$1,351,360 | \$22,489,400 | \$10,443,110 | \$1,741,450 | \$272,060 | \$0 | \$0 | \$628,970 | \$895,230 | \$37,821,580 |
| Erie | \$3,940,000 | \$85,775,440 | \$17,987,890 | \$2,187,300 | \$172,530 | \$23,600 | \$0 | \$21,906,420 | \$1,193,000 | \$133,186,180 |
| Evans | \$4,169,470 | \$53,848,080 | \$29,262,170 | \$2,397,180 | \$427,650 | \$320 | \$0 | \$22,425,820 | \$3,575,270 | \$116,105,960 |
| Firestone | \$6,997,120 | \$55,903,310 | \$32,222,430 | \$2,881,190 | \$363,320 | \$600,410 | \$0 | \$32,865,700 | \$506,510 | \$132,339,990 |
| Fort Lupton | \$1,162,660 | \$18,839,650 | \$17,756,750 | \$5,074,390 | \$251,760 | \$334,770 | \$0 | \$8,634,070 | \$30,856,820 | \$82,910,870 |
| Frederick | \$6,226,690 | \$52,218,660 | \$35,558,900 | \$14,639,140 | \$470,970 | \$232,870 | \$0 | \$50,936,280 | \$31,776,920 | \$192,060,430 |
| Garden | \$112,980 | \$466,200 | \$4,570,910 | \$315,570 | \$0 | \$0 | \$0 | \$0 | \$170,050 | \$5,635,710 |
| Gilcrest | \$118,760 | \$2,162,020 | \$903,080 | \$0 | \$54,090 | \$0 | \$0 | \$275,690 | \$586,470 | \$4,100,110 |
| Greeley | \$17,443,820 | \$316,282,910 | \$311,858,920 | \$29,139,270 | \$967,180 | \$10,450 | \$0 | \$62,105,830 | \$49,211,360 | \$787,019,740 |
| Grover | \$24,950 | \$209,210 | \$66,430 | \$0 | \$23,750 | \$0 | \$0 | \$217,360 | \$3,400 | \$545,100 |
| Hudson | \$313,950 | \$3,510,890 | \$21,879,540 | \$2,429,500 | \$137,850 | \$1,240 | \$0 | \$1,523,420 | \$1,398,730 | \$31,195,120 |
| Johnstown | \$3,464,430 | \$51,901,740 | \$10,908,300 | \$6,973,930 | \$578,390 | \$1,500 | \$0 | \$6,544,640 | \$3,542,060 | \$83,914,990 |
| Keenesburg | \$403,310 | \$3,795,290 | \$1,980,590 | \$69,330 | \$127,460 | \$0 | \$0 | \$16,150 | \$306,020 | \$6,698,150 |
| Kersey | \$450,820 | \$4,252,580 | \$2,371,530 | \$80,330 | \$29,960 | \$110 | \$0 | \$1,134,010 | \$526,090 | \$8,845,430 |
| Lasalle | \$305,890 | \$6,057,610 | \$4,098,750 | \$346,150 | \$9,210 | \$10 | \$0 | \$1,122,600 | \$1,312,780 | \$13,253,000 |
| Lochbuie | \$1,102,840 | \$15,764,790 | \$405,840 | \$0 | \$65,420 | \$1,260 | \$0 | \$226,850 | \$387,770 | \$17,954,770 |
| Longmont | \$541,540 | \$26,820 | \$10,271,990 | \$697,690 | \$33,400 | \$619,080 | \$0 | \$532,550 | \$21,680 | \$12,744,750 |
| Mead | \$2,328,130 | \$26,154,210 | \$10,698,070 | \$8,124,110 | \$536,910 | \$930 | \$0 | \$8,822,280 | \$874,760 | \$57,539,400 |
| Milliken | \$2,505,690 | \$22,377,920 | \$5,049,690 | \$1,453,770 | \$510,320 | \$268,790 | \$0 | \$29,522,160 | \$2,034,350 | \$63,722,690 |
| Northglenn | \$0 | \$32,020 | \$520 | \$0 | \$2,270 | \$0 | \$0 | \$3,096,710 | \$145,760 | \$3,277,280 |
| Nunn | \$255,770 | \$1,225,700 | \$476,590 | \$271,820 | \$80,640 | \$2,560 | \$0 | \$0 | \$3,420,800 | \$5,733,880 |
| Pierce | \$306,180 | \$2,121,780 | \$1,367,360 | \$403,680 | \$11,450 | \$0 | \$0 | \$969,500 | \$765,540 | \$5,945,490 |
| Platteville | \$394,250 | \$7,914,440 | \$4,891,420 | \$2,517,900 | \$111,380 | \$10 | \$0 | \$6,530,770 | \$1,421,030 | \$23,781,200 |
| Raymer | \$18,840 | \$158,460 | \$71,260 | \$0 | \$21,950 | \$0 | \$0 | \$840 | \$85,330 | \$356,680 |
| Severance | \$1,723,550 | \$23,734,810 | \$1,911,020 | \$65,200 | \$248,890 | \$2,980 | \$0 | \$108,430 | \$1,202,780 | \$29,297,660 |
| Thornton | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Windsor | \$11,221,980 | \$90,601,330 | \$47,655,260 | \$94,986,960 | \$681,670 | \$102,530 | \$0 | \$13,559,870 | \$6,284,120 | \$265,093,720 |
| Total: | \$70,318,160 | \$887,215,420 | \$602,199,560 | \$233,960,390 | \$6,730,570 | \$2,204,480 | \$0 | \$281,168,570 | \$144,945,050 | \$2,228,742,200 |

Source: Colorado Division of Property Taxation

Income-tax collections

Net Colorado income-tax collections, 2002-2011 (\$ millions)

| Type | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Individual | \$3,476 | \$3,236 | \$3,414 | \$3,771 | \$4,256 | \$4,796 | \$5,068 | \$4,403 | \$4,090 | \$4,541 |
| Corporate | \$205 | \$199 | \$240 | \$316 | \$458 | \$480 | \$508 | \$330 | \$360 | \$384 |
| Total | \$3,681 | \$3,435 | \$3,654 | \$4,087 | \$4,714 | \$5,276 | \$5,576 | \$4,733 | \$4,450 | \$4,924 |

Source: Colorado Department of Revenue, 2011 Annual Report

Income-tax returns filed, 2002-2011

(Includes returns filed by individuals, fiduciaries, partnerships and corporations, in 000s.)

| Type | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Taxable | 1,808 | 1,740 | 1,753 | 1,757 | 1,817 | 1,888 | 2,004 | 1,959 | 1,815 | 1,839 |
| Nontaxable | 742 | 588 | 709 | 750 | 725 | 739 | 803 | 852 | 860 | 890 |
| Amended | 54 | 48 | 57 | 56 | 55 | 55 | 60 | 64 | 64 | 81 |
| Total returns | 2,604 | 2,375 | 2,519 | 2,563 | 2,596 | 2,679 | 2,867 | 2,874 | 2,739 | 2,810 |

Source: Colorado Department of Revenue, 2011 Annual Report

Enterprise Zones

Corporate income tax credits, 2010-2011

| Tax credits | Amount | Filings | Amount | Filings |
|---|---------------------|--------------|---------------------|--------------|
| Alternative fuel credit | \$233,589 | 12* | \$16,388 | 6 |
| Enterprise zone investment | \$23,268,780 | 495 | \$22,340,344 | 473 |
| Enterprise zone employee | \$3,805,584 | 136 | \$2,014,639 | 121 |
| Enterprise zone contribution credits | \$479,631 | 176 | \$528,447 | 175 |
| Other enterprise zone credits | \$4,151,569 | 84 | \$3,352,100 | 92 |
| Investment tax | \$685,985 | 1,044 | \$456,263 | 785 |
| Gross conservation easement credit | \$1,787,205 | 14 | \$1,654,158 | 20 |
| Other credits | \$6,119,503 | 94** | \$19,110,538 | 124 |
| Total | \$40,531,846 | 2,055 | \$49,472,877 | 1,796 |

* Includes credit for investment in both alternative fuel vehicles and refueling facilities.

** Includes credit for items such as old investment tax, crop and livestock contribution, historic property preservation and low-income housing.

Source: Colorado Department of Revenue, 2011 Annual Report

Energy

By Steve Lynn
slynn@ncbr.com

Weld County alone is home to more than 17,000 active wells.



Horizontal drilling, 'fracturing' open new fields for oil and gas industry

The oil and natural-gas boom is, well, booming in Northern Colorado, with companies reporting increasing production as well as plans to drill additional wells throughout the region.

Two-dozen companies currently drill in the expansive Niobrara formation, whose territory includes northeastern Colorado. Anadarko Petroleum Corp. and Noble Energy Inc. rank as the largest producers in the Niobrara, located in the Denver-Julesburg Basin.

Both companies have expanded their operations since drilling began in earnest in 2009.

Noble expanded its operations in Northern Colorado from 48,000 net acres to 230,000 net acres in just the first quarter of 2012 and recently finished construction on a new headquarters in Greeley. The company plans \$8 billion in investment in the area over the next five years.

Anadarko has identified net resources of between 500 million and 1.5 billion barrels of oil-equivalent in the Wattenberg field. The company said this spring that it plans to add two rigs to the six it already operates in the Wattenberg field in Northern Colorado.

Other companies have expanded, as well. Early in the year, Halliburton announced plans to bring 500 jobs to the area with its sand terminal in the 1,800-acre Great Western Industrial Park near Windsor.

The activity also has led to plans to add pipeline and rail infrastructure, including a third railroad transload facility to ship oil. Pipeline giant Kinder Morgan is planning to convert a natural-gas pipeline that runs through the basin. The company expects the pipeline to begin service in 2014, "subject to customer commitments and required approvals."

Oil and gas activity in Weld County in particular has outpaced other regions in the state with no signs of letting up. The state

approved 2,262 drilling permits in Weld last year vs. 2,152 the year before.

Weld County also had the lion share of the more than 46,800 active wells in Colorado with more than 17,300 wells last year.

Amid all of this activity, oil and gas companies have faced intensifying opposition as they seek to expand their drilling. Front Range cities such as Erie, Longmont and Loveland all have passed moratoriums so that they can have time to consider new regulations.

RESOURCES

Colorado Oil and Gas
Conservation Commission

www.cogcc.state.co.us

Noble Energy Inc.

www.nobleenergyinc.com

Anadarko Petroleum Corp.

www.anadarko.com

Clean Energy

By Steve Lynn
slynn@ncbr.com

Uncertainty amid much promise, hope for alternatives

Clean energy in Northern Colorado has suffered as the industry struggles to compete with cheaper fossil fuels.

One of the hardest-hit: Danish wind turbine giant Vestas, which has manufacturing facilities in Windsor, Brighton and Pueblo. The company announced 2,335 global job cuts in January and warned that an additional 1,600 layoffs could occur nationwide if Congress fails to renew tax breaks for renewable energy.

Efforts to renew the credit, set to expire at the end of the year, were under way but with no assurances of passage.

Solar energy companies were having problems, too, in part caused by overseas competitors who were flooding the market with cheaper goods.

Earlier in the year, Loveland-based Abound Solar said that it temporarily would slash 180 jobs and lay off another 100 temporary workers. It also put off opening a new factory in Indiana and stopped making its first-generation thin-film photovoltaic modules. In late June, the company announced it would file for bankruptcy.

Times seemed better for clean energy during the administration of Gov. Bill Ritter, who signed more than 50 bills dealing with renewable energy during his four years as governor. He helped create thousands of jobs as companies like Vestas established operations in Colorado.



The industry in 2012 was awaiting the extension of a key manufacturing tax break.

opened its new building last year, aims to serve 40 new start-ups to create more than 400 new jobs with salaries greater than \$70,000. At least some of those companies

will be in the clean energy sector.

Also, real estate developer Craig Harrison has proposed the Niobrara Energy Park in northern Weld County. The 640-acre park would integrate natural-gas and renewable-energy production.

Clean energy remains a focus of an array of Northern Colorado organizations. The city of Fort Collins, the Colorado State University Office of Economic Development, the Northern Colorado Economic Development Corp. and Upstate Colorado Economic Development

all have established clean energy as a targeted cluster.

Additionally, those organizations and others participate in the Northern Colorado Clean Energy Cluster, a consortium seeking to promote the region's clean-energy by building on existing competencies.

Gov. John Hickenlooper's administration insists he is as committed to renewable energy as his predecessor, but he has signed fewer bills and not as many clean energy companies have moved here as during Ritter's term.

Despite its troubles, the industry remains a significant regional employer. Clean energy employed 2,750 in 2010, according to the Northern Colorado Economic Development Corp., though that figure declined from 3,130 in 2008.

Some promise exists for future growth in Northern Colorado.

Woodward, a Fort Collins-based company that makes technology to reduce emissions in aerospace and energy sectors, set a record of \$132 million in net earnings last year. The company is adding employees, developing plans for a new manufacturing facility in the United States and expanding operations in Poland and China.

The Rocky Mountain Innosphere, which

RESOURCES

Northern Colorado Clean Energy
www.nccleanenergy.com

Rocky Mountain Innosphere
www.rmi2.org

Vestas – www.vestas.com

Abound Solar – www.abound.com

Northern Colorado energy producers power on, with traditional companies growing most.

Active wells

As of May 2012

| County | Active Wells |
|-------------------|--------------|
| Weld | 18,128 |
| Garfield | 9,371 |
| Yuma | 3,845 |
| La Plata | 3,335 |
| Las Animas | 3,091 |
| Rio Blanco | 2,913 |
| Mesa | 1,073 |
| Adams | 997 |
| Moffat | 603 |
| Washington | 505 |
| Cheyenne | 414 |
| Boulder | 309 |
| Larimer | 233 |
| 32 other counties | 5,096 |

Source: Colorado Oil and Gas Conservation Commission

Oil and gas drilling activity

Drilling activity by county, 2011-12

| County | Permits approved 2011 | Permits approved 2012* |
|------------|----------------------------------|------------------------|
| Weld | 2,262 | 712 |
| Garfield | 1,323 | 308 |
| Yuma | 148 | 11 |
| Mesa | 127 | 18 |
| Phillips | 112 | 54 |
| Rio Blanco | 109 | 36 |
| La Plata | 99 | 34 |
| Moffat | 93 | 13 |
| Las Animas | 85 | 8 |
| Lincoln | 31 | 12 |
| Boulder | 30 | 11 |
| Cheyenne | 16 | 8 |
| Sedgwick | 12 | 2 |
| Broomfield | 11 | 0 |
| Larimer | 8 | 5 |
| Baca | 5 | 0 |
| El Paso | 3 | 6 |
| Totals | 4,659 in 38 of total 64 counties | 1,314 in 26 counties |

* As of 5.7.12

Source: Colorado Oil and Gas Conservation Commission

Top companies by active wells

Annual production by operator, Larimer County 2011-2012

| Operator | Year | Oil production (barrels) | Oil sales (barrels) | Gas production (MCF) | Gas sales (MCF) | Water production (barrels) |
|--|------|--------------------------|---------------------|----------------------|-----------------|----------------------------|
| PROSPECT ENERGY LLC - #10312 | 2011 | 52,259 | 52,026 | 3,507 | | 2,436,513 |
| PROSPECT ENERGY LLC - #10312 | 2012 | 16,124 | 14,269 | 734 | | 783,371 |
| BUEHLER* HOWARD D & VIRGINIA A - #11345 | 2011 | 119 | | 115 | | |
| BUEHLER* HOWARD D & VIRGINIA A - #11345 | 2012 | 53 | | 28 | | |
| TOM FENNO PRODUCTION LLC - #29625 | 2011 | 11,575 | 12,076 | | | 217,048 |
| TOM FENNO PRODUCTION LLC - #29625 | 2012 | 2,577 | 2,536 | | | 58,259 |
| KERR-MCGEE OIL & GAS ONSHORE LP - #47120 | 2011 | 43,473 | 41,974 | 122,077 | 117,420 | 1,989 |
| KERR-MCGEE OIL & GAS ONSHORE LP - #47120 | 2012 | 9,762 | 9,213 | 32,459 | 31,081 | 694 |
| MAGPIE OPERATING, INC - #52530 | 2011 | 19,962 | 17,881 | 174,620 | 174,620 | |
| MAGPIE OPERATING, INC - #52530 | 2012 | 1,750 | 1,527 | 14,436 | 14,436 | |

Note: 2012 data through April.

Source: Colorado Oil and Gas Conservation Commission



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Top companies by active wells

Annual production by operator, Weld County 2011-2012

| Operator | Year | Oil production (barrels) | Oil sales (barrels) | Gas production (MCF) | Gas sales (MCF) | Water production (barrels) |
|-------------------------------------|------|--------------------------|---------------------|----------------------|-----------------|----------------------------|
| ANADARKO E&P COMPANY LP - #2800 | 2011 | 5,552 | 5,171 | 7,871 | | 1,138 |
| ANADARKO E&P COMPANY LP - #2800 | 2012 | 865 | 1,045 | 4,251 | | |
| ANTELOPE ENERGY COMPANY LLC - #3250 | 2011 | 385 | 162 | | | 142 |
| ANTELOPE ENERGY COMPANY LLC - #3250 | 2012 | 174 | 163 | | | 80 |
| EARTHSTONE ENERGY INC - #6530 | 2011 | 11,334 | 11,314 | 126,718 | 123,404 | 4,646 |
| EARTHSTONE ENERGY INC - #6530 | 2012 | 740 | 899 | 8,396 | 8,189 | |
| BATES* JAMES EDWARD - #6575 | 2011 | 661 | 513 | 5,957 | 5,957 | 117 |
| BEREN CORPORATION - #7800 | 2011 | 14,174 | 14,278 | | | 57,346 |
| BEREN CORPORATION - #7800 | 2012 | 3,092 | 3,080 | | | 13,883 |
| BLUE CHIP OIL INC - #8840 | 2011 | 38,269 | 39,100 | 228,087 | 228,087 | 10,421 |

Note: 2012 data through April.

Source: Colorado Oil and Gas Conservation Commission

Approved drilling permits, Weld County May 2011-May 2012

| Operator name | No. of permits | Type of permit | Objective formations | Field |
|--|----------------|----------------|---|---|
| Noble Energy Inc. | 1,268 | DR, RC | Codell, Greenhorn, J Sand, Lyons, Niobrara | Aristocrat-Northeast, Bracewell, Crow Creek, Fury, Greeley, Grover, Lambert, Kersey, Jupiter, Pommel West, Spindle, Wattenberg, Wildcat |
| Kerr McGee Oil & Gas Onshore LP | 679 | DR, RC | Codell, Dakota, J Sand, Niobrara, Shannon, Sussex | Spindle, Wattenberg |
| Encana Oil & Gas (USA) Inc. | 392 | DR, RC | Codell, Greenhorn, J Sand, Niobrara | Wattenberg |
| Bayswater Exploration and Production LLC | 158 | DR | Codell, Greenhorn, Hygiene, Niobrara, Parkman, Sussex | Eaton, Galetton, Spindle, Wattenberg, Wildcat |
| Synergy Resources Corp. | 139 | DR | Dakota, Codell, J Sand, Niobrara | Eaton, Wattenberg |
| Petroleum Development Corp. | 127 | RC | Codell, Graneros, Greenhorn, J Sand, Niobrara | Eaton, Krieger, Maverick, Wattenberg, Wildcat |
| EOG Resources Inc. | 114 | DR | Niobrara | Wattenberg, Wildcat |
| Carrizo Oil & Gas Co. | 106 | DR | D Sand, Dakota, Niobrara, Pilot Hole, Wolfcamp | Buckingham West, Wattenberg, Wildcat |
| Bonanza Creek Energy Operating Co. LLC | 106 | DR | Codell, Niobrara | North Riverside, Wattenberg |
| K P Kaufman Co. Inc. | 81 | DR, RC | Codell, J Sand, Niobrara, Sussex | Hambert, Wattenberg |

Note: DR=Drill, RC=Recomplete

Source: Colorado Oil and Gas Conservation Commission



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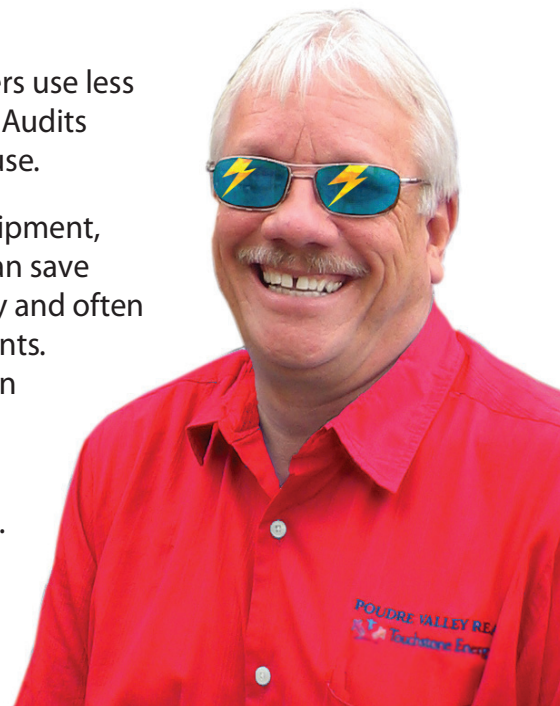
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Fossil fuel v. cleantech employment, 2011

Fossil fuels

| | 9-county metro Denver-Northern Colorado area* | U.S. |
|---|---|-----------|
| Direct employment, 2011 | 23,230 | 1,688,630 |
| No. of direct companies, 2011 | 1,620 | 71,400 |
| 1-yr direct employment growth, 2010-2011 | 8.2% | 7.1% |
| 5-yr direct employment growth, 2006-2011 | 24.7% | 15.0% |
| Avg. annual direct employment growth, 2006-2011 | 4.5% | 2.8% |
| Direct employment concentration | 1.3% | 1.2% |

* 9-county area includes Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, Larimer and Weld counties.

Cleantech

| | 9-county metro Denver-Northern Colorado area* | U.S. |
|---|---|---------|
| Direct employment, 2011 | 18,000 | 744,170 |
| No. of direct companies, 2011 | 1,500 | 60,750 |
| 1-yr direct employment growth, 2010-2011 | 6.4% | 7.5% |
| 5-yr direct employment growth, 2006-2011 | 35.2% | 10.8% |
| Avg. annual direct employment growth, 2006-2011 | 6.2% | 2.1% |
| Direct employment concentration | 1.0% | 0.5% |

Source: Metro Denver Economic Development Corp. 2011 Industry Cluster Study

Cleantech energy companies, a sampling

| Company | Specialization | HQ |
|---------------------------------|--|--|
| Vestas Wind Systems A/S | Wind turbine blade manufacturer | Denmark (Operations in Brighton, Pueblo and Windsor) |
| General Electric Co. | Thin-film solar panel manufacturer | Fairfield, CT (Aurora operation) |
| SMA America LLC | Solar inverter manufacturer | Denver |
| Abound Solar Inc. | Maker of thin-film photovoltaic modules | Loveland |
| SolarCity | Solar panel leasing | San Mateo, CA (Denver & Parker locations) |
| RavenBrick LLC | Makes solar heat deflectors, solar-controlled windows | Denver |
| Siemens AG | Hybrid/electric car design | Germany |
| UQM Technologies Inc. | Electric propulsion systems | Longmont |
| VanDyne SuperTurbo Inc. | Developer of energy-efficient engines for cars/trucks | Fort Collins |
| Spirae Inc. | Integrator of large-scale renewable/distributed energy resources | Fort Collins |
| Advanced Energy Industries Inc. | Power conversion solutions | Fort Collins |
| Ascent Solar Technologies Inc. | Maker of CIGS solar modules | Thornton |

Source: Metro Denver Economic Development Corp. 2011 Industry Cluster Study

Agriculture

By Steve Lynn
slynn@ncbr.com



A new Leprino plant in Greeley has meant huge demand for milk.

The region is a leader in cattle, chicken, grain, sugar beets, dairy

Agriculture and food-processing operations are huge in Northern Colorado, thanks to Weld County. The U.S. Department of Agriculture says Weld County is No. 8 in the country in terms of the value of its farm and ranch products.

According to the latest data, the annual market value of all of that agricultural activity is more than \$1.5 billion.

Of that, \$1.26 billion comes from livestock and more than \$272 million from crops.

The 2.5-million acre county – where the first ditch in the U.S. was built specifically to grow food – dedicates 75 percent of its space to farming and raising livestock.

Some of the largest companies in the industry operate in Greeley, and many of those operations are growing.

The Leprino cheese factory in Greeley, for example, is expected to process 4.5 million pounds of milk by the end of 2013. The plant someday will have capacity for additional production, which would require 50,000 additional cows in the region.

That's on top of the approximately 545,000 cattle that already call Weld County home.

The increase will add to an already robust dairy farming industry. In total, there are about 100 dairy operations in Larimer and Weld counties.

Meat processors also play a big role in the region's economy.

Brazilian meatpacker JBS S.A. bought Greeley-based Swift & Co. in 2007 to form JBS Swift, one of the largest in the nation with an estimated 1,300 jobs.

Another big player: Five Rivers Ranch Cattle Feeding LLC, which is based in Loveland and operates 11 feedlots in five states. The company, owned by JBS, employs more than 750 workers.

In addition, JBS owns Greeley-based Pilgrim's Pride, the second-largest chicken processor in the world. Pilgrim's employs 38,500 people, operating chicken-processing plants and prepared-foods facilities in a dozen states, Puerto Rico and Mexico.

With all of that activity, Weld is the state's leading producer of beef cattle, sugar beets, grain and dairy. More than 20 percent of the county's farms have annual sales exceeding \$100,000.

Weld had more than 3,900 farms and Lar-

imer had more than 1,750. The Northern Colorado counties claim 15 percent of the state's 37,000 farms.

The industry faces challenges and changes ahead, including drought.

In response to a dry year, Weld County commissioners in June unanimously approved a resolution declaring Weld County a disaster area. The move was designed to get Gov. John Hickenlooper to allow 30 days of pumping from groundwater wells in the area.

RESOURCES

Colorado Beef Council

www.cobeeff.com

Colorado Department of Agriculture

www.colorado.gov/ag

LOCAL AGRIBUSINESSES

JBS Swift & Co.

Five Rivers Ranch Cattle

Feeding LLC

UAP Holding Corp.

Grant Family FarmsCrop

Production Services

Northern Colorado is the hub of Colorado's largest irrigated farm economy.

Crops

| Commodity | County | Acres planted, all purposes | Acres harvested | Yield | Production |
|-----------------------------|---------|-----------------------------|-----------------|--------------|-------------------|
| Winter Wheat | Larimer | 7,900 | 7,500 | 47.6 bushel | 357,000 bushel |
| Winter Wheat | Weld | 145,000 | 129,500 | 45.1 bushel | 5,834,000 bushel |
| Corn for grain (irrigated) | Larimer | 14,000 | 8,300 | 184.3 bushel | 1,530,000 |
| Corn for grain (irrigated) | Weld | 126,900 | 93,700 | 194.5 bushel | 18,227,000 bushel |
| Barley | Larimer | 1,800 | 1,700 | 95.9 bushel | 163,000 bushel |
| Barley | Weld | 7,900 | 7,600 | 97.4 bushel | 740,000 bushel |
| Sugarbeets | Larimer | 2,700 | 2,700 | 29.4 tons | 79,500 tons |
| Sugarbeets | Weld | 10,800 | 10,100 | 31.9 tons | 322,000 tons |
| Sunflower seed, non-oil use | Weld | 7,200 | 6,400 | 1,660 pounds | 10,630,000 pounds |
| Hay, alfalfa | Larimer | N/A | 17,500 | 3.25 tons | 57,000 tons |
| Hay, alfalfa | Weld | N/A | 106,000 | 4.8 tons | 509,000 tons |
| Hay, other (dry) | Larimer | N/A | 15,000 | 1.5 tons | 22,700 tons |
| Hay, other (dry) | Weld | N/A | 38,000 | 1.8 tons | 69,300 tons |

Source: National Agricultural Statistics Service 2011

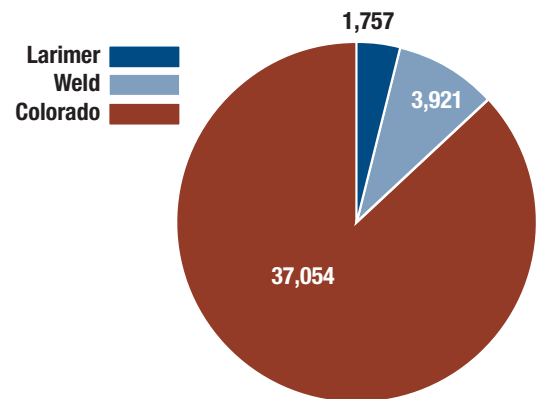
Cattle

| Region | Cattle All | Beef Cows | Milk Cows |
|---------|------------|-----------|-----------|
| Larimer | 49,000 | 11,500 | 11,600 |
| Weld | 545,000 | 48,000 | 66,000 |

Source: National Agriculture Statistics Service 2011

Farms - Larimer and Weld

No. of farms



Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Land in farms (acres)

| | Larimer | Weld | Colorado |
|------------------------------|---------|-----------|------------|
| | 489,819 | 2,088,715 | 31,604,911 |
| Average size of farm (acres) | 279 | 533 | 853 |
| Median size of farm (acres) | 37 | 82 | 109 |

Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Estimated market value of land and buildings

| | Larimer | Weld | Colorado |
|------------------|-----------|-----------|-----------|
| Average per farm | \$695,145 | \$825,561 | \$892,170 |
| Average per acre | \$2,494 | \$1,550 | \$1,046 |

Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Market value of agricultural products sold (\$000s)

| | Larimer | Weld | Colorado |
|------------------|-----------|-------------|-------------|
| | \$128,123 | \$1,539,072 | \$6,061,134 |
| Average per farm | \$72,921 | \$392,520 | \$163,576 |

Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Estimated market value of all machinery and equipment

| | Larimer | Weld | Colorado |
|------------------|----------|-----------|----------|
| Average per farm | \$63,923 | \$123,541 | \$99,344 |

Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Crops, including nursery and greenhouse crops (\$000s)

| | Larimer | Weld | Colorado |
|---|----------|-------------|-------------|
| | \$49,877 | \$272,710 | \$1,981,399 |
| Livestock, poultry, and their products (\$000s) | \$78,245 | \$1,266,362 | \$4,079,735 |

Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Farms by size

| | Larimer | Weld | Colorado |
|---------------------|---------|------|----------|
| 1 to 9 acres | 338 | 533 | 4,276 |
| 10 to 49 acres | 730 | 814 | 9,359 |
| 50 to 179 acres | 368 | 1232 | 8,476 |
| 180 to 499 acres | 160 | 634 | 5,501 |
| 500 to 999 acres | 62 | 280 | 3,185 |
| 1,000 acres or more | 99 | 428 | 6,257 |

| | Larimer | Weld | Colorado |
|------------------------|---------|---------|------------|
| Total cropland (farms) | 1,049 | 2,661 | 24,938 |
| Total cropland (acres) | 119,984 | 987,892 | 11,483,936 |

| | Larimer | Weld | Colorado |
|----------------------------|---------|---------|-----------|
| Harvested cropland (farms) | 822 | 1,782 | 17,899 |
| Harvested cropland (acres) | 82,425 | 487,855 | 5,888,926 |

| | Larimer | Weld | Colorado |
|------------------------|---------|---------|-----------|
| Irrigated land (farms) | 799 | 1,583 | 15,774 |
| Irrigated land (acres) | 63,405 | 327,836 | 2,867,957 |

Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Farms by value of sales

| | Larimer | Weld | Colorado |
|----------------------|---------|-------|----------|
| Less than \$2,500 | 885 | 1,746 | 17,566 |
| \$2,500 to \$4,999 | 213 | 331 | 3,002 |
| \$5,000 to \$9,999 | 202 | 284 | 3,122 |
| \$10,000 to \$24,999 | 167 | 395 | 3,600 |
| \$25,000 to \$49,999 | 97 | 279 | 2,383 |
| \$50,000 to \$99,999 | 74 | 242 | 2,283 |
| \$100,000 or more | 119 | 644 | 5,098 |

| | Larimer | Weld | Colorado |
|------------------------------|---------|----------|-----------|
| Government payments (farms) | 159 | 1,546 | 11,572 |
| Government payments (\$000s) | \$803 | \$15,403 | \$155,980 |

Source: 2007 Census of Agriculture, U.S. Department of Agriculture
Updated 2009

Health Care

By Molly Armbrister
marmbrister@ncbr.com



The owner of Poudre Valley Hospital in Fort Collins is planning a huge rehabilitation.

UCH was at mid-year making a play for Memorial Health System in Colorado Springs, offering the City of Colorado Springs \$1.79 billion over 40 years to lease the city-owned hospital. The City Council in Colorado Springs approved the bid, but voters got the final say in August.

Meanwhile, both health care systems, as well as independent physicians like those at Associates in Family Medicine, are trying to improve the quality of care offered at their facilities and attempting to prepare for changes coming to health care as a result of the Affordable Care Act.

One change in particular that has caught everyone's attention: hospitals will not receive payment for a patient who is readmitted within 30 days for the same condition for which that patient was initially admitted. This change has prompted providers to make sure they thoroughly educate patients about how to take care of themselves after they leave the hospital.

Preventive care is also an important issue for providers, who are launching campaigns to promote active lifestyles, healthy diets, smoking cessation and other elements of wellness to keep patients out of the hospital in the first place.

An era of big changes ahead for the region's hospital companies

The major players in the Northern Colorado health care industry have big plans for the future, however uncertain they may be of what that future will bring.

While the health care debate marches on at the national level, Supreme Court rulings notwithstanding, the two health care systems at work in Northern Colorado, Banner Health and University of Colorado Health, are expanding, partnering with other organizations and trying to improve standards of care.

Health insurance behemoth Kaiser Permanente is in the process of executing plans that will bring it officially to Northern Colo-

rado by October, and has partnered with Banner Health to provide hospital services to its patients. Banner is also in the process of extending its emergency services, both through the construction of an emergency center expansion and through a partnership with Weld County that made Banner Health the ambulance services provider for the whole county.

University of Colorado Health is a new name to most, but Poudre Valley Health System is not. PVHS entered a joint operating agreement with Denver-based University of Colorado Hospital earlier this year, and together the two entities formed University of Colorado Health.

NORTHERN

COLORADO'S HOSPITALS:

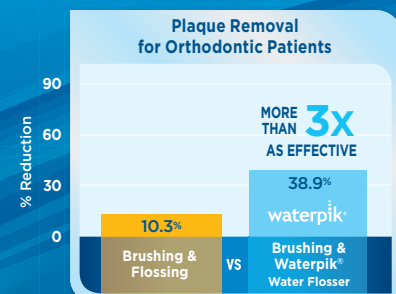
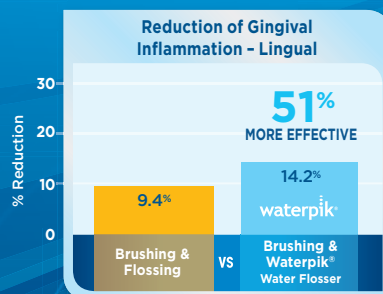
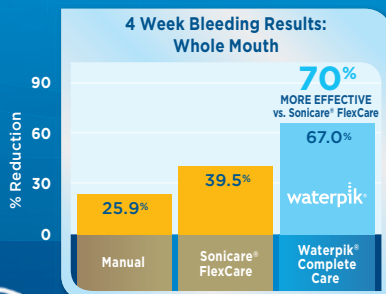
Estes Park Medical Center, Estes Park
McKee Medical Center, Loveland
Medical Center of the Rockies, Loveland
North Colorado Medical Center, Greeley
Northern Colorado Long Term Acute Hospital, Johnstown
Northern Colorado Rehabilitation Hospital, Johnstown
Poudre Valley Hospital, Fort Collins

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Northern Colorado's health care economy is a huge source of employment but challenges lie ahead as national reforms take effect.

Hospitals

| Hospital name | City | County | System | Licensed Beds | Inpatient Discharges Total | Inpatient Patient Days Total | Births Total | Emergency Dept. Visits Total | Total Outpatient Visits |
|--------------------------------------|--------------|---------|-----------------------------|---------------|----------------------------|------------------------------|--------------|------------------------------|-------------------------|
| McKee Medical Center | Loveland | Larimer | Banner Health System | 115 | 6,197 | 19,725 | 833 | 23,299 | 232,098 |
| Medical Center of the Rockies | Loveland | Larimer | Poudre Valley Health System | 136 | 7,124 | 27,397 | 497 | 19,477 | 138,682 |
| North Colorado Medical Center | Greeley | Weld | Banner Health System | 381 | 15,393 | 61,818 | 2,026 | 45,635 | 487,423 |
| Platte Valley Medical Center | Brighton | Adams | N/A | 98 | 3,165 | 9,360 | 977 | 19,107 | 72,494 |
| Poudre Valley Hospital | Fort Collins | Larimer | Poudre Valley Health System | 281 | 15,183 | 63,498 | 2,449 | 44,728 | 494,407 |

Source: Colorado Hospital Association, Colorado Hospital Utilization Report, April 20, 2012

Health professionals

| | Larimer | Weld | Colorado* |
|-------------------------------|---------|-------|-----------|
| Physicians | 816 | 349 | 19,086 |
| Physician Assistant | 204 | 87 | 2,164 |
| Registered Nurses | 4,824 | 3,129 | 62,410 |
| Physical Therapist | 491 | 182 | 6,441 |
| Occupational Therapist | 379 | 115 | 2,749 |
| Dentists | 290 | 153 | 4,562 |
| Dental Hygienist | 303 | 198 | 4,065 |
| Pharmacist | 439 | 219 | 6,863 |
| Optometrist | 90 | 41 | 1,240 |
| Nurse Practitioner | 223 | 153 | 3,044 |
| Certified Nurses Aide | 2,716 | 2,889 | 36,853 |

* Includes out-of-state practitioners licensed in Colorado.

Source: Derived from data downloaded from the Colorado Department of Regulatory Agencies, Division of Registrations



When Poudre Valley Hospital was built in 1925, we fed patients by tending our own vegetables, hogs, sheep and chickens on the surrounding 40 acres.

A lot has changed in the last 87 years. Our hospital grew.
We added Medical Center of the Rockies in Loveland.

One thing hasn't changed: Our commitment to northern Colorado. Patients expect that little something extra from us, and we like it that way.

So while you will see a new logo and a new name joining the hospital, this will always be our community. **You will always be the reason we do what we do.**



Poudre Valley Hospital

UNIVERSITY OF COLORADO HEALTH



UNIVERSITY
of COLORADO HEALTH



Medical Center
of the Rockies

UNIVERSITY OF COLORADO HEALTH

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Nursing homes

| Facility Name | Location | County | Licensed Beds | Medicare 18 | Medicare HMO | Medicaid 19 | Medicaid HMO | Other | Total Census | % of Capacity | Vacant Beds |
|--|--------------|---------|---------------|-------------|--------------|-------------|--------------|-------|--------------|---------------|-------------|
| Berthoud Living Center | Berthoud | Larimer | 76 | 6 | 1 | 46 | 0 | 14 | 67 | 88.2% | 9 |
| Boulder Manor | Boulder | Boulder | 165 | 10 | 3 | 62 | 0 | 23 | 98 | 59.4% | 67 |
| Centennial Health Care Center | Greeley | Weld | 118 | 14 | 2 | 71 | 0 | 11 | 98 | 83.1% | 20 |
| Centre Avenue Health and Rehabilitation Facility LLC | Fort Collins | Larimer | 90 | 42 | 5 | 0 | 0 | 31 | 78 | 86.7% | 12 |
| Columbine West Health & Rehab Facility | Fort Collins | Larimer | 102 | 8 | 0 | 40 | 0 | 43 | 91 | 89.2% | 11 |
| FairAcres Manor Inc. | Greeley | Weld | 116 | 20 | 2 | 64 | 0 | 23 | 109 | 94.0% | 7 |
| Fort Collins Health Care Center | Fort Collins | Larimer | 83 | 7 | 2 | 46 | 0 | 6 | 61 | 73.5% | 22 |
| Golden Peaks Care and Rehabilitation Center | Fort Collins | Larimer | 60 | 4 | 0 | 31 | 0 | 12 | 47 | 78.3% | 13 |
| Good Samaritan Society — Bonell Community | Greeley | Weld | 210 | 20 | 2 | 88 | 0 | 31 | 141 | 67.1% | 69 |
| Good Samaritan Society — Fort Collins Village | Fort Collins | Larimer | 64 | 9 | 1 | 38 | 0 | 13 | 61 | 95.3% | 3 |
| Good Samaritan Society — Loveland Village | Loveland | Larimer | 104 | 13 | 1 | 49 | 0 | 39 | 102 | 98.1% | 2 |
| Grace Pointe Continuing Care Senior Campus Skilled Nursing | Greeley | Weld | 53 | 22 | 0 | 0 | 0 | 23 | 45 | 84.9% | 8 |
| Kenton Manor | Greeley | Weld | 114 | 14 | 5 | 62 | 0 | 12 | | 81.6% | 21 |
| Lemay Avenue Health and Rehabilitation Facility | Fort Collins | Larimer | 130 | 20 | 0 | 61 | 0 | 42 | 123 | 94.6% | 7 |
| Life Care Center of Greeley | Greeley | Weld | 124 | 37 | 5 | 34 | 0 | 31 | 107 | 86.3% | 17 |
| McKee Medical Center Nursing Home — TCU | Loveland | Larimer | 17 | 0 | 1 | 0 | 0 | 1 | 2 | 11.8% | 15 |
| North Colorado Medical Center TCU | Greeley | Weld | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 20 |
| North Shore Health and Rehab Facility | Loveland | Larimer | 136 | 14 | 0 | 74 | 0 | 40 | 128 | 94.1% | 8 |
| Prospect Park Living Center | Estes Park | Larimer | 60 | 0 | 0 | 22 | 0 | 10 | 32 | 53.3% | 28 |
| Rehabilitation and Nursing Center of the Rockies | Fort Collins | Larimer | 96 | 6 | 0 | 48 | 0 | 19 | 73 | 76.0% | 23 |
| Sierra Vista Health Care Center | Loveland | Larimer | 114 | 12 | 5 | 57 | 0 | 14 | 88 | 77.2% | 26 |
| Spring Creek Health Care Center | Fort Collins | Larimer | 138 | 7 | 8 | 61 | 0 | 18 | 94 | 68.1% | 44 |
| Windsor Health Care Center | Windsor | Weld | 112 | 4 | 0 | 74 | 3 | 17 | 98 | 87.5% | 14 |

Medicare 18: Patients that receive their benefits through Medicare.

Medicare HMO: Patients enrolled in an HMO program that provides Medicare benefits to residents.

Medicaid 19: Patients that receive their benefits through Medicaid.

Medicaid HMO: Patients enrolled in an HMO program that provides Medicaid benefits to residents.

Other: Insurance or private-pay patients.

Source: Colorado Nursing Home Census Bed Report for 12/31/2011, Colorado Department of Public Health and Environment

Uninsured

| County | Total Population | Uninsured Population 2011 | % Uninsured 2011 | Underinsured Population 2011 | Uninsured Population 2009 | % Uninsured 2009 | Underinsured Population 2009 |
|------------------------|------------------|---------------------------|------------------|------------------------------|---------------------------|------------------|------------------------------|
| Adams | 441,603 | 98,328 | 21.0% | 56215 | 77,735 | 17.9% | 40,620 |
| Arapahoe | 572,003 | 68,214 | 11.9% | 71795 | 40,360 | 7.2% | 58,913 |
| Boulder/ Broomfield | 350,456 | 34,967 | 9.0% | 57340 | 30,820 | 8.7% | 49,460 |
| Denver | 600,158 | 115,844 | 20.9% | 63566 | 117,919 | 19.4% | 66,228 |
| Douglas | 285,465 | 24,048 | 7.3% | 37533 | 16,635 | 5.8% | 28,399 |
| El Paso | 622,263 | 75,460 | 12.5% | 73012 | 82,888 | 13.9% | 77,777 |
| Jefferson | 534,543 | 99,574 | 17.0% | 71198 | 71,305 | 13.1% | 70,103 |
| Larimer | 299,630 | 50,393 | 15.7% | 52289 | 42,927 | 14.6% | 41,903 |
| Weld | 252,825 | 46,024 | 18.5% | 31960 | 26,707 | 10.6% | 45,412 |
| Colorado | 5,116,796 | 829,000 | 57.8% | 671,401 | 678,000 | 63.7% | 649,632 |

Source: Colorado Health Access Survey, The Colorado Trust
Total Population Data: U.S. Census Bureau, 2010. Colorado Total Population estimate is for 2011.

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Real Estate

By Molly Armbrister
marmbrister@ncbr.com



Homebuilders get back to work across Northern Colorado

Single-family home prices are on the rise, and inventories are down across Northern Colorado.

It's far from a roaring comeback, but it's enough for local real estate firms to begin hiring again and for real estate agents to feel a modicum of confidence returning.

Loveland and Fort Collins at midyear were experiencing the strongest increases in home prices, as they had for many consecutive months, according to data compiled by Information Real Estate Services, a multiple listing service operated by boards of realtors in Fort Collins, Loveland, Greeley, Berthoud and Longmont.

The number of homes sold was also increasing in Northern Colorado, resulting in smaller inventories, which will eventually get homebuilders back on their feet as they try to

keep up with the demand.

The rental market is also strong in Northern Colorado, with residents who either can't or choose not to purchase a house moving into rental properties instead. Both multi- and single-family rentals fill up quickly. Vacancy rates fell to new lows in 2012, with Fort Collins at a 2.6 percent vacancy rate and Loveland at 4.5 percent in the first quarter.

Low vacancy rates drive up rental prices, and average rents in Fort Collins surpassed \$1,000 in the first quarter. Average rents in Loveland and Greeley were \$968 and \$668, respectively.

Commercial real estate remains a challenge in Northern Colorado, but a few high-dollar properties were picked up by investors in the first part of 2012, thanks to quality tenants.

One such deal was the purchase of the

Apartment complexes kept developers busy when single-family home construction fell off during the downturn.

Northern Colorado Rehabilitation Hospital in Johnstown for \$29.5 million. The building was purchased by an out-of-state investor, and then rented back to the tenant. Local real estate professionals agree that doctors and their practices make stable tenants, enticing investors and helping pull commercial real estate back out of the recession.

Weld County, meanwhile, is running out of industrial space as more oil and gas companies move into the area. Energy giant Halliburton announced the opening of a hydraulic fracturing sand terminal in Windsor that will employ 500, signaling once again the impact of oil and gas on the economy in Weld County.

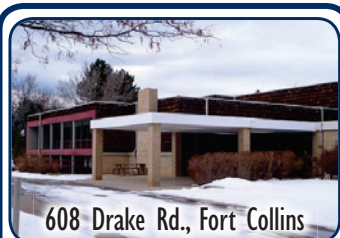
On the flip side, industrial vacancy rates remain high in Loveland, where the rate was 16 percent as of April, down just slightly from 17 percent in April 2011.

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Many of Northern Colorado's cities have seen vacancy rates fall and a bump in rents.

Apartment vacancies/lease rates

Larimer and Weld counties

| Market Area | Q4 2011 Vacancy rate | Q1 2012 Vacancy rate | Q4 2011 Avg. lease rate | Q1 2012 Avg. lease rate |
|--------------|----------------------|----------------------|-------------------------|-------------------------|
| Fort Collins | 3.0% | 2.6% | \$967.20 | \$1,010.34 |
| Northwest | 1.2% | 0.7% | \$943.22 | \$976.79 |
| Northeast | 2.2% | 3.6% | \$672.24 | \$924.45 |
| Southeast | 3.1% | 2.8% | \$980.15 | \$1,012.39 |
| Southwest | 4.7% | 3.9% | \$1,005.21 | \$1,038.60 |
| Greeley | 6.4% | 5.8% | \$677.75 | \$688.48 |
| Loveland | 5.3% | 4.5% | \$1,006.51 | \$968.74 |

Source: Colorado Division of Housing

Residential building permits 2011

Larimer and Weld Counties

| County | Total units | 1-family units | 2-family units | 3/4-family units | 5-family units and more | Total construction cost |
|---------|-------------|----------------|----------------|------------------|-------------------------|-------------------------|
| Larimer | 93 | 91 | 2 | 0 | 0 | \$27,712,416 |
| Weld | 50 | 50 | 0 | 0 | 0 | \$9,195,424 |

Source: U.S. Census Bureau

Total housing units

Larimer and Weld counties

| County | Housing units 2010 | Homeownership rate 2006-2010 | Median value owner-occupied units 2006-2010 |
|---------|--------------------|------------------------------|---|
| Larimer | 132,722 | 67.5% | \$246,000 |
| Weld | 96,281 | 71.7% | \$195,700 |

Source: U.S. Census Bureau

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Commercial real estate vacancy/rents as of April 2012, compared to April 2011 Larimer and Weld counties

Office buildings April 2012/2011

| Market | Vacancy rate | Net absorption YTD (sq ft) | Gross rent range (psf/yr) | Avg. gross rent (psf/yr) |
|--------------|--------------|----------------------------|----------------------------|--------------------------|
| Fort Collins | 8%/11% | 39,454/37,469 | \$6-\$59.38/\$7.92-\$29.08 | \$18.48/\$19 |
| Greeley | 9%/8% | (21,069)/(34,498) | \$6.90-\$40/\$1-\$40 | \$14.94/\$15.09 |
| Loveland | 11%/13% | 15,784/(12,811) | \$7-\$55.69/\$8-\$55.69 | \$19.74/\$20.55 |

Industrial/flex buildings April 2012/2011

| | Vacancy rate | Net absorption YTD (sq ft) | Warehouse rent range NNN (psf/yr) | Avg. warehouse rent NNN (psf/yr) |
|--------------|--------------|----------------------------|-----------------------------------|----------------------------------|
| Fort Collins | 4%/6% | 72,582/12,845 | \$2.95-\$10/\$3-\$14 | \$6.05/\$6.16 |
| Greeley | 19%/8% | (352,233)/(64,018) | \$3.80-\$9.50/\$2-\$7.36 | \$5.63/\$5.12 |
| Loveland | 16%/17% | (598)/(32,141) | \$3-\$11/\$3.29-\$9 | \$5.84/\$5.61 |

Retail buildings April 2012/2011

| | Vacancy rate | Net absorption YTD (sq ft) | Rent range NNN (psf/yr) | Avg. rent NNN (psf/yr) |
|--------------|--------------|----------------------------|-------------------------|------------------------|
| Fort Collins | 8%/9% | (5,220)/38,387 | \$4.65-\$30/\$3.74-\$31 | \$12.80/\$11.99 |
| Greeley | 10%/12% | 12,300/76,984 | \$2.95-\$20/\$4-\$20 | \$10.32/\$10.14 |
| Loveland | 5%/6% | 29,640/(37,008) | \$6-\$33.75/\$5-\$33.75 | \$16.26/\$15.70 |

Note:
psf = per square foot
NNN = triple net
() = negative absorption

Source: Sperry Van Ness/The Group Commercial LLC

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Northern Colorado
**BUSINESS
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Manufacturing/tech

By Steve Lynn
slynn@ncbr.com

Big names in high-tech keep the region on cutting edge

The technology industry is a dominant force in Northern Colorado, with several companies ranking among the region's top private-sector employers.

Northern Colorado is home to companies that specialize in everything from hardware manufacturing, computer programming and chip design to data mapping, Internet service and software development. Fort Collins alone boasts about 425 software companies, according to the Northern Economic Development Corp.

One of the region's largest tech companies is Woodward, a publicly traded company that moved its corporate headquarters to Fort Collins from Rockford, Ill., in late 2006. The company, which manufactures energy-control systems, employs about 1,200 workers in Fort Collins and Loveland.

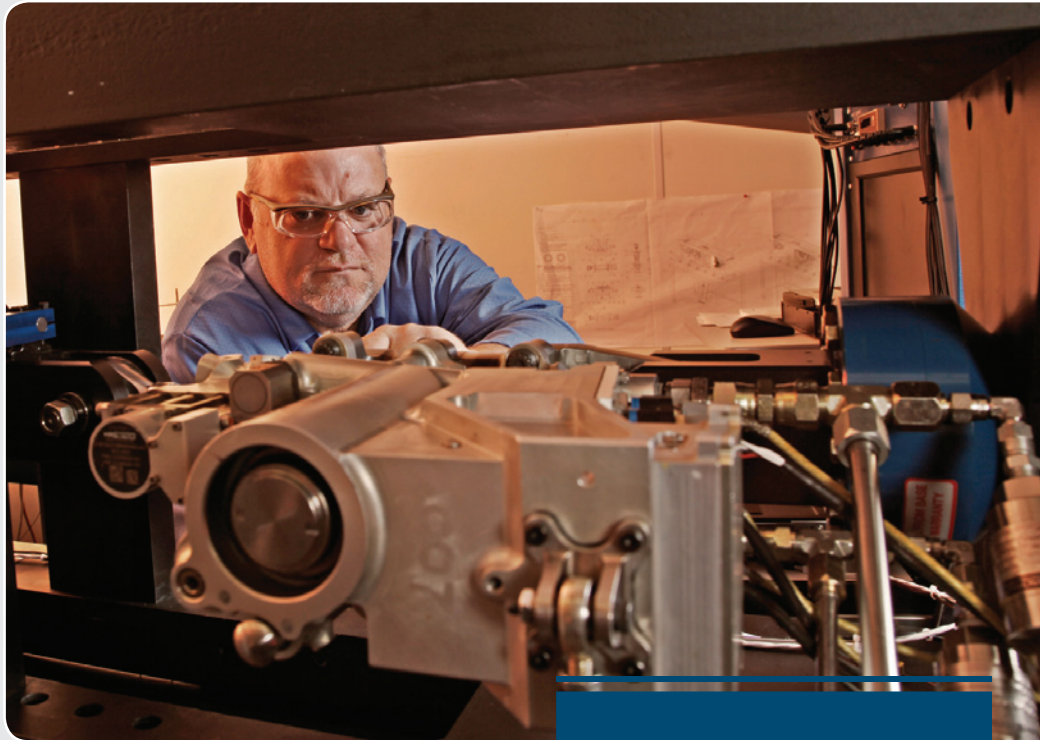
The region also is home to some of the world's top high-tech manufacturers, including Intel Corp., Advanced Micro Devices Inc., Agilent Technologies Inc. and Avago Technologies.

Avago, which makes semiconductors, employs nearly 700 people in Fort Collins, its largest manufacturing facility. The company is considering an expansion that could add another 136 jobs in the city.

Hewlett-Packard also boasts a sizeable workforce, with an estimated 1,200 to 1,500 employees, according to the NCEDC. However, the company has plans to lay off 9,000 U.S. workers as part of its reorganization.

Instrument manufacturing also is a major niche in Northern Colorado. Hach Co., a division of Denmark-based Danaher Corp., produces water-analysis equipment, employing more than 500 workers in Loveland.

The industry should experience future



One of the biggest manufacturers in Northern Colorado is Woodward, which focuses primarily on the aerospace and energy fields.

growth in the region thanks to the efforts of tech incubator Rocky Mountain Innosphere, which serves 28 innovative startups, including clean tech, software, hardware and bioscience companies. The startups generated \$4.5 million revenue while employing nearly 100 full-time and 73 part-time employees last year, according to the Innosphere's annual report.

Meanwhile, CSU Ventures, Colorado State University's tech transfer organization, creates 1.5 startups per \$100 million in research funding. The organization, which created five startups in 2010, establishes more companies per \$100 million in research funding than the Massachusetts Institute of Technology, Harvard University and Johns Hopkins University.

sity.

The nonprofit and the Innovation Center of the Rockies recently entered into a partnership to speed up the creation of new businesses based on research by CSU faculty.

The industry, well-known for its ups and downs, faces multiple challenges ahead. In particular, medical technology companies face the prospect of a 2.3-percent federal excise tax that could lead to losses for small- and mid-sized medical-device companies and discourage venture capital investment.

RESOURCES

Colorado Association for Manufacturing & Technology

www.camt.com

Colorado Technology Association

www.coloradotechnology.org

*Northern Colorado
manufacturers ship products
worth more than \$8 billion
annually.*

Fast facts

- A total of 4,459 companies exported from Colorado locations in 2007. Of those, 3,909 (88 percent) were small and medium-sized enterprises with fewer than 500 employees.
- Small and medium-sized firms generated 28 percent of Colorado’s total exports of merchandise in 2007.
- The state’s leading export category is computers and electronic products. Other top exports are chemical manufactures, processed foods and machinery manufactures.
- Export-supported jobs linked to manufacturing account for an estimated 4.8 percent of Colorado’s total private-sector employment. Nearly one-quarter (23.8 percent) of all manufacturing workers in the state depend on exports for their jobs.
- Exports of beef surged 55 percent in 2008 to \$497 million. Colorado’s top three markets — Mexico, Canada and Japan — represented over 91 percent of total exports and in each market Colorado is the number one or two supplier. JBS, the world’s largest beef processor, has its North American headquarters in Greeley.

Colorado metro exports performance

| CO Metros Among 100 Largest in U.S.: | Exports Value, 2010 | | Export Share of Metro GDP, 2010 | Direct-Export Production Jobs, 2010 | Total Export- Supported Jobs, 2010 | Annualized Export Growth Rate, by Value | |
|---|---------------------|-----------------------------|------------------------------------|--|---------------------------------------|--|-------------|
| | \$ in billions | Share of state exports % | % | Thousands | Thousands | 2003-2008 % | 2009-2010 % |
| Denver-Aurora- Broomfield | 10.2 | 49.7 | 7.2 | 44.5 | 72.8 | 12.1 | 8.1 |
| Colorado Springs | 1.8 | 8.6 | 6.6 | 7.6 | 12.8 | 5.0 | 6.6 |
| Boulder | 2.0 | 10.0 | 11.5 | 7.9 | 13.8 | 7.9 | 9.3 |
| Fort Collins- Loveland | 1.4 | 6.7 | 10.2 | 5.2 | 9.4 | 8.6 | 10.6 |
| Greeley | 1.1 | 5.4 | 12.5 | 3.5 | 7.9 | 9.9 | 6.4 |
| Pueblo | 0.6 | 2.7 | 10.6 | 1.6 | 3.6 | 11.1 | 8.7 |
| Grand Junction | 0.4 | 2.1 | 6.9 | 1.9 | 3.2 | 11.2 | 6.1 |

Source: Brookings Institution

Manufacturing activity

Larimer County

| Manufacturing classification/ NAICS code | No. of establishments | Establishments with 20+ employees | No. of employees | Annual payroll (\$000) | Total cost of materials (\$000) | Total value of shipments (\$000) | Total capital expenditures (\$000) |
|---|-----------------------|-----------------------------------|------------------|------------------------|---------------------------------|----------------------------------|------------------------------------|
| Manufacturing 31-33 | 420 | 86 | 11,764 | \$664,478 | \$1,291,512 | \$3,226,757 | \$91,698 |
| Beverage/ tobacco product manufacturing 312 | 9 | 3 | g | D | D | D | D |
| Wood product manufacturing 321 | 38 | 4 | 570 | 19,523 | D | 87,818 | 1,490 |
| Printing/related activities 323 | 46 | 6 | 670 | 26,909 | 33,633 | 105,284 | 1,871 |
| Chemical manufacturing 325 | 15 | 5 | 844 | 62,701 | D | 229,195 | 7,703 |
| Fabricated metal product manufacturing 332 | 63 | 9 | 827 | 32,168 | 50,295 | 125,421 | 5,068 |
| Machinery manufacturing 333 | 19 | 7 | 1,513 | 85,803 | 249,147 | 454,978 | 10,325 |
| Computer/ electronic product manufacturing 334 | 35 | 13 | 3,263 | 262,242 | 228,549 | 721,804 | D |
| Furniture/ related product manufacturing 337 | 28 | 7 | 665 | 21,806 | D | 74,532 | 1,080 |
| Miscellaneous manufacturing 339 | 58 | 9 | 775 | 34,306 | 44,375 | 140,100 | 4,041 |

D: Withheld to avoid disclosing data for individual companies; data are included in higher-level totals.
g: 1,000-2,499 employees

2007 Economic Census

Source: U.S. Census Bureau

Manufacturing

Weld County

| Manufacturing classification/ NAICS code | No. of establishments | Establishments with 20+ employees | No. of employees | Annual payroll (\$000) | Total cost of materials (\$000) | Total value of shipments (\$000) | Total capital expenditures (\$000) |
|--|-----------------------|-----------------------------------|------------------|------------------------|---------------------------------|----------------------------------|------------------------------------|
| Manufacturing 31-33 | 284 | 77 | 10,186 | \$451,760 | \$2,986,254 | \$4,193,672 | \$99,387 |
| Food manufacturing 311 | 27 | 10 | 3,200 | 111,727 | 1,517,035 | 1,735,522 | 44,327 |
| Wood product manufacturing 321 | 15 | 8 | 784 | 25,977 | D | 153,395 | 2,656 |
| Chemical manufacturing 325 | 17 | 6 | 1,783 | 113,748 | 802,318 | 1,162,803 | 25,320 |
| Nonmetallic mineral product manufacturing 327 | 26 | 10 | 584 | 28,089 | 95,273 | 221,517 | 2,931 |
| Fabricated metal product manufacturing 332 | 66 | 11 | 1,101 | 50,495 | 132,671 | 259,126 | 9,545 |
| Machinery manufacturing 333 | 27 | 10 | 658 | 33,655 | 45,325 | 146,446 | 6,079 |

D: Withheld to avoid disclosing data for individual companies; data are included in higher-level totals.
g: 1,000-2,499 employees

Source: U.S. Census Bureau

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Northern Colorado
**BUSINESS
REPORT**

Bioscience

By Steve Lynn
slynn@ncbr.com



The CSU vet school's Dean Hendrickson says the institution plays an important economic development role in Northern Colorado.

ster, Avant Microsensors makes paper with a wax-like substance that can be used to test for bacteria such as E. coli, salmonella and listeria. The testing is less expensive and more efficient than conventional diagnostic systems.

Other CSU bioscience assets include the College of Veterinary Medicine and Biomedical Sciences, consistently ranked as among the nation's top veterinary programs.

Along with the activity at CSU, the Centers for Disease Control and Prevention operates one of its federal laboratories in Fort Collins. The Division of Vector-Borne Infectious Diseases is one of the leading vector-borne research centers in the world.

The CDC opened its \$80 million facility in the city in 2007. The facility is a center for research in West Nile virus, Lyme disease, plague, dengue fever, Eastern equine encephalitis and other illnesses.

Fort Collins' National Center for Genetic Resources Preservation, formerly called the National Seed Storage Laboratory, is operated by the U.S. Department of Agriculture. The center is a repository for plant genetic resources, as well as animal semen.

The region also boasts many medical-device, instrument, pharmaceutical and biofuels companies, many of which have ties to CSU.

The Northern Colorado Bioscience Cluster, headed by Michael Handley, aims to create an even greater bioscience presence.

Handley, appointed president of the Northern Colorado Bioscience Cluster in January, has an ambitious goal of helping to create 25 viable life-science companies over the next five years. The target also involves helping create 250 jobs, each paying more than \$70,000 annually, according to the organization's strategic plan.

Device makers, pharma and biofuel companies create a 'supercluster'

Bioscience is a thriving sector in Northern Colorado, with 50 companies in growth mode, according to the Northern Colorado Economic Development Corp. The industry employs nearly 2,000 people.

Bioscience has been growing thanks to Colorado State University's two superclusters aimed at speeding the transfer of innovative new technologies to the marketplace. One focuses on cancer research and the other emphasizes infectious disease.

The superclusters recently have spawned four bioscience companies, Diazamed, KromaTiD, VetDC and Avant Microsensors. CSU researchers have generated 157 new bioscience inventions in the past two years, according to CSU Ventures.

In the cancer supercluster, Diazamed makes a compound that coats stents to keep them working properly amid complications

such as clotting. VetDC uses the Animal Cancer Center's research capacities to identify promising cancer therapies for animals.

KromaTiD is developing methods to detect chromosomal inversions, which are genetic abnormalities associated with cancers and developmental disorders. The Colorado Institute for Drug, Device and Diagnostic Development recently announced that it would back the company with investment and operational support services.

As part of the infectious disease superclu-

RESOURCES

Colorado BioScience Association – www.cobioscience.com

Colorado State University College of Veterinary Medicine and Biomedical Sciences – www.cvmbs.colostate.edu

CSU Ventures – www.csuventures.org

Colorado State University Superclusters – www.superclusters.colostate.edu

*The number of medical/
pharmaceutical firms is growing in
Northern Colorado.*

Bioscience, nine-county metropolitan area

| Industry subsector | 2011 establishments | 2011 employment | 1-year direct employment growth, 2010-2011 | 5-year direct employment growth, 2006-2011 | Average salary 2010 | Average salary nation 2010 |
|--|---------------------|-----------------|--|--|---------------------|----------------------------|
| Total biosciences | 730 | 15,120 | 1.8%* | NA | \$74,161 | NA |
| Medical devices and diagnostics | 330 | 9,480 | 1.0% | 7.5% | \$66,950 | \$72,450 |
| Pharmaceuticals and biotechnology | 270 | 4,630 | -1.2% | -9.9% | \$94,770 | \$105,360 |
| Agricultural biotechnology | 130 | 1,010 | NA | 2.1% | NA | NA |

Source: Metro Denver Economic Development Corp., Dun & Bradstreet

Figures for the nine-county metropolitan region, including Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, Larimer, and Weld counties.

Source: Metro Denver Economic Development Corp.; Metro Denver and Northern Colorado Industry Cluster Profile.

*Growth figure is from 2009-2010

Colorado counties that host the most bioscience employees/companies

| County | % bioscience employees work in medical device / diagnostics | % bioscience employees work in pharmaceutical/ biotechnology | % companies in medical devices/ diagnostics | % companies in pharmaceutical/ biotechnology | New bioscience companies 2007 - present |
|-------------------|---|--|---|--|---|
| Adams | NA | NA | NA | NA | 15 |
| Arapahoe | NA | NA | 15 | NA | 10 |
| Boulder | 32 | 38 | 21 | 20 | 23 |
| Broomfield | NA | 17 | NA | NA | 2 |
| Denver | NA | NA | NA | 16 | 4 |
| Jefferson | 29 | NA | 20 | NA | 5 |
| Larimer | 12 | 22 | NA | 18 | 6 |

New bioscience company data from Bioscience Colorado 2012/2013

Source: Metro Denver Economic Development Corp.; Metro Denver and Northern Colorado Industry Cluster Profile.

Banking

By Molly Armbrister
marmbrister@ncbr.com

Financial institutions are adapting to new regs, changes in their industry

Every bank in the country is attempting to change with the times as new rules from federal regulators roll in, and that includes banks in Northern Colorado. The banking community here is also welcoming a few new players into the market, a factor that may make some waves in market share reports.

For now, the market share is similarly distributed to years past, with a community bank taking the top spot in Larimer County and the second spot in Weld County. First National Bank of Omaha reigns over Larimer County with more than 21 percent of the market share, while Wells Fargo holds just over 16 percent of Weld's market, making it the top ranking bank by deposits.

In second place in Weld County is Bank of Choice, an institution going through some significant changes. In July 2011, Bank of Choice was purchased out of insolvency by a holding company now named National Bank Holdings Corp, which then acquired Greenwood Village-based Community Banks of Colorado.

Today, Bank of Choice and Community Banks of Colorado are sister banks and NBH is planning an initial public offering. The holding company is also moving its headquarters from Boston to Denver later in 2012.

Lending is slowly creeping up for local banks, signifying a slow recovery from the depths of the recession. Banks are also becoming more cost-efficient, both by making large-scale cuts, such as vacating branches that aren't performing their best, or by paying attention to details, like printing on both side of paper to save money.



Top 10 banks operating in Weld County based on inside market deposits, in thousands

| | |
|------------------------------|---------|
| Wells Fargo Bank NA | 473,350 |
| Bank of Choice | 301,721 |
| Bank of Colorado | 276,207 |
| First National Bank of Omaha | 266,751 |
| Colorado East Bank & Trust | 195,532 |
| FirstBank | 153,681 |
| New West Bank | 143,381 |
| JP Morgan Chase Bank NA | 138,721 |
| Colorado Community Bank | 132,216 |
| Farmers Bank | 128,977 |

Source: FDIC Deposit Market Share as of June 30, 2011

Top banks operating in Weld County based on market share

| | |
|------------------------------|--------|
| Wells Fargo Bank NA | 16.15% |
| Bank of Choice | 10.29% |
| Bank of Colorado | 9.42% |
| First National Bank of Omaha | 9.10% |
| Colorado East Bank & Trust | 6.67% |
| FirstBank | 5.24% |
| New West Bank | 4.89% |
| JP Morgan Chase Bank NA | 4.73% |
| Colorado Community Bank | 4.51% |
| Farmers Bank | 4.40% |

Source: FDIC Deposit Market Share as of June 30, 2011

Top 10 banks operating in Larimer County based on inside market deposits, in thousands

| | |
|------------------------------|-----------|
| First National Bank of Omaha | 1,025,550 |
| Wells Fargo Bank NA | 800,243 |
| Home State Bank | 506,123 |
| JP Morgan Chase Bank NA | 346,220 |
| FirstBank | 345,289 |
| Verus Bank of Commerce | 195,311 |
| US Bank NA | 184,106 |
| Bank of Colorado | 183,086 |
| Guaranty Bank & Trust Co. | 171,424 |
| Key Bank NA | 126,035 |

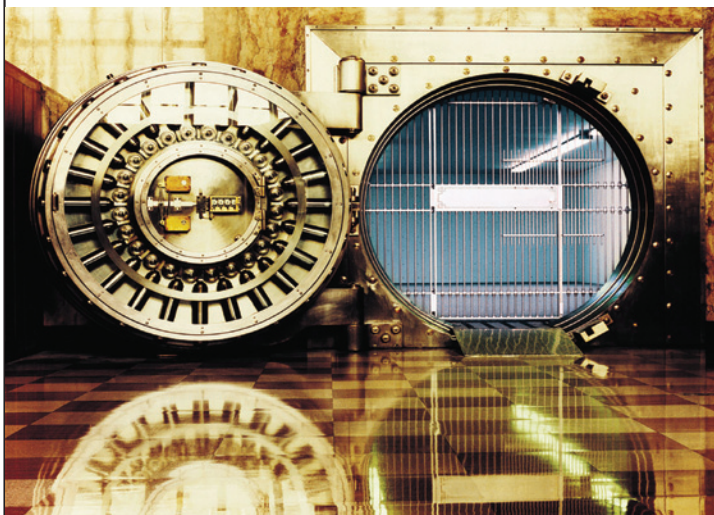
Source: FDIC Deposit Market Share as of June 30, 2011

Top banks operating in Larimer County based on market share

| | |
|------------------------------|--------|
| First National Bank of Omaha | 21.15% |
| Wells Fargo Bank NA | 16.51% |
| Home State Bank | 10.44% |
| JP Morgan Chase Bank NA | 7.14% |
| FirstBank | 7.12% |
| Verus Bank of Commerce | 4.03% |
| U.S. Bank NA | 3.80% |
| Bank of Colorado | 3.78% |
| Guaranty Bank and Trust Co. | 3.54% |
| Key Bank NA | 2.60% |

Source: FDIC Deposit Market Share as of June 30, 2011

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Larimer County deposits

| Institution Name | State (HQ) | Bank Class | State/Federal Charter | No. Offices (Outside Market) | Deposits \$000 (Outside Market) | No. Offices (Inside Market) | Deposits \$000 (Inside Market) | Market Share |
|-----------------------------------|------------|------------|-----------------------|------------------------------|---------------------------------|-----------------------------|--------------------------------|----------------|
| First National Bank of Omaha | NE | N | Federal | 93 | 8,949,419 | 10 | 1,025,550 | 21.15% |
| Wells Fargo Bank NA | SD | N | Federal | 6,374 | 760,353,759 | 8 | 800,243 | 16.51% |
| The Home State Bank | CO | NM | State | 0 | 0 | 9 | 506,123 | 10.44% |
| JP Morgan Chase Bank NA | OH | N | Federal | 5,419 | 742,921,780 | 12 | 346,220 | 7.14% |
| FirstBank | CO | SM | State | 123 | 9,700,454 | 5 | 345,289 | 7.12% |
| Verus Bank of Commerce | CO | SM | State | 0 | 0 | 3 | 195,311 | 4.03% |
| U.S. Bank NA | OH | N | Federal | 3,129 | 198,223,455 | 9 | 184,106 | 3.80% |
| Bank of Colorado | CO | NM | State | 32 | 1,490,489 | 5 | 183,086 | 3.78% |
| Guaranty Bank and Trust Co. | CO | SM | State | 27 | 1,193,185 | 7 | 171,424 | 3.54% |
| KeyBank NA | OH | N | Federal | 1,054 | 59,638,424 | 5 | 126,035 | 2.60% |
| Advantage Bank | CO | NM | State | 2 | 212,570 | 2 | 119,927 | 2.47% |
| Great Western Bank | SD | NM | State | 188 | 6,184,586 | 2 | 116,424 | 2.40% |
| Bank of Choice | CO | NM | State | 15 | 724,383 | 2 | 94,287 | 1.94% |
| Bank of the West | CA | NM | State | 650 | 39,349,513 | 5 | 88,530 | 1.83% |
| First National Bank of Estes Park | CO | N | Federal | 1 | 10,159 | 2 | 81,246 | 1.68% |
| Farmers Bank | CO | SM | State | 1 | 128,977 | 1 | 79,280 | 1.64% |
| Valley Bank & Trust Co. | NE | NM | State | 8 | 205,559 | 3 | 74,252 | 1.53% |
| Colorado Community Bank | CO | SM | State | 17 | 406,144 | 1 | 59,005 | 1.22% |
| Mile High Banks | CO | NM | State | 12 | 1,008,590 | 1 | 51,867 | 1.07% |
| First Western Trust Bank | CO | NM | State | 5 | 396,469 | 1 | 49,003 | 1.01% |
| Adams Bank & Trust | NE | SM | State | 13 | 388,850 | 2 | 34,268 | 0.71% |
| Compass Bank | AL | SM | State | 716 | 45,404,434 | 2 | 27,341 | 0.56% |
| First-Citizens Bank & Trust Co. | NC | NM | State | 428 | 17,652,430 | 1 | 22,803 | 0.47% |
| First National Bank of Wyoming | WY | N | Federal | 3 | 129,449 | 1 | 21,725 | 0.45% |
| Cache Bank and Trust | CO | NM | State | 3 | 130,364 | 2 | 17,330 | 0.36% |
| Hillcrest Bank NA | KS | N | Federal | 39 | 1,056,462 | 2 | 10,026 | 0.21% |
| Points West Community Bank | CO | NM | State | 3 | 110,577 | 1 | 8,897 | 0.18% |
| Academy Bank NA | CO | N | Federal | 51 | 217,870 | 3 | 5,603 | 0.12% |
| Equitable Savings and Loan Assn. | CO | SA | State | 9 | 136,215 | 1 | 3,237 | 0.07% |
| Totals | | | | 18,415 | 1,896,324,666 | 108 | 4,848,438 | 100.00% |

* Deposit Market Share data as of June 30, 2011

Source: Federal Deposit Insurance Corp.

Weld County deposits

| Institution Name | State (HQ) | Bank Class | State/Federal Charter | No. Offices (Outside Market) | Deposits \$000 (Outside Market) | No. Offices (inside market) | Deposits \$000 (Inside Market) | Market Share |
|------------------------------|------------|------------|-----------------------|------------------------------|---------------------------------|-----------------------------|--------------------------------|----------------|
| Wells Fargo Bank NA | SD | N | Federal | 6,375 | 760,680,652 | 7 | 473,350 | 16.15% |
| Bank of Choice | CO | NM | State | 12 | 516,949 | 5 | 301,721 | 10.29% |
| Bank of Colorado | CO | NM | State | 32 | 1,397,368 | 5 | 276,207 | 9.42% |
| First National Bank of Omaha | NE | N | Federal | 96 | 9,708,218 | 7 | 266,751 | 9.10% |
| Colorado East Bank & Trust | CO | NM | State | 13 | 552,287 | 5 | 195,532 | 6.67% |
| FirstBank | CO | SM | State | 123 | 9,892,062 | 5 | 153,681 | 5.24% |
| New West Bank | CO | NM | State | 0 | 0 | 2 | 143,381 | 4.89% |
| JPMorgan Chase Bank NA | OH | N | Federal | 5,426 | 743,129,279 | 5 | 138,721 | 4.73% |
| Colorado Community Bank | CO | SM | State | 12 | 332,933 | 6 | 132,216 | 4.51% |
| Farmers Bank | CO | SM | State | 1 | 79,280 | 1 | 128,977 | 4.40% |
| Cache Bank and Trust | CO | NM | State | 3 | 25,382 | 2 | 122,312 | 4.17% |
| Advantage Bank | CO | NM | State | 3 | 211,118 | 1 | 121,379 | 4.14% |
| Guaranty Bank and Trust Co. | CO | SM | State | 30 | 1,273,802 | 4 | 90,807 | 3.10% |
| U.S. Bank NA | OH | N | Federal | 3,132 | 198,341,601 | 6 | 65,960 | 2.25% |
| First Farm Bank | CO | NM | State | 0 | 0 | 1 | 61,896 | 2.11% |
| Signature Bank | CO | NM | State | 0 | 0 | 3 | 60,349 | 2.06% |
| Bank of the West | CA | NM | State | 653 | 39,392,338 | 2 | 45,705 | 1.56% |
| Valley Bank & Trust | CO | NM | State | 8 | 170,506 | 2 | 39,183 | 1.34% |
| Compass Bank | AL | SM | State | 717 | 45,397,082 | 1 | 34,693 | 1.18% |
| Great Western Bank | SD | NM | State | 189 | 6,278,124 | 1 | 22,886 | 0.78% |
| Points West Community Bank | CO | NM | State | 3 | 103,268 | 1 | 16,206 | 0.55% |
| Adams Bank & Trust | NE | SM | State | 14 | 407,360 | 1 | 15,758 | 0.54% |
| Summit Bank & Trust | CO | NM | State | 2 | 68,155 | 1 | 12,638 | 0.43% |
| KeyBank NA | OH | N | Federal | 1,058 | 59,757,924 | 1 | 6,535 | 0.22% |
| Academy Bank NA | CO | N | Federal | 52 | 219,460 | 2 | 4,013 | 0.14% |
| Totals | | | | 17,954 | 1,877,935,148 | 77 | 2,930,857 | 100.00% |

* Deposit Market Share data as of June 30, 2011

Source: Federal Deposit Insurance Corp.

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Hospitality

By Molly Armbrister
marmbrister@ncbr.com

New hotels in the offing for both Larimer and Weld

After several years in the doldrums, tourism was making a comeback this year in Northern Colorado, with cities from Greeley to Estes Park posting consistently higher occupancy rates.

There is talk in both Fort Collins and Greeley about building a downtown hotel, though both cities have a lot to discuss before anything definitive can take place.

Fort Collins has been back and forth on the subject, with many calling for city support on a hotel and conference center project. City Council has declined to get involved in a fi-

nancial capacity for the time being, but earlier this year sent out a request for qualifications.

Three companies responded to the RFQ, including O'Reilly Hospitality Management, based in Springfield, Mo., Gatehouse Capital, out of Dallas, and Magnolia Hotels of Denver submitted proposals for the project.

A memorandum of understanding between one of these companies and the city is expected by the end of 2012.

Greeley has contracted with a firm to help it analyze the state of its city facilities in the downtown area, with the possibility of replacing one of them with a hotel. A recommendation is expected once the study is complete later in the year.

The High Park Fire, of course, was a major disrup-

tion to tourism, though it had its silver lining, of sorts.

Rafting and other outdoor recreation companies suffered when major roads into Poudre Canyon were closed by one of the largest fires in Colorado history consumed hundreds of homes. On the other hand, hotels were filled for week with thousands of firefighters and evacuees.



Region's many beer makers are brewing profits, growth plans

If Colorado is to beer what California is to wine, then Northern Colorado is the heart of craft brewing country.

Why else do you think they call it the "Napa Valley" of beer?

Colorado was named the nation's top beer-

producing state by the Washington, D.C.-based beer institute in 2007, but the local brewers' philosophy and imprint on the community extend far beyond production numbers.

Local breweries routinely bring home medals from the Great American Beer Festival, held annually in Denver and heralded as the largest beer festival in the nation.

The region's breweries and brew pubs range from giant Anheuser-Busch Inbev to startup Pateros Creek, with brews named after some of Northern Colorado's most-recognized attributes, such as its Cache la Poudre, named after the Cache la Poudre River.

The notoriety (and, it's assumed, acclaim) of Northern Colorado brewers is only expect-

ed to grow, thanks in part to the expansion plans announced in the spring of 2012 by Fort Collins-based New Belgium Brewing.

The company said it was building a new brewery in Asheville, N.C., a \$175 million facility that will be just the second brewery for the nation's third-largest craft brewer.

The beer business is about more than imbibing, of course.

A study by Colorado State University showed that in 2010, local brewers contributed \$263.1 million in total output to the economy, plus another \$178.1 million in value-added activities, while supporting 2,488 jobs.

The average compensation for these jobs is \$57,000.



NORTHERN COLORADO BREWERIES AND BREWPUBS INCLUDE:

- New Belgium Brewing, Fort Collins
- Odell Brewing Co., Fort Collins
- CooperSmith's Pub and Brewery, Fort Collins
- Fort Collins Brewery and Gravity 1020 Restaurant, Fort Collins
- Big Horn Brewery/CB & Potts, Fort Collins
- Equinox Brewing, Fort Collins
- Pateros Creek Brewing, Fort Collins
- Grimm Brothers Brewing, Loveland
- Big Beaver Brewing, Loveland
- Rock Bottom Brewing, Loveland
- Crabtree Brewing, Greeley
- Pitchers Brewery, Greeley
- Estes Park Brewery, Estes Park
- City Star Brewing, Berthoud

Estes Park leads Northern Colorado in average room rates, while Greeley does the best job of keeping its hotel rooms filled.

Lodging occupancy and room Rates

| City | Occupancy Rate | Average Daily Rate |
|--------------|----------------|--------------------|
| Estes Park | 27% | \$120.87 |
| Fort Collins | 47% | \$78.85 |
| Loveland | 48% | \$93.36 |
| Greeley | 63% | \$69.91 |

Colorado

| | Occupancy Rate | Average Daily Rate |
|------|----------------|--------------------|
| 2011 | 61% | \$121.05 |
| 2010 | 58% | \$118.77 |

Source: Rocky Mountain Lodging Report, December 2011

Northern Colorado restaurants have seen their sales rise.

Colorado restaurant industry at a glance

- In 2010, there were 10,355 eating and drinking places in Colorado.
- The state's restaurants are projected to register \$9 billion in sales in 2012.
- Restaurants in the state employed 237,100 people in 2012, which is 10 percent of total state employment.
- By 2022, restaurants are projected to employ 271,200 people, a 14.4% increase of 34,100 jobs from 2012.

Source: National Restaurant Association

Brewers

| Brewer | Location |
|-------------------------------|-------------|
| City Star Brewing | Berthoud |
| Little Big Brewing | Berthoud |
| Estes Park Brewery | Estes Park |
| Anheuser-Busch Inc. | Ft. Collins |
| Black Bottle Brewery | Ft. Collins |
| Cactus Bend Brewing Co. | Ft. Collins |
| CB&Pots Collindale | Ft. Collins |
| CB&Pots Ft. Collins | Ft. Collins |
| Coopersmiths | Ft. Collins |
| Crooked Stave | Ft. Collins |
| Equinox Brewing | Ft. Collins |
| Fort Collins Brewery | Ft. Collins |
| Funkwerks | Ft. Collins |
| New Belgium | Ft. Collins |
| Odell Brewing Company | Ft. Collins |
| Pateros Creek Brewing Company | Ft. Collins |
| Crabtree Brewing Co. | Greeley |
| Big Beaver Brewing Co. | Loveland |
| Grimm Brothers | Loveland |
| Rock Bottom | Loveland |

Source: Colorado Brewers Guild, Brewers Association

Craft brewing fun facts

The small beer world just keeps getting bigger. In Northern Colorado, a region some refer to as the Napa Valley of craft brewing, there are 20 brewers and beer pubs, from the hallmark New Belgium Brewing Company in Fort Collins, to up and coming establishments, such as the Big Beaver Brewing Company in Loveland, and the numbers just keep rising, according to the Brewers Association.

Jobs. There are 6,600 jobs in the brewing industry in Colorado, with a majority, 64 percent or about 4,200, involving craft brewers.

Going strong. According to Colorado State University, the small-beer world is in boom mode. In Larimer County alone, for instance, employment growth at breweries outpaced that of the rest of the county between 2000 and 2010, with brewers adding employees at a rate of 22 percent, while other county employers added jobs at a rate of just 6.3 percent.

Output. In 2011, the average annual barrelage for Colorado craft brewers was about 8,500 barrels, although most Colorado craft breweries produce less than 500 barrels annually.

National spotlight. Colorado is home to five of the nation's top 50 craft brewers.

Total numbers. According to the Colorado Liquor Enforcement Division, there were 141 licensed breweries in 2012, including 56 manufacturer breweries and 85 brew pubs.

Source: Brewers Association, Colorado Liquor Enforcement Division, Colorado State University

Restaurant revenue, by county Q2 2011 compared to Q2 2010

| County | Sales Q2 2011 | Sales Q2 2010 | Change |
|------------------|----------------------|----------------------|-------------|
| Adams | \$141,674,000 | \$131,700,000 | 7.6% |
| Arapahoe | 249,538,000 | 230,713,000 | 8.2% |
| Boulder | 144,837,000 | 136,262,000 | 6.3% |
| Broomfield | 26,673,000 | 25,929,000 | 2.9% |
| Denver | 459,698,000 | 416,928,000 | 10.3% |
| Douglas | 118,137,000 | 109,908,000 | 7.5% |
| El Paso | 231,808,000 | 218,581,000 | 6.1% |
| Jefferson | 224,478,000 | 210,687,000 | 6.5% |
| Larimer | 135,777,000 | 125,390,000 | 8.3% |
| Pueblo | 54,340,000 | 52,974,000 | 2.6% |
| Weld | 61,621,000 | 57,345,000 | 7.5% |
| Rest of counties | 326,785,000 | 318,012,000 | 2.8% |
| Total | 2,175,367,000 | 2,034,430,000 | 6.9% |

Source: Colorado Department of Revenue

Retail sales

Fiscal year 2011 (July 1, 2010-June 30, 2011)

Larimer

| | Gross sales | Retail sales | Taxable sales | Net sales tax |
|-----------------------|-------------------------|------------------------|------------------------|----------------------|
| Larimer County | \$10,483,438,153 | \$7,701,871,842 | \$3,712,214,272 | \$108,058,225 |
| Berthoud | 95,893,122 | 61,927,869 | 25,243,403 | 731,887 |
| Estes Park | 265,691,449 | 254,385,678 | 165,788,912 | 4,812,892 |
| Fort Collins | 5,291,231,590 | 4,009,253,557 | 1,993,864,033 | 58,117,301 |
| Johnstown | 92,499,666 | 88,286,591 | 44,672,277 | 1,292,656 |
| Loveland | 3,107,101,772 | 2,259,754,384 | 1,005,554,264 | 29,199,486 |
| Timnath | 79,859,623 | 74,938,511 | 43,055,826 | 1,271,657 |
| Wellington | 64,603,318 | 62,723,561 | 22,903,180 | 670,933 |
| Windsor | 59,308,191 | 46,857,664 | 17,372,126 | 502,858 |
| Remainder of cities | 1,427,249,421 | 843,744,028 | 393,760,252 | 11,458,555 |

Source: Colorado Department of Revenue

Weld

| | Gross sales | Retail sales | Taxable sales | Net sales tax |
|---------------------|------------------------|------------------------|------------------------|---------------------|
| Weld County | \$9,873,324,812 | \$6,899,066,128 | \$2,674,370,565 | \$77,774,575 |
| Ault | 185,875,226 | 44,903,445 | 8,372,526 | 242,426 |
| Brighton | 127,902,346 | 78,444,694 | 36,675,086 | 1,062,256 |
| Dacono | 95,824,130 | 88,747,779 | 44,243,014 | 1,281,570 |
| Eaton | 164,576,181 | 151,488,922 | 26,790,005 | 788,771 |
| Erie | 72,344,283 | 64,347,973 | 27,388,448 | 794,178 |
| Evans | 346,529,139 | 326,456,901 | 191,349,974 | 5,547,116 |
| Firestone | 254,969,026 | 227,899,360 | 102,165,667 | 2,964,670 |
| Frederick | 468,577,526 | 388,706,610 | 137,237,667 | 3,986,863 |
| Fort Lupton | 388,943,657 | 243,987,783 | 76,260,581 | 2,208,020 |
| Garden City | 44,763,717 | 31,169,911 | 20,849,711 | 603,823 |
| Gilcrest | 12,790,724 | 7,176,487 | 3,082,425 | 89,252 |
| Greeley | 3,730,539,939 | 3,032,456,552 | 1,100,061,082 | 32,071,490 |
| Hudson | 68,022,565 | 62,688,668 | 12,870,713 | 382,330 |
| Johnstown | 141,081,521 | 118,819,359 | 41,493,472 | 1,211,899 |
| Keenesburg | 22,942,917 | 11,950,058 | 5,525,538 | 160,213 |
| Kersey | 34,665,303 | 31,685,262 | 20,959,907 | 606,223 |
| La Salle | 53,920,066 | 47,278,412 | 15,590,542 | 451,483 |
| Lochbuie | 14,128,060 | 13,703,526 | 7,068,410 | 204,545 |
| Mead | 174,361,651 | 92,964,671 | 42,376,459 | 1,223,293 |
| Milliken | 28,673,656 | 26,491,312 | 10,994,672 | 318,883 |
| Northglenn | 590,451 | 489,616 | 248,434 | 7,195 |
| Nunn | 1,853,988 | 1,763,621 | 767,660 | 22,748 |
| Pierce | 8,278,956 | 7,056,978 | 8,045,874 | 88,895 |
| Platteville | 147,748,739 | 70,176,426 | 19,002,310 | 550,818 |
| Severance | 12,087,517 | 11,857,431 | 5,232,942 | 151,410 |
| Windsor | 324,888,211 | 232,527,942 | 108,811,276 | 3,162,817 |
| Remainder of cities | 2,946,445,381 | 1,483,826,426 | 605,906,172 | 17,591,387 |



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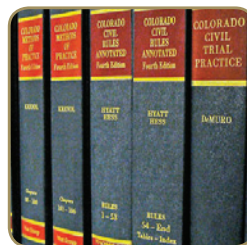
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Infrastructure

By Steve Lynn
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On drawing boards: Road, airways and water projects

Hundreds of millions of dollars in infrastructure projects are under way or planned in Northern Colorado in the coming years, ranging from roadwork to ambitious water projects.

Northern Colorado roads will see 150 miles of highway projects this summer alone at a cost of \$110 million, according to the Colorado Department of Transportation.

Projects include resurfacing 11 miles of Highway 392 in Windsor and the reconstruction of the U.S. 85 bypass in Greeley from U.S. 34 to Fifth Street.

The department plans \$2.18 billion in additional improvements to Interstate 25 and other major roads by 2075.

The interstate, a major conduit of commerce in the region, will see reconstruction and widening between state highways 14 and 392 with acceleration and deceleration lanes that would ultimately become part of an eight-lane configuration.

The upgrades also could include a commuter rail service featuring nine stations connecting Fort Collins and Longmont and an express bus system with 13 stations along the interstate between Harmony Road and U.S. 34. Buses would run from Fort Collins and Greeley to Denver International Airport and downtown Denver.

In addition to transportation, the region is planning projects to quench its thirst for water. The \$500 million Northern Irrigated Supply Project is Northern Colorado's largest water storage project since the Colorado-Big Thompson Project was finished in 1957. Plans include construction of the 170,000-acre-foot Glade Reservoir northwest of Fort Collins.

Separately, the \$270 million Windy Gap



Fort Collins is moving forward with its new multimillion-dollar, five-mile Mason Street Corridor bus transit line.

Firming Project includes plans to build the 90,000-acre-foot Chimney Hollow Reservoir southwest of Loveland for water storage. The U.S. Bureau of Reclamation is expected to decide this year whether the project should move forward.

Individual cities have planned their own infrastructure improvements.

The city of Fort Collins plans to transform a major north-south artery downtown, the Mason Corridor and its aging railroad tracks, into a development that combines bicycle and pedestrian trails with express transportation and more urban housing. The city recently announced it would receive \$54.5 million in federal funding for the project.

In Greeley, the Water and Sewer Department has been building the Bellvue Pipeline since 2003, and it's scheduled for completion in 2013. The 30-mile project, consisting of 60-inch pipe and estimated to cost \$22 million,

will give the city more high-quality drinking water. Work also is under way to recondition about 33,000 feet of the city's cast-iron water pipelines.

Northern Colorado air travel also has seen enhancements.

The Fort Collins-Loveland Municipal Airport, which continues to see growth in passenger traffic, reopened its main runway last fall after its first repaving in more than 20 years. Six inches of asphalt were removed and replaced along the entire 8,500-foot-long runway.

The Weld County Airport will see pavement replacement and runway improvements this summer.

RESOURCES

Colorado Department of Transportation – www.ColoradoDOT.info/projects

Mason Street Project – www.FCgov.com/mason/

Northern Irrigated Supply Project

<http://www.northernwater.org/WaterProjects/NISP.aspx>

Northern Colorado's highways are in line for \$88.6 million worth of improvements in the next year or so.

Colorado's Main Street

Interstate 25 has been called Northern Colorado's Main Street.

The region lies just north of I-70 and south of I-80, and the local highway system also includes I-76, U.S. Highways 34 and 85.

Rail service is provided by Union Pacific, Burlington Northern and the shortline Great Western Railway.

Denver International Airport, the nation's fifth busiest airport, is about 50 miles away and offers both cargo service and more than 1,700 passenger flights per day.

AIP grants to Colorado airports, 2002-2009

(AIP is the federal government's Airport Improvement Program.)

| Year | No. of airports receiving funds | Amt. of funds (\$millions) |
|------|---------------------------------|----------------------------|
| 2002 | 24 | \$75.8 |
| 2003 | 43 | \$75.0 |
| 2004 | 32 | \$63.4 |
| 2005 | 32 | \$88.5 |
| 2006 | 28 | \$82.9 |
| 2007 | 32 | \$72.2 |
| 2008 | 33 | \$102.3 |
| 2009 | 36 | \$101.3 |

Source: Colorado Department of Transportation

Linked to the world

Northern Colorado's mountain time zone location makes it possible for local businesses to connect to six of seven continents in real time on the same business day. One-bounce satellite uplinks are supplemented by a wide availability of high-speed Internet connections. The 2009 Colorado Rural Broadband Mapping Project found nearly 100 percent of households in Weld and Larimer counties have broadband connections available.

Colorado Export Information taken from International Trade Administration
http://www.trade.gov/mas/ian/statereports/states/tg_ian_002718.asp

Aviation revenues

Aviation fund revenues and allocations in Colorado, FY 2012

| Revenue source | Revenue amt. | Allocation recipients* | Allocation amt. |
|-------------------------------------|--------------|------------------------|-----------------|
| Interest on aviation cash fund | \$373,983 | Administration | \$684,861 |
| Avgas (\$.06/gal.) | \$232,748 | Dept. of Revenue | \$27,896 |
| | | Discretionary grants | \$8,735,061 |
| Jet fuel (all; 2.9% on retail) | \$25,703,574 | Discretionary grants | \$8,735,061 |
| | | Airport refunds | \$18,094,884 |
| Jet fuel (noncommercial; \$.04/gal) | \$1,232,396 | Airport refunds | \$18,094,884 |

* Note: Allocation recipients receive funds from multiple sources. For example, airport refunds come from both types of jet fuel revenues.

Source: Colorado Department of Transportation (CDOT)

Enplanements at Colorado Airports

Enplanements at primary Colorado airports, 2009-10

Enplanements are the number of passengers boarding an aircraft at an airport. They don't include passengers arriving or passing through.

| Rank among U.S. airports | Airport | Location | 2010 enplanements | 2009 enplanements | % change |
|--------------------------|--|-----------------------|-------------------|-------------------|--------------|
| 5 | Denver International | Denver | 25,241,962 | 24,013,669 | 5.11% |
| 89 | City of Colorado Springs Municipal | Colorado Springs | 877,367 | 931,993 | -5.86% |
| 171 | Aspen-Pitkin County/Sardy Field | Aspen | 222,755 | 216,868 | 2.71% |
| 173 | Grand Junction Regional | Grand Junction | 219,358 | 228,850 | -4.15% |
| 178 | Eagle County Regional | Eagle | 201,010 | 181,666 | 10.65% |
| 190 | Durango-La Plata County | Durango | 163,611 | 148,077 | 10.49% |
| 215 | Yampa Valley | Hayden | 110,044 | 122,480 | -10.15% |
| 223 | Montrose Regional | Montrose | 96,601 | 92,195 | 4.78% |
| 292 | Gunnison-Crested Butte Regional | Gunnison | 37,316 | 42,130 | -11.43% |
| 298 | Fort Collins-Loveland Municipal | Fort Collins/Loveland | 35,671 | 31,079 | 14.78% |
| 382 | Pueblo Memorial | Pueblo | 11,641 | 5,192 | 124.21% |
| 409 | Telluride Regional | Telluride | 9,677 | 6,740 | 43.58% |
| 437 | San Luis Valley Regional/Bergman Field | Alamosa | 6,737 | 6,279 | 7.29% |
| 441 | Cortez Municipal | Cortez | 6,342 | 7,698 | -17.61% |
| 729 | Centennial | Englewood | 507 | 395 | 28.35% |
| 740 | Animas Air Park | Durango | 450 | 100 | 350.00% |
| 795 | Rocky Mountain Metropolitan | Broomfield | 269 | 114 | 135.96% |
| 850 | Buckley Air Force Base | Aurora | 162 | 0 | 0.00% |
| 936 | Garfield County Regional | Rifle | 79 | 107 | -26.17% |
| NR | Fremont County | Cañon City | 9 | 0 | 0.00% |
| NR | Front Range | Watkins | 6 | 0 | 0.00% |
| NR | Greeley-Weld County | Greeley | 5 | 5 | 0.00% |
| NR | Holyoke | Holyoke | 5 | 0 | 0.00% |
| NR | McElroy Airfield | Kremmling | 5 | 4 | 25.00% |
| NR | Stevens Field | Pagosa Springs | 3 | 12 | -75.00% |
| NR | Vance Brand | Longmont | 2 | 0 | 0.00% |
| NR | Hopkins Field | Nucla | 2 | 0 | 0.00% |
| NR | North Fork Valley | Paonia | 1 | 0 | 0.00% |
| NR | Perry Stokes | Trinidad | 1 | 0 | 0.00% |
| Totals | | | 27,241,598 | 26,035,653 | 4.63% |

NR=Not ranked

Source: Federal Aviation Administration (FAA)

Highways/major arteries

Interstate highways

| | From/To | Length (miles) |
|--------------|--|----------------|
| I-25 | New Mexico/Wyoming state lines | 305.04 |
| I-70 | Utah/Kansas state lines | 449.51 |
| I-76 | Jct. I-70 Arvada/Nebraska state line | 183.99 |
| I-225 | Jct. I-25 Denver/Jct. I-70 Aurora, Denver | 11.99 |
| I-270 | Jct. U.S. 36 at I-25 Adams County/Jct. I-70 Denver | 5.35 |

U.S. highways

| | From/To | Length (miles) |
|-----------------|--|----------------|
| U.S. 24 | Jct. I-70 Minturn/Jct. I-70 Burlington | 277.67 |
| U.S. 34 | Jct. U.S. 40 Granby/Nebraska state line | NA |
| U.S. 36 | Jct. U.S. 34 Rocky Mountain Nat'l Park/Kansas state line | 213.46 |
| U.S. 40 | Utah/Kansas state lines | 496.39 |
| U.S. 50 | Jct. U.S. 50 & U.S. 400 Holly/Jct. I-70 Grand Junction | 467.58 |
| U.S. 287 | Oklahoma/Wyoming state lines | 234.85 |
| U.S. 385 | U.S. 287 south of Campo/I-76 Julesburg | 263.73 |
| U.S. 550 | South of Durango/U.S. 50 Montrose | 103.07 |

State highways (Northeastern Colorado)

| | From/To | Length (miles) |
|-----------------|--|----------------|
| S.H. 1 | U.S. 287 Fort Collins/I-25 Wellington | 9.96 |
| S.H. 42 | U.S. 287 Louisville/Baseline Rd. Lafayette | 4.87 |
| S.H. 52 | S.H. 119 Niwot/S.H. 14 Raymer | 111 |
| S.H. 60 | U.S. 287 Campion/U.S. 85 Gilcrest | 19.90 |
| S.H. 93 | U.S. 6 Golden/S.H. 119 Boulder | 19.89 |
| S.H. 119 | U.S. 6 Clear Creek Canyon/I-25 Longmont | 63.70 |
| S.H. 128 | S.H. 93 Boulder/I-25 Westminster | NA |
| S.H. 257 | S.H. 60 Milliken/S.H. 14 Fort Collins | 18.48 |
| S.H. 263 | U.S. 85 Greeley/Greeley | 2.73 |
| S.H. 392 | U.S. 287 Fort Collins/CR 77 Briggsdale | 45.33 |
| S.H. 402 | U.S. 287 Loveland/I-25 | 4.23 |

Source: Colorado Department of Transportation (CDOT)

Highways/dollars spent on maintenance

CDOT maintenance budget, FY2012

| Type of work | Funding (\$millions) | % Total funding |
|---|----------------------|-----------------|
| Bridge | \$12.0 | 5.0% |
| Buildings, grounds, rest areas, equip. | \$14.0 | 5.8% |
| Planning, scheduling, etc. | \$12.6 | 5.2% |
| Roadside appearance | \$7.0 | 2.9% |
| Roadside facilities | \$16.4 | 6.8% |
| Roadway surface | \$52.0 | 21.5% |
| Safety | \$0.0 | 0.0% |
| Snow & ice | \$64.3 | 26.5% |
| Traffic services | \$58.0 | 23.9% |
| Tunnels | \$6.1 | 2.5% |
| Total | \$242.4 | 100.0% |

Source: Colorado Department of Transportation (CDOT)

Northeast Colorado highway construction/major arteries projects

| Project | Location | Completion | Cost |
|--|-------------------------|-------------|---------------------|
| I-25/S.H. 392 interchange | Windsor & Fort Collins | Spring 2013 | \$17,500,000 |
| U.S. 37/Mall Road intersection | Estes Park | June 2012 | \$464,000 |
| U.S. 85 cable rail | Brighton to Fort Lupton | June 2012 | \$1,900,000 |
| U.S. 85 bypass from U.S. 34 to Fifth St. | Greeley | Summer 2013 | \$12,400,000 |
| S.H. 392 resurfacing | Windsor | Oct. 2012 | \$5,500,000 |
| I-25 frontage road over the Little Thompson River | Mead/Johnstown | June 2013 | \$1,300,000 |
| U.S. 34 resurfacing | Greeley | Jan. 2013 | \$5,500,000 |
| U.S. 85/C.R. 16 intersection safety improvements | Fort Lupton | NA | \$3,000,000 |
| U.S. 85 resurfacing | Brighton to Fort Lupton | Aug. 2012 | \$3,300,000 |
| U.S. 34 bridge replacement | Wray/Laird | Oct. 2012 | \$3,000,000 |
| Total | | | \$88,637,000 |

Source: Colorado Department of Transportation (CDOT)



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Business Resources

Larimer and Weld counties

Berthoud Area Chamber of Commerce & Visitors Center, 310 Mountain Ave., Suite C
Berthoud, CO 80513, 970-532-4200/970-532-7690, bcc@berthoudcolorado.com, www.berthoudcolorado.com

Carbon Valley Chamber of Commerce, 8308 Colorado Blvd., Suite 203
Firestone, CO 80504, 303-833-5933/303-833-0335, stephanie@carbonvalleychamber.com, www.carbonvalleychamber.com

Centers for Disease Control and Prevention/ Division for Vector Borne Diseases (CDC/DVBID), 3150 Rampart Road
Fort Collins, CO 80521, 800-232-4636, cdcinfo@cdc.com, www.cdc.gov/ncidod/dvbid/index.html

City of Fort Collins Economic Health, 300 LaPorte Ave.
Fort Collins, CO 80521, 970-221-6324, jbirks@fcgov.com, www.fcgov.com, Coordinates cross-departmental economic team to support retention and expansion of business in Fort Collins.

City of Greeley Economic Development, 1000 10th St.
Greeley, CO 80631, 970-350-9876, bruce.biggi@greeleygov.com, www.greeley.gov, Manages Greeley's Economic Gardening program and works with Upstate Colorado Economic Development.

City of Loveland Economic Development, 500 E. Third St., Suite 300
Loveland, CO 80537, 970-962-2316, haleb@ci.loveland.co.us, www.ci.loveland.co.us, Supports existing employers and provides business assistance through efforts such as the Loveland Center for Business Development and Loveland Business Assistance Network.

Colorado State University Office of Community and Economic Development, 1050 Campus Delivery

Fort Collins, CO 80523-1050, 970-491-7304, kathay.rennels@colostate.edu, www.outreach.colostate.edu, Works to empower Colorado communities and build their economies. Distributes economic development research.

Colorado State University OnLine Plus (Continuing Education), 1040 Campus Delivery
Fort Collins, CO 80523-1040, 970/491-5288/970-491-7885, onlineplus_questions@colostate.edu, www.online.colostate.edu, Offers graduate and undergraduate degrees, professional development courses, work force training and certificate programs online and learning centers in Loveland, Brighton and Denver. Meets industry needs for training and education, and helps working professionals fulfill career and educational goals.

Colorado State University Research Foundation, 601 S. Howe St., Room 410
Fort Collins, CO 80521, 970-482-2916/970-484-0354, www.csurf.org, Protects, manages and commercializes intellectual property developed from research at Colorado State University.

Cooperative Institute for Research in the Atmosphere (CIRA), Colorado State University, CSU Foothills Campus
Fort Collins, CO 80523-1375, 970-491-8448/970-491-8241, webmaster@cira.colostate.edu, www.cira.colostate.edu

Eaton Area Chamber of Commerce, P.O. Box 111
Eaton, CO 80615, 970-381-4801, info@eatonchamber.org, www.eatonchamber.org

Erie Economic Development Council, 149 S. Briggs St., Suite 102E
Erie, CO 80516, 720-620-3912/720-542-8960, info@erieedc.org, www.erieedc.com, Provides relocation information, commercial/industrial property information and other resources to the community.

Estes Park Convention & Visitors Bureau, 500 Big Thompson Ave.
Estes Park, CO 80517, 970-577-9900, sblackhurst@VisitEstesPark.com, www.estesparkcvb.com

Evans Area Chamber of Commerce, 3700 Golden St.
Evans, CO 80620, 970-330-4204, ecc@evanschamber.org, www.evanschamber.org

Fort Collins Area Chamber of Commerce, 225 S. Meldrum St.
Fort Collins, CO 80521, 970-482-3746, general@fcchamber.org, www.fortcollinschamber.com

Fort Collins Downtown Development Authority, 19 Old Town Square, Suite 230
Fort Collins, CO 80524, 970-484-2020/970-484-2069, mrobenalt@fcgov.com, www.downtownfortcollins.org

Greeley Chamber of Commerce/Visitors Bureau, 902 Seventh Ave.
Greeley, CO 80631, 970-352-3566/970-352-3572, sarah@greeleychamber.com, www.greeleychamber.com, Assists businesses with networking opportunities, growth assistance, promotion and governmental affairs.

Johnstown-Milliken Chamber of Commerce, 112 E. South First St.
P.O. Box 501
Johnstown, CO 80534, 970-587-7042, info@johnstownmillikenchamber.com, www.johnstownmillikenchamber.com

Loveland Center for Business Development, 441 E. Fourth St., Suite 101a
Loveland, CO 80537, 970-667-4106, info@lovelandcenterforbiz.org, www.lovelandcenterforbiz.org

Loveland Chamber of Commerce & Visitors Center, 5400 Stone Creek Circle
Loveland, CO 80538, 970-667-6311/970-667-5277, info@loveland.org, www.loveland.org

National Center for Genetic Resources Preservation (USDA), 1111 S. Mason St.
Fort Collins, CO 80521-4500, 970-495-3200/970-221-1427, www.ars.usda.gov

National Wildlife Research Center (USDA), 4101 LaPorte Ave.
Fort Collins, CO 80521, 970-266-6000/970-266-6010, www.aphis.usda.gov/wildlife_damage/nwre/about/about/shtml

Northern Colorado Economic Development Corp., 3553 Clydesdale Parkway, Suite 230
Loveland, CO 80538, 970-667-0905/970-669-4680, info@ncedc.com, www.ncedc.com

Northern Colorado Rural Development Association (SHUT DOWN?), P.O. Box 216
Wellington, CO 80549, 970-204-7739/970-568-4321, info@ncrda.org, www.ncrda.org, Promotes and advances primary jobs and economic well-being of Wellington and northern Larimer counties.

Rocky Mountain Innosphere, 320 E. Vine Drive
Fort Collins, CO 80524, 970-221-1301, info@rmi2.org, www.rmi2.org, Works to enable and accelerate the success of high-growth, high-impact innovation-based startup companies. Also promotes the development of an entrepreneurial culture and infrastructure to sustain and nurture scientific and technology-based industries in the Northern Colorado region.

Rocky Mountain Research Station (USDA), 240 W. Prospect Road
Fort Collins, CO 80526, 970-498-1100, www.fs.fed.us/rmrs/

Small Business Development Center — Larimer County, 125 S Howes St., Suite 150
Fort Collins, CO 80521, 970-498-9295/970-498-8924, admin@larimersbdc.org, www.larimersbdc.org

Small Business Development Center — Northeast-East Central Colorado, 902 Seventh Ave.
Greeley, CO 80631, 970-352-3661/970-352-3572, neecco@coloradosbdc.org, www.neccosbdc.org

South Central Weld Chamber of Commerce (APPEARS TO HAVE CLOSED), P.O. Box 606
Platteville, CO 80651, 970-324-3111, info@southcentralweldchamber.com, www.southcentralweldchamber.com

Upstate Colorado Economic Development, 822 Seventh St., Suite 550
Greeley, CO 80631, 970-356-4565/970-352-2436, info@upstatecolorado.org, www.upstatecolorado.org, This private economic development corporation assists existing and prospective primary employers with resources to help expand revenue and employment opportunities.

Wellington Area Chamber of Commerce, P.O. Box 1500
Wellington, CO 80549, 970-568-4133, info@wellingtoncoloradochamber.net, www.wellingtoncoloradochamber.net

Windsor Chamber of Commerce, 421 Main St.
Windsor, CO 80550, 970-686-7189/970-686-0352, michal@windsorchamber.net, www.windsorchamber.net

Larimer County Workforce Center — Fort Collins, 200 W. Oak St., Suite 5000
Fort Collins, CO 80521, 970-498-6600, lcwc@larimer.org, www.larimerworkforce.org

Larimer County Workforce Center — Loveland, 418 E. Fourth St.
Loveland, CO 80537, 970/667/4261

Employment Services of Weld County — Greeley, 315 N. 11th Ave., Bldg. B
Greeley, CO 80631, 970-353-3800/970-346-7981, , www.co.weld.co.u

Employment Services of Weld County — Fort Lupton, 2950 Ninth St.
Fort Lupton, CO 80621, 303-857-2725

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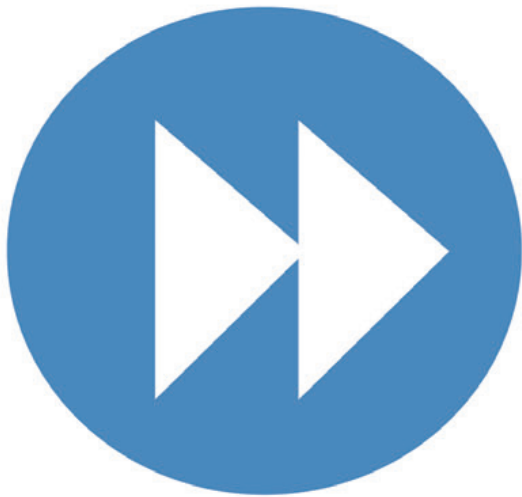
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