A SPECIAL PUBLICATION OF BIZWEST

BOULDER VALLEY AND NORTHERN COLORADO

ECONOMIC PROFILE & MARKET FACTS 2014

QUICK FACTS
DEMOGRAPHICS
COMMUNITY PROFILES
INDUSTRY PROFILES
BUSINESS RESOURCES

Advancing Economic Vitality in Larimer County through Strategic Job Growth

- **$1.5 billion in new investments in 2013**
- **Deep and talented workforce** – over 45% of workforce has a bachelor's degree or higher
- **Diverse local economy** – Northern Colorado's economy offers a high degree of stability. No one sector represents more than 13.2% of the labor market.
- **Robust business infrastructure**
- **Ample available commercial and industrial sites**
- **Nationally recognized communities**

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PUBLISHER'S NOTE

Boulder Valley, Northern Colorado increase business, economic ties

What happens when two of the most-desirable places to do business in the country begin to converge? Residents of the Boulder Valley and Northern Colorado are in the process of finding out.

Business, nonprofit, governmental and political connections are increasing among Boulder, Broomfield, Larimer and Weld counties, with acquisitions, expansions and mergers crossing county lines as never before.

The result is a dynamic region that includes three universities — Colorado State University, the University of Colorado Boulder and the University of Northern Colorado. Boulder and Larimer counties also boast the lion's share of the state's federal laboratories, as well as expanding high-tech economies.

From banking to health care, real estate to construction, nonprofits to restaurants, businesses in one market increasingly are looking to the other for opportunities.

Economic Profile and Market Facts is published by BizWest Media LLC and inserted in our biweekly BizWest business journal. BizWest itself is the result of the combination earlier this year of the Boulder County Business Report and the Northern Colorado Business Report.

For those new to the region — or for those already here — the Economic Profile and Market Facts provides an essential snapshot of the local economy. And, for the first time, we've combined what previously had been separate annual publications into one.

The result is a powerful tool for local business leaders to better understand our larger economy, and a resource for companies considering relocating or expanding to our region, or individuals from out of state contemplating a move.

This magazine will be distributed not only through BizWest, but also through local chambers of commerce and economic-development agencies. Please remember that this publication is intended as a snapshot of the Boulder Valley and Northern Colorado economy. If you would like more information about expansion or relocation options, please contact one of the region's economic-development agencies or city officials mentioned in this pages.

And, if you're already here, maybe this publication will spur you to take a look across the county line.

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Overview

Welcome to a home like no other

The USA Pro Cycling Challenge is one of many biking events that uses the Boulder Valley and Northern Colorado as a backdrop.

BizWest File photo

Combine six of the 16 largest cities in Colorado. Place them where the Great Plains, rich in agriculture and energy, meet the soaring Rocky Mountains. Throw in dozens of smaller communities, including a world-class resort destination at the gateway to one of the planet's most popular and spectacular national parks. Add major universities, cutting-edge federal science laboratories, a vibrant technology-transfer climate and a populace that loves its beer, bikes, bands and beef.

Its cities and towns frequently are touted among the best places to live in the United States. Its unparalleled quality of life attracts a talented and educated workforce.

Welcome to the Boulder Valley and Northern Colorado – a home like no other. Is it any wonder it's growing?

The area between Denver and Cheyenne bisected by Interstate 25 is a burgeoning area for all types of people. Students come to study while senior citizens retire in full view of mountain vistas. Newlyweds buy their first homes here and young professionals find their first careers.

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.

It's home to Nobel laureates, a flood of venture capital second only to California's Silicon Valley, and advances in bioscience, aerospace, computer technology and natural and organic products known around the world. Its main cities and towns mix with funky mountain villages and bucolic rural areas where agriculture still reigns and oil and gas development is booming. In short, it's Colorado in microcosm. The Boulder Valley is part of the Denver metropolitan statistical area – but it's much different. The air is clearer, and the mountains can be just a walk away. The 30- to 40-minute drive to Denver International Airport can be shorter than from some parts of Denver.

Northern Colorado – anchored by Fort Collins, Loveland and Greeley – is its own metropolitan area, but connections to the Denver-Boulder urban complex are growing by the day, in terms of physical infrastructure as well as its economic and social life.

While the area's big companies make headlines, small businesses give the region its unique economic spirit. Entrepreneurs flock to the area for the established structure and support of their peers, business incubators and local governments. Many young local businesses grow up to be successful – and often are acquired as profitable additions to larger companies. The success of these companies, large and small, has attracted a broad range of professional services such as banks, law firms and real estate-related companies. A wide variety of commercial real estate is available for companies. Office space ranges from large modern Class A developments to small historic spaces in the heart of downtowns.

All of the main cities – and even some of the smaller towns – have economic-development groups willing to assist with information and incentives for new businesses creating jobs. The groups also focus on retention to help existing businesses remain in the area. Companies looking for philanthropic opportunities will be impressed by the area's wide range of nonprofits and charities. The organizations work closely with businesses to help foster healthy and productive communities, families and workforces. Whether residents are at work, at school or at home, they love to look west to the stunning mountain backdrop. The average of 300 days of sunshine per year attract young, active and talented workers who are happy to live here. Skiing and snowboarding are close by at the small resort of Eldora, west of Nederland, or an easy drive to world-class resorts such as Vail and Breckenridge. In summer, these mountains provide the perfect spots for mountain biking and hiking. The golf ball flies farther at this altitude, and scores of local public golf courses make for a good challenge – or a good place to entertain a business client. Recreation centers and leagues provide opportunities to play tennis, soccer, lacrosse, softball, volleyball and even adult kickball. Running and bicycling are hugely popular, from weekend outings to world-class competitions. With all those outdoor activities within easy reach, the region consistently boasts one of the nation's most healthy and fit populations. We're supported by major hospitals, numerous medical centers and some of the world's top doctors, who move here for the lifestyle. Many local restaurants capitalize on homegrown and organic foods to create fresh and creative meals. Several restaurants are led by award-winning, nationally known chefs. Meals often can be enjoyed outdoors, accompanied by beautiful mountain views. With that meal, or after a long day's work, you can always sit down and relax with a locally brewed beer. Colorado is known for its quality beer, and the Boulder Valley and Northern Colorado contribute to the tradition with an ever-growing number of original brewpubs and microbreweries. Wineries and distillers of harder liquors also are beginning to make their mark.

The area provides a wide range of living options, including remote homes in the hills, single-family neighborhoods in the suburbs, senior-housing communities, mixed-use urban lofts in the cities and sprawling mansions. People love to live here, and that translates to a positive attitude at work. The area provides a quality of life similar to that of the West Coast, but at half the cost. The mountains are in your backyard, but the big city is a short drive away. And at the end of the day, the sunsets are spectacular.

Jonathan Castner/For BizWest

BY DALLAS HELTZELL
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Population Estimates

	July 2000	July 2011	July 2012	July 2013
Boulder	296,318	300,506	305,297	310,048
Broomfield	56,089	57,193	58,311	59,471
Larimer	300,482	305,137	310,686	315,988
Weld	254,052	258,343	263,525	269,785

Source: U.S. Census Bureau, Population Division

Population — Age 18-64 by age and gender, 2013

	Male	Female	Total
Boulder	106,907	103,374	210,281
Broomfield	19,001	18,554	37,555
Larimer	104,611	103,750	208,361
Weld	84,753	82,949	167,702
Colorado	**1,719,628**	**1,663,416**	**3,383,044**

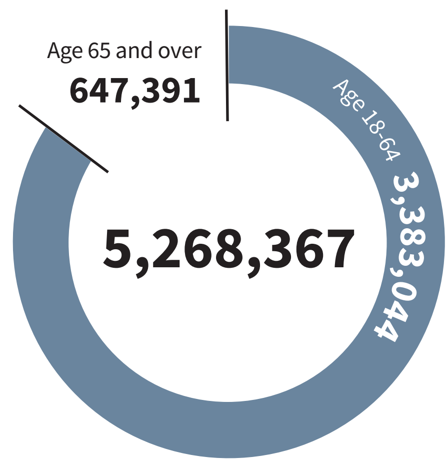
Source: U.S. Census Bureau American FactFinder

Population — Age 65 and over by age and gender, 2013

	Male	Female	Total
Boulder	16,275	19,930	36,205
Broomfield	2,979	4,062	7,041
Larimer	19,239	23,289	42,528
Weld	13,598	15,690	29,288
Colorado	**292,633**	**354,758**	**647,391**

Source: U.S. Census Bureau American FactFinder

Colorado Population, 2013



Population by Race and Hispanic Origin

	Population 2010	Population Estimate July 2013	White	Black/ African American	American Indian/ Alaska Native	Asian/ Pacific Islander alone	Native Hawaiian and other Pacific Islander	Two or more races total	Hispanic origin (of any race)
Boulder	294,567	310,048	282,154	3,345	2,666	13,754	265	7,864	42,473
Broomfield	55,889	59,471	52,901	908	524	3,516	68	1,554	7,511
Larimer	299,630	315,988	295,060	3,244	3,206	6,814	294	7,370	34,590
Weld	252,825	269,785	251,852	3,542	4,587	3,843	412	5,549	76,702
Colorado	**5,029,196**	**5,268,367**	**4,634,609**	**230,875**	**83,576**	**160,547**	**9,622**	**149,138**	**1,108,428**

Note: Population by race and Hispanic origin figures are as of July 1, 2013.

Source: U.S. Census Bureau American FactFinder

Unemployment Data by County 2013

Area	Civilian labor force	Employed	Unemployed Level	Unemployed Rate
Boulder	180,682	171,251	9,431	5.2
Broomfield	31,964	30,006	1,958	6.1
Larimer	182,260	172,358	9,902	5.4
Weld	127,731	118,609	9,122	7.1
Colorado	**2,742,856**	**2,525,494**	**217,362**	**7.9**

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

Note: State numbers reflect revised population controls, model reestimation and new seasonal adjustment. Numbers are as of July 1, 2012.

Personal income and employment summary

Boulder County

	2007	2008	2009	2010	2011	2012
Personal income ($000)	$14,750,387	$15,250,745	$14,505,786	$14,558,043	$15,487,044	$16,417,561
Per capita personal income	$51,319	$52,433	$49,476	$49,130	$51,554	$53,772
Wage & salary disbursements	$8,922,102	$9,172,240	$8,617,451	$8,886,119	$9,313,734	$9,850,436
Employer pension/insurance contributions	$1,131,072	$1,161,296	$1,236,795	$1,245,925	$1,220,609	$1,284,284
Total employment	233,600	238,079	232,349	230,479	236,573	243,033

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Broomfield County

	2007	2008	2009	2010	2011	2012
Personal income ($000)	$2,032,785	$2,169,749	$2,229,220	$2,232,002	$2,494,373	$2,701,856
Per capita personal income	$39,452	$40,799	$40,687	$39,785	$43,613	$46,346
Wage & salary disbursements	$2,101,480	$2,083,704	$2,036,370	$2,030,682	$2,150,936	$2,375,370
Employer pension/insurance contributions	$240,906	$233,237	$262,578	$254,453	$246,189	$271,488
Total employment	41,864	42,611	41,847	42,463	43,682	45,585

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Larimer County

	2007	2008	2009	2010	2011	2012
Personal income ($000)	$11,123,111	$11,403,488	$11,194,814	$11,428,613	$12,201,220	$12,826,581
Per capita personal income	$38,877	$39,100	$37,732	$38,041	$39,992	$41,311
Wage & salary disbursements	$5,554,087	$5,712,337	$5,544,362	$5,653,806	$5,935,538	$6,220,280
Employer pension/insurance contributions	$786,929	$801,743	$855,771	$864,298	$846,384	$895,492
Total employment	192,134	192,425	188,993	188,509	192,153	196,978

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Weld County

	2007	2008	2009	2010	2011	2012
Personal income ($000)	$6,776,988	$7,181,735	$7,029,899	$7,270,441	$7,853,962	$8,347,637
Per capita personal income	$28,512	$29,501	$28,324	$28,615	$30,400	$31,657
Wage & salary disbursements	$3,353,496	$3,534,668	$3,296,657	$3,363,728	$3,638,651	$3,916,170
Employer pension/insurance contributions	$450,907	$470,716	$493,761	$513,171	$497,210	$538,584
Total employment	117,978	120,777	117,117	116,194	120,451	124,743

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Colorado

	2007	2008	2009	2010	2011	2012
Personal income ($000)	$202,717,905	$212,243,112	$206,422,648	$210,607,673	$226,031,916	$237,461,494
Per capita personal income	$42,199	$43,406	$41,515	$41,717	$44,179	$45,775
Wage & salary disbursements	$112,510,112	$116,682,302	$112,294,297	$113,783,101	$118,739,758	$125,054,503
Employer pension/insurance contributions	$15,102,652	$15,595,872	$16,680,929	$16,978,645	$16,560,244	$17,398,630
Total employment	3,220,297	3,255,776	3,171,332	3,141,894	3,203,805	3,278,941

Source: U.S. Department of Commerce, Bureau of Economic Analysis

Births in Boulder County

Birth data	2008	2009	2010	2011	2012
No. of total live births	3,216	3,233	3,043	2,891	3,044
Fertility rate	49.4	50.1	47.5	44.8	46.7
No. of births to teens ages 15-17	68	67	68	34	48
Teen fertility rate (ages 15-17)	12.5	12.6	12.3	6.4	8.9
Percent low birth weight births (<2,500 grams)	8.5	7.8	7.8	6.6	8.5
Percent preterm births (<37 weeks)	8.7	7.5	8.3	6.3	8.4
Percent births to women with education <high school	18.4	15.8	15.6	13.5	10.8
Percent cesarean births	28.2	29.0	26.2	25.9	25.9
Percent births <24 months after previous live birth	18.9	20.3	18.5	16.1	17.8
Percent births to foreign-born women	28.2	26.1	26.3	24.9	23.9
Percent births to unmarried women	20.1	17.7	19.0	18.2	18.1

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

Births in Broomfield County

Birth data	2008	2009	2010	2011	2012
No. of total live births	747	676	667	679	700
Fertility rate	65.1	58.9	58.3	58.1	59.0
No. of births to teens ages 15-17	11	7	8	8	7
Teen fertility rate (ages 15-17)	9.3	6.0	7.0	6.8	5.6
Percent low birth weight births (<2,500 grams)	7.4	5.8	7.0	7.1	8.4
Percent preterm births (<37 weeks)	6.2	5.6	7.5	8.0	9.3
Percent births to women with education <high school	10.0	7.2	7.4	5.0	6.9
Percent cesarean births	28.6	27.5	27.7	27.0	24.0
Percent births <24 months after previous live birth	20.9	23.5	18.8	17.2	20.7
Percent births to foreign-born women	19.6	18.8	19.9	17.3	19.9
Percent births to unmarried women	13.8	12.7	13.0	12.4	13.9

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

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.

Births in Larimer County

Birth data	2008	2009	2010	2011	2012
No. of total live births	3,490	3,502	3,360	3,317	3,391
Fertility rate	54.4	54.2	52.1	50.8	51.2
No. of births to teens ages 15-17	71	72	66	53	47
Teen fertility rate (ages 15-17)	12.9	13.2	12.3	9.9	8.8
Percent low birth weight births (<2,500 grams)	7.1	8.3	8.1	8.4	8.2
Percent preterm births (<37 weeks)	8.7	9.2	8.5	8.1	8.7
Percent births to women with education <high school	13.0	12.9	11.3	9.6	9.5
Percent cesarean births	28.3	30.4	30.5	31.1	29.2
Percent births <24 months after previous live birth	23.9	23.4	22.3	22.1	20.4
Percent births to foreign-born women	12.5	13.8	13.8	12.1	13.7
Percent births to unmarried women	24.0	25.0	22.5	23.0	21.3

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

Births in Weld County

Birth data	2008	2009	2010	2011	2012
No. of total live births	3,925	3,932	3,798	3,731	3,845
Fertility rate	73.6	73.4	70.3	68.3	69.1
No. of births to teens ages 15-17	165	142	115	90	79
Teen fertility rate (ages 15-17)	31.6	26.9	21.8	17.3	14.9
Percent low birth weight births (<2,500 grams)	6.8	7.5	7.0	8.3	8.5
Percent preterm births (<37 weeks)	8.7	9.0	7.8	8.4	9.3
Percent births to women with education <high school	24.7	23.0	22.7	19.7	17.6
Percent cesarean births	28.6	27.7	30.0	29.1	28.8
Percent births <24 months after previous live birth	23.3	24.3	21.2	21.2	20.1
Percent births to foreign-born women	21.0	20.4	19.3	17.5	17.0
Percent births to unmarried women	21.5	22.9	24.9	23.8	23.4

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

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.

Deaths

Deaths in Boulder County, 2012

Rank	Cause of death	Number	Age-adjusted rate	Lower limit	Upper limit
	All causes	7,726	599.8	586.6	613.1
1	Malignant neoplasms	345	117.2	104.5	129.9
2	Heart disease	308	111.0	98.5	123.5
3	Unintentional injuries	124	44.0	36.2	51.9
4	Cerebrovascular diseases	101	37.8	30.3	45.3
5	Chronic lower respiratory diseases	78	29.3	22.7	36.0
6	Suicide	59	18.2	13.5	22.9
7	Alzheimer's disease	58	22.7	16.8	28.6
8	Parkinson's disease	32	13.0	8.5	17.6
9	Influenza and pneumonia	28	11.0	6.8	15.1
10	Diabetes mellitus	27	9.9	6.1	13.7

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

Deaths in Broomfield County, 2012

Rank	Cause of death	Number	Age-adjusted rate	Lower limit	Upper limit
	All causes	2666	653.0	628.4	677.5
1	Malignant neoplasms	87	165.2	129.9	200.5
2	Heart disease	67	134.3	102	166.5
3	Cerebrovascular diseases	21	46.0	26.3	65.6
4	Unintentional injuries	21	40.1	22.8	57.5
5	Chronic lower respiratory diseases	18	37.0	19.8	54.1
6	Alzheimer's disease	16	35.0	17.9	52.0
7	Suicide	11	19.2	7.8	30.6
8	Diabetes mellitus	6	12.8	2.5	23.1
9	Septicemia	5	10.5	1.3	19.8
10	Chronic liver disease and cirrhosis	4	6.3	0.0	12.6

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

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 2011 are included.
Rates based on small numbers are unstable and should be interpreted with caution.

Deaths in Larimer County, 2012

Rank	Cause of death	Number	Age-adjusted rate	Lower limit	Upper limit
	All causes	21,338	645.0	636.6	653.5
1	Malignant neoplasms	429	131.7	119.0	144.3
2	Heart disease	384	117.8	105.9	129.6
3	Unintentional injuries	123	37.9	31.1	44.7
4	Cerebrovascular diseases	111	34.5	28.0	41.0
5	Chronic lower respiratory diseases	97	30.7	24.5	36.9
6	Suicide	70	22.1	16.8	27.4
7	Alzheimer's disease	66	21.0	15.9	26.1
8	Diabetes mellitus	49	15.5	11.1	19.9
9	Other diseases of respiratory system	39	12.5	8.5	16.4
10	Influenza and pneumonia	32	10.4	6.7	14.0

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

Deaths in Weld County, 2012

Rank	Cause of death	Number	Age-adjusted rate	Lower limit	Upper limit
	All causes	16,837	731	720.2	741.9
1	Heart disease	324	148	131.8	164.2
2	Malignant neoplasms	299	130.6	115.5	145.7
3	Unintentional injuries	117	47.6	38.9	56.4
4	Chronic lower respiratory diseases	105	50.3	40.5	60
5	Cerebrovascular diseases	75	34	26.2	41.8
6	Alzheimer's disease	42	21.4	15	27.9
7	Suicide	41	15.2	10.5	20
8	Diabetes mellitus	38	16.4	11.1	21.7
9	Chronic liver disease and cirrhosis	28	10.1	6.3	14.0
10	Septicemia	23	10.2	6.0	14.5

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

Quick Facts on Four

DID YOU KNOW ...

Eldorado Springs State Park is one of the most popular rock climbing meccas in the nation. But it was well-loved long before rock climbing fever seized the region. The park was a famous luxury spa known for its super-pure, restorative spring waters. It was visited frequently by the rich and famous, including a young Dwight Eisenhower.

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…..

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

Ford Mustang lovers know that there is a well-kept, low-profile iconic car museum in Boulder whose sole mission is to showcase the history of the Shelby. The museum has some of the most famous, fastest Shelby American cars ever built.

FIVE RIVERS RUN THROUGH IT

the region is graced with five scenic waterways:

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

THE INCREDIBLE, EDIBLE....CHICKEN

Greeley is home to Pilgrim's Pride, the second largest chicken processor in the world.
Just five years after it filed for bankruptcy protection and four years after Greeley-based JBS USA bought a controlling interest in the firm, Pilgrim's Pride is flying high.

LARGEST PRIVATE-SECTOR EMPLOYERS

Boulder County:
IBM Corp.: 3,400

Broomfield County:
Level 3 Communications: 2,500

Larimer County:
University of Colorado Health in Northern Colorado: 5,522

Weld County:
JBS Inc.: 4,200

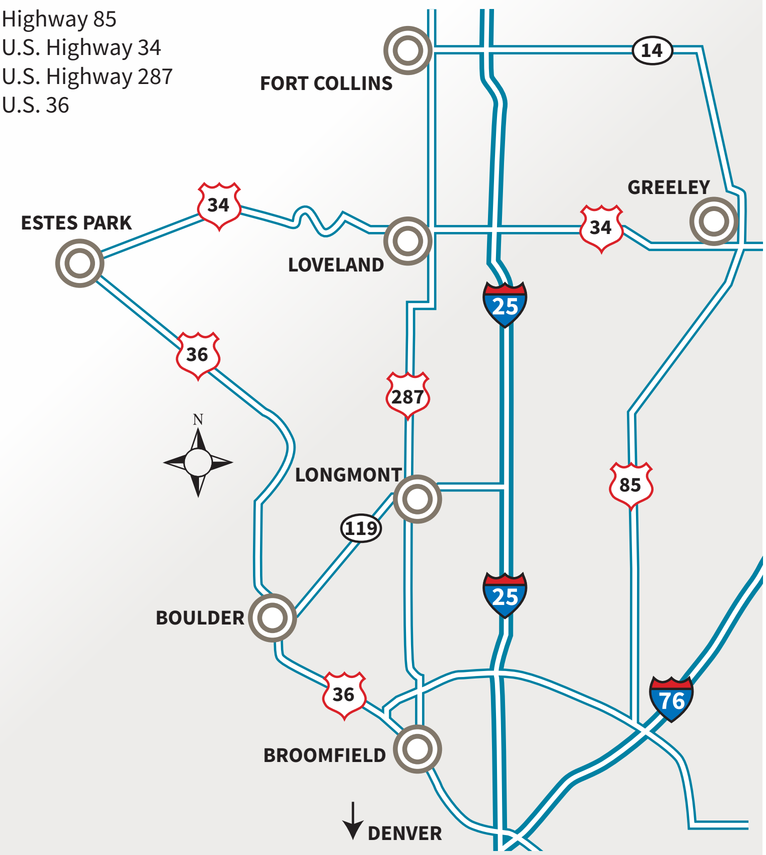
SQUARE MILES

Boulder: 726.29
Broomfield: 33.03
Larimer: 2,596
Weld: 3,987
Source: U.S. Census

Counties We Love

ALL ROADS LEAD HERE

Boulder, Broomfield, Larimer and Weld counties have easy access to major arterials that will carry you into the wilds of metro Denver……or Wyoming….. whichever you choose.
E-470 (Denver Beltway)
Interstate 25
Interstate 76
Highway 85
U.S. Highway 34
U.S. Highway 287
U.S. 36



AIRPORTS

Boulder Municipal Airport
Broomfield Rocky Mountain Metropolitan Airport
Longmont Vance Brand Municipal Airport
Fort Collins-Loveland Municipal Airport
Greeley-Weld County Airport
Denver International Airport

UNIVERSITIES

University of Colorado at Boulder
Colorado State University
University of Northern Colorado

Nearby:
University of Wyoming

ROCKY MOUNTAIN NATIONAL PARK

No. annual visitors: 3 million-plus

CRAFT BREWS FOREVER AND ALWAYS.

The Boulder Valley and Northern Colorado are known as the Napa Valley of brewing, with beer aficionados and beer makers moving around in swarms. The state consistently ranks in the top five nationwide for the number of craft brewers who work their magic here. The region, of course, is also home to traditional brewing giants such as Anheuser-Busch Cos. Inc. in Fort Collins.

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

Boulder

The "outside world" used to refer to Boulder in clichés. It was called "the People's Republic," "25 square miles surrounded by reality" and the place "where the hip meet to trip."

Today, it's called something else: a world leader.

Oh, it still has stringent regulations and higher taxes than some surrounding areas – but the resulting quality of life, far from scaring business away, has attracted a dynamic entrepreneurial and research community and resulted in one of Colorado's lowest unemployment rates.

That's reality.

The city's approximately 100,000 residents work and play against a mountain backdrop that includes the iconic Flatirons and the Indian Peaks Wilderness Area. More than 30,000 of those residents attend the University of Colorado-Boulder, with its picturesque campus.

Boulder's unique setting and its lean, green, outdoorsy residents belie the high concentration of companies in the aerospace, bioscience, data-storage and software industries. National corporations such as IBM Corp., Ball Aerospace & Technologies Inc., Lockheed Martin Corp., Covidien Inc. and Google Inc. are there. The city also has many professional and technical service companies and considers itself a center for alternative- and renewable-energy research and manufacturers of natural and organic products.

Boulder's natural attributes and support from peer companies draw many entrepreneurs to the city. Here, they start and grow new businesses, attracting one of the highest rates of startup and venture-capital funds in the nation. In fact, companies in Boulder drew more venture capital, per capita, than companies in any other city in the nation, based on industry statistics.

These innovative companies reflect the intellectual energy found in Boulder, which is supported by the University of Colorado, several major federally funded science laboratories and one of the nation's highest percentage of residents with college degrees.

CU-Boulder, the Rocky Mountain region's largest and most-comprehensive campus, offers 3,400 courses, boasts several Nobel laureates and works extensively with private businesses through its Technology Transfer Office.

Boulder's historic downtown features the Pearl Street Mall, an award-winning pedestrian shopping, dining and entertainment destination. More retail and restaurants can be found in the city's central corridor surrounding the Twenty Ninth Street retail district. The city has more than 400 restaurants, including several that have received national acclaim.

With a resident symphony, four museums, 32 movie ?? and stage theaters, numerous festivals and more than 30 art galleries, the city is a haven for culture. Boulder also offers highly ranked public and private schools, three city recreation centers and one

PROFILE

SQUARE MILES:
25.5

POPULATION:
99,070

PER CAPITA INCOME:
$37,600

MEDIAN HOUSEHOLD INCOME:
$57,231

HOUSEHOLDS:
43,878

SOURCE: U.S. CENSUS BUREAU

RESOURCES

City of Boulder
www.bouldercolorado.gov

Boulder Chamber
www.boulderchamber.com

Boulder Economic Council
www.bouldereconomiccouncil.org

of the region's four hospitals, Boulder Community Hospital, which has two main campuses.

Dynamic growth is occurring on Boulder's east side, where the Boulder Valley Regional Center and Transit Village Area Plan has drawn the blueprint for an area teeming with hotels, restaurants, offices, residential buildings and entertainment venues – all looking forward to the area becoming a hub for regional rapid transit.

Just minutes away from all those urban amenities is the natural outdoors. The city owns more than 45,000 acres of mountain and plains open space, with more than 200 hiking and biking trails.

The eyes of the world, now as ever, are on the town at the base of the Flatirons – a town that's showing the world how economic vitality is done with a conscience.

Broomfield

Once mired in the Great Recession's economic doldrums, Broomfield – midway between Boulder and Denver – has rebounded in grand style. Much of the work is taking place at Arista, the transit-oriented mixed-use development near the southeast corner of U.S. Highway 36 and Wadsworth Parkway. New luxury apartments, new Class A office buildings and new corporate headquarters are sprouting up in Broomfield as well. Boulder Valley's third-largest city, which has the distinction of being its own county, also houses some of the area's largest private-sector companies, with the majority of the region's class A office space. Its midway location along U.S. 36 allows it to easily attract a labor force from both Boulder and Denver. The city also stretches east to access Interstate 25 and the Northwest Parkway to Denver International Airport. The Interlocken Advanced Technology Environment is the area's primary office park, with a variety of real estate on 900 acres. It's home to the headquarters of Level 3 Communications Inc., Vail Resorts Inc., and Webroot Software Inc. Oracle Corp. and Staples Inc. have major facilities there. The business park also includes two four-star hotels – the Omni Interlocken Resort and Renaissance Boulder Suites at FlatIron – and the Omni, a 27-hole championship golf course.

FlatIron Crossing, FlatIron Marketplace and Main Street at FlatIron provide Broomfield with more than 2 million square feet of mall shopping, big-box stores including Nordstrom, Dillard's, Macy's, Dick's Sporting Goods, Best Buy and Walmart Supercenter, and dining opportunities. Also nearby is the modern 150,000-square-foot Lakeshore Flatiron Athletic Club. The Arista mixed-use and entertainment neighborhood features the 1stBank Center, which has a scalable capacity from 3,500 to 6,500 attendees. The surrounding neighborhood is envisioned to include 1,500 residential units, 150,000 square feet of office space, 55,000 square feet of main street retail space, 400,000 to 600,000 square feet of larger big-box retail space, a 1,500-stall parking facility, a Regional Transportation District bus rapid-transit station and numerous parks and pedestrian walkways.

On the northern edge of Broomfield, along I-25, Northern Colorado-based developer McWhinney is developing its 932 acres of land within the Anthem neighborhood. The developer envisions a 20- to 40-year build-out of commercial projects, including an applied research center. The residential portion of Anthem is slated to include up to 3,100 homes. Broomfield has next-door access to Rocky Mountain Metropolitan Airport in Jefferson County, with corporate jet services. The city is served by Regional Transportation District bus routes and is slated to have a FasTracks commuter-rail station in the future.

PROFILE

SQUARE MILES:
33.6

POPULATION:
55,889

PER CAPITA INCOME:
$34,133

MEDIAN HOUSEHOLD INCOME:
$75,590

HOUSEHOLDS:
21,414

SOURCE: U.S. CENSUS BUREAU AND THE 2013 TOWN OF ERIE COMMUNITY PROFILE

RESOURCES

City and County of Broomfield
www.broomfield.org

Broomfield Chamber of Commerce:
www.broomfieldchamber.com

Broomfield Economic Development Corp.
www.broomfieldedc.com

Lafayette

It sits at the crossroads of three major routes. It has a major hospital, several big-name retailers and growing office and industrial business parks.

Sounds like a bustling urban center, doesn't it.

But it's not.

Lafayette has worked hard to maintain its small-town feel, with mostly single-family neighborhoods surrounded by parks and a Hale Irwin-designed public golf course. A farm stand grows fresh produce on an open-space parcel. The town's main street, Public Road, is lined with locally owned shops and restaurants, and plays host to annual festivals including the Quaker Oatmeal Festival, the Summer Fun Fest, Peach Fest, Celebrate Lafayette and Home for the Holidays.

Located in eastern Boulder County at the crossroads of Colorado Highway 7, U.S. Highway 287 and the Northwest Parkway, the city continues to attract commercial growth. The sprawling, full-service Exempla Good Samaritan Medical Center has generated more development around it – including plans for hotels, retail, restaurants and medical offices on the nearby SoLa tract. Class A office space often sought after by companies is available throughout the city, including at the new Creekside Offices at Old Laramie Trail. The distinctive 8,500- and 4,500-square-foot buildings feature natural stone, glass and vaulted roofs in a Colorado ski-lodge style. On the east side of the city, Vista Business Park has space for industrial and flex office buildings. Lafayette's Corporate Campus 119-acre office park is home to some of its most well-known employers, from Kaiser Permanente to Thermo Fisher Scientific Inc. Offices of Epsilon and Meretek Diagnostics Inc. also are located there. The Lafayette Tech Center 59-acre office and industrial park has more regional heavy-hitter companies, from the U.S. office of Lafuma Corp. to Sporian Microsystems Inc.

Lafayette looks forward to transit-oriented development as well, encouraging the Regional Transportation District to sharpen its focus on its northwest corridor.

PROFILE

SQUARE MILES:
9.3

POPULATION:
24,453

MEDIAN HOUSEHOLD INCOME:
$62,079

HOUSEHOLDS:
10,306

SOURCE: U.S. CENSUS BUREAU

RESOURCES
City of Lafayette:
www.cityoflafayette.com

Lafayette Chamber of Commerce
www.lafayettecolorado.com

Longmont

You can slice it in two and try to drown it, but Longmont keeps rising to the top.

That's what happened to Boulder's second-largest city during the Great Flood of September 2013. Days of epic rainfall turned the St. Vrain River into a raging torrent, changing its course, wiping out greenway development, flooding homes and businesses, destroying railroad tracks and cutting the city's north side off from its south side by taking out all the river crossings.

The city was faced with a staggering bill – estimated at $136 million – for repairs to its infrastructure and protection against future calamities, work that will continue for years and be paid for with local, state and federal dollars.

Through it all, however, Longmont can bank on its greatest asset: the fact that it's close to everything and affordable to boot. It's just 20 minutes to Boulder and 45 minutes to Denver, Fort Collins or Rocky Mountain National Park. Longmont's economic-development team focuses on attracting primary jobs to the city – or companies whose products and services are sold outside the area. This brings outside dollars to Longmont to help fuel prosperity. The city offers a variety of business incentives for new and expanding companies. Companies can recover 30 percent in building permit fees, 50 percent of personal property taxes, avoid the first two years of sales and use taxes on research and development equipment, with the option of an additional three-year rebate on these taxes, enjoy a permanent exemption on sales and use taxes for manufacturing equipment, take advantage of expedited permitting and gain development-density bonuses. The city may also help developments with establishing tax-increment financing. The city has become one of the main hubs for computer and data storage in the United States. Hard-drive makers Seagate Technology LLC and Western Digital Corp. each have a significant presence in Longmont, along with more than 20 other IT hardware companies, including Dot Hill Systems Corp., and Intel Corp. Longmont also has several industry clusters with employment exceeding 500, including software, biotechnology, business services, semiconductors and food processing. Longmont also has realized a data-center concentration in recent years and hosts numerous big-name national firms such as Amgen Inc., DigitalGlobe Inc., STMicroelectronics and GE Energy. Technology companies favor Longmont for its educated workforce, economic incentives, and lower real estate prices and electric rates, while breweries tap the city's thirst for fun. With Boulder's drive to take over its municipal utility from Xcel Energy still a contentious work in progress, Longmont remains the only city in the Boulder Valley with its own municipal electric company – Longmont Power & Communications – which saves users an average of 30 percent on electric costs compared with the rest of Colorado. Real estate prices – both commercial and residential – can be nearly half of prices in nearby Boulder. This allows businesses and families to affordably live and work in Longmont. There's also room to grow for new developments. The city provides a variety of mostly single-family home neighborhoods, including Prospect New Town, a sustainable "new urbanism" neighborhood with a mix of old-style and modern-style homes.

Longmont provides its residents with plenty of retail options, including downtown Main Street shopping and big-box stores such as Walmart, Target, Best Buy, Home Depot and Lowe's spread throughout the city.

The former Twin Peaks Mall soon will be replaced by Village at the Peaks.

The Longmont City Council voted to use a financing tool that uses city property as collateral to come up with its part of the public-private partnership to help develop the new retail area.

The city has its own recreation center, live theaters, one private and three public golf courses, and an outdoor sports complex at Sandstone. Longmont United Hospital, one of four hospitals in the Boulder Valley, has a full range of top-ranked medical care. The St. Vrain Valley School District provides kindergarten through 12th-grade public education throughout the city, and Front Range Community College's Boulder County campus is based there. Longmont has Regional Transportation District bus service, with local routes as well as regional connections to Boulder and Denver, and eventually may be served by its FasTracks commuter-rail service. FLEX buses connect Longmont and RTD commuters with Berthoud, Loveland and Fort Collins.

PROFILE

SQUARE MILES:
22.3

POPULATION:
87,850

PER CAPITA INCOME:
$23,409

MEDIAN HOUSEHOLD INCOME:
$57,060

HOUSEHOLDS:
35,000

SOURCE: U.S. CENSUS BUREAU

RESOURCES

City of Longmont
www.ci.longmont.co.us

Longmont Area Chamber of Commerce
www.longmontchamber.org

Longmont Area Economic Council
www.longmont.org

Latino Chamber of Commerce
of Boulder County

353 Main St.
Longmont, CO 80501
303-328-5280

info@latinochamberbc.org
www.labinochamberbc.org

Longmont Downtown
Development Authority

303-651-8484
www.ci.longmont.co.us/boards/directory/downtown.htm

Louisville

In 2013, Money Magazine ranked Louisville the No. 2 place to live in the nation. The marketplace thinks so too. Louisville is leading the way in homebuilding in the Boulder Valley, quickly approaching its total comprehensive-plan build-out. And those homes are selling fast. Fueling the surge is the fact that Louisville boasts quick access to Boulder or Denver via U.S. Highway 36 and Denver International Airport via the Northwest Parkway. However, it's also a great place to do business in its own right. The city has two major business parks, with a range of buildings for high-end corporate use to research and development industrial operations. Both parks have room to grow. The Colorado Technology Center and Centennial Valley Business Park are home to a variety of small and large businesses, and developers continue to help build them out. Louisville has a historic downtown, with shops, unique restaurants and quality office space, and is seeing several redevelopment projects there. A new 32,500-square-foot library was built downtown in 2006, further enhancing traffic to downtown. There are nearly 8,000 households in Louisville through a mix of mostly single-family neighborhoods. Louisville offers its residents a variety of retail opportunities – from locally owned shops and restaurants on Main Street to big-box retailers such as Lowe's and Kohl's along the McCaslin and South Boulder Road corridors. Louisville has its own recreation center, sports leagues, dog park and the 18-hole Coal Creek Golf Course. The city also is home to one of four hospitals in the Boulder Valley – Avista Adventist Hospital.

This past year saw the opening of Boulder-based Alfafa's Market's second grocery store, which specializes in natural and organic products. The store in Louisville was built from the ground up and occupies the anchor position in the Center Court Village shopping center at South Boulder Road and Centennial Drive.

PROFILE

SQUARE MILES:
APPROXIMATELY 24 SQUARE MILES

POPULATION:
19,400

PER CAPITA INCOME:
$31,828

MEDIAN HOUSEHOLD INCOME:
$69,945

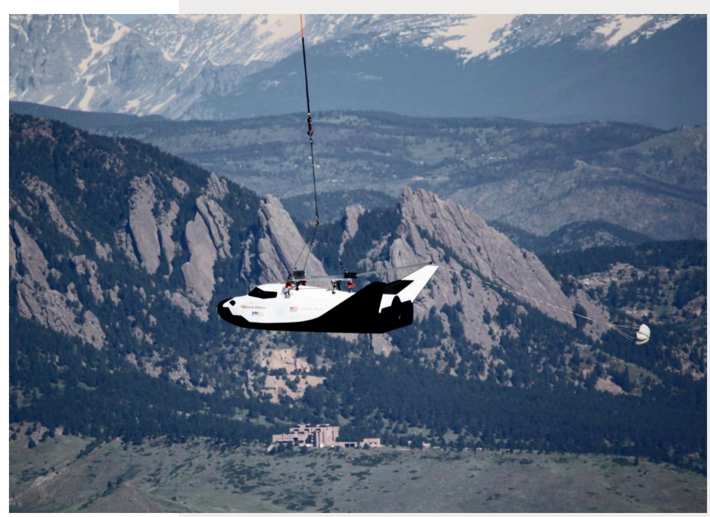
HOUSEHOLDS:
7,728

SOURCE: U.S. CENSUS BUREAU

RESOURCES
City of Louisville
www.louisvilleco.gov

Louisville Chamber of Commerce
www.louisvillechamber.com

Louisville Economic Development:
www.louisvillecolorado.biz



Superior

The Superior Town Center is taking shape – finally.

Plans for the a 157-acre mixed-use urban area southeast of the U.S. Highway 36 and McCaslin Boulevard interchange had been in the works for more than 17 years and sparked boisterous debate. But earth was finally moved early this year, and the project is underway.

Ranch Capital LLC plans to build up to 1,400 urban-oriented homes, a main street, a town square with restaurants and boutiques, a hotel and up to 500,000 square feet of commercial space. Also on the way is a sports and medical complex.

The population boost that began when the Rock Creek Ranch subdivision added more than 4,000 homes starting in the 1990s gave rise to the idea of building a central business district. It also helped spur the 600,000-square-foot Superior Marketplace retail center, southwest of U.S. 36 and McCaslin. The center features Super Target, Costco, Whole Foods, PetSmart and numerous other retailers and restaurants – also drawing customers from nearby Boulder and Louisville. On the southern end of town, several private developers are planning to build a mix of projects including office, retail, hotel and residential developments, with some land still available. It's not all about development in Superior though. The town along the Front Range foothills has about 60 acres of open space, more than a handful of parks and 29 miles of trails.

PROFILE

SQUARE MILES:
4.3

POPULATION:
12,483

PER CAPITA INCOME:
$44,318

MEDIAN HOUSEHOLD INCOME:
$96,130

HOUSEHOLDS:
4,496

SOURCE: U.S. CENSUS BUREAU

RESOURCES
Town of Superior
www.superiorcolorado.gov

Superior Chamber of Commerce:
www.superiorchamber.com

Fort Collins

Fort Collins has earned its right to its nickname as the "Choice City" – but as Colorado's fourth-largest city keeps growing, the choices keep getting more complicated.

With the opening of the multi-million-dollar MAX bus rapid transit system, will the city pursue other urban corridors for similar systems? How will voting taxpayers respond if Fort Collins has to pay for up to $50 million in infrastructure enhancements to support a proposed new football stadium on the Colorado State University campus? Will the city celebrate or regret the $53 million public-financing agreement it reached with the redeveloper of Foothills Mall?

Whatever those choices turn out to be, the fact remains that more and more people and businesses are choosing Fort Collins.

Since 2005, when Where to Retire Magazine named Fort Collins Top Retirement Spot, the awards have continued to roll in. If you want to retire, drink delicious craft beer, bicycle around town, start a business, raise your kids, be energy efficient, stay fit or just live in the best place in America, an ever-expanding list of nationwide surveys agree that Fort Collins is the place for you.

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 CSU, 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. 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, 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, one of Fort Collins' most profitable success stories, is expanding its footprint downtown. An innovator of protective cases for handheld device manufacturers, wireless carriers and distributors, it started as a small venture in 1998 and now is one of the fastest-growing privately owned companies in the nation.

CSU, employer to about 7,000, 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 Arapaho-Roosevelt National Forest, National Wildlife Research Center and the National Institute of Standards and Technology, to name a few.

Fort Collins' craft beer culture sup-

ports more than a dozen microbreweries and brewpubs; the largest remains New Belgium, with a growing national distribution network. The city is also home to the largest brewer in the world, Anheuser-Busch. Each June, Fort Collins hosts The Colorado Brewer's Festival, which averages around 30,000 attendees.

Along with the beer, Fort Collins' social culture thrives on its local music scene. Summers are filled with festivals, many of which are hosted by the Downtown Business Association. New West Fest, the season's main attraction, features three days of live music, local cuisine, art and merchant booths – and lots of people watching. Lincoln Center is home to the Fort Collins Symphony Orchestra and also attracts national touring companies of Broadway plays, comedians and speakers and the annual Tri Media Film Festival.

The choice is yours!

PROFILE

AREA:
55.83 SQ. MILES

ESTIMATED POPULATION:
151,330

EMPLOYMENT:
99,775

PER CAPITA INCOME:
$27,771

MEDIAN FAMILY INCOME
$74,313

MEDIAN HOUSEHOLD INCOME:
$51,446

HOUSEHOLDS:
61,728

SOURCE: U.S. CENSUS BUREAU

TOP 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)

SOURCE: 2012 BOOK OF LISTS

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

Northern Colorado Economic Development Corp.
www.ncedc.com

Rocky Mountain Innovation Initiative
www.rmi2.org

Brighton

How many new jobs can Brighton expect?

The answer, my friend, is blowin' in the wind.

Brighton is the home of two manufacturing plants for Danish wind-turbine maker Vestas Wind Systems A/S – the company that unveiled the longest wind turbine blades ever produced in the United States – and contracts to provide blades and nacelles for new wind-energy keep coming. That means more jobs for the Adams County seat.

There's much more to Brighton, however. 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 are close enough to enjoy many of the urban advantages Denver has to offer, while still having a rural retreat with a panoramic mountain view and easy access to 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 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 major retailers, restaurants and a Candlewood Suites. 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 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.

Leed Fabrication, a manufacturer of equipment for oil and gas development nationwide, employs welders, assemblers, machine operators and others.

Health care also has enhanced the city's economy. Brighton's $138 million Platte Valley Medical Center has been cited as one of the nation's top performers on key quality measures.

PROFILE

SQUARE MILES:
APPROXIMATELY 24 SQUARE MILES

POPULATION:
34,636 (2012 U.S. CENSUS BUREAU ESTIMATE)

PER CAPITA INCOME:

MEDIAN HOUSEHOLD INCOME:
$64,585 (2011)

HOUSEHOLDS:
10,402 (2011)

SOURCE: U.S. CENSUS BUREAU

RESOURCES

Brighton Economic Development Corp.
www.brightonedc.org

City of Brighton
ww.brightonco.gov

Brighton Chamber of Commerce
www.brightonchamber.com

Upstate Colorado Economic Development
www.upstatecolorado.org

Erie

Just what is Erie, anyway?

Is it in Boulder County or Weld County? Is it an affordable outpost for well-educated urban sophisticates or a haven of small-town simplicity and friendliness? Is it attuned to environmental consciousness or a burgeoning mecca for oil and gas extraction?

Yes. All of the above.

Erie is situated in the heart of Colorado's major economic and population hubs. This town – with its close proximity to world-class research and academic institutions, and its well-educated residents (more than four in 10 hold college degrees) – is alive and thriving.

Located just west of Interstate 25, Erie also hosts the Boulder Valley Velodrome, a facility attractive to athletes of all levels, including Olympic-level cyclists.

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.

Energy plays an ever-increasing role in Erie's economy and atmosphere. 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 called Canyon Creek, between two elementary schools. Encana this year has sought approval for more than a dozen new wells near a residential area of Erie that would employ hydraulic-fracturing techniques for extraction.

According to the town, Erie also is committed to sustainability. Eco-friendly civic development and environmentally "green" practices 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.

Erie's major employers include the Boulder Valley School District with 4,000 employees.

Regional Transportation District bus routes connect Erie with Boulder, Broomfield, Lafayette, and Louisville. Erie Municipal Airport, a general-aviation facility owned and operated by the town, is located three miles south of the central business district. With its single, 4,800-foot paved runway, the airport handles about 9,000 operations a year. The airport has 200 hangars, which house 250 airplanes, the majority of which are single-engine piston planes, as well as a dozen twin-engine planes, seven helicopters and a medical-emergency helicopter.

PROFILE

PLANNING SQUARE MILES:
48

INCORPORATED SQUARE MILES:
19

POPULATION:
20,500

PER CAPITA INCOME:
$32,647 (2011 CENSUS)

MEDIAN HOUSEHOLD INCOME:
$103, 698

HOUSEHOLDS:
6,900

SOURCE: U.S. CENSUS BUREAU AND THE 2013 TOWN OF ERIE COMMUNITY PROFILE

RESOURCES

Erie Chamber of Commerce
www.eriechamber.org

Town of Erie
www.erieco.gov

Erie Economic Development Council
www.erieedc.org

Upstate Colorado Economic Development
www.upstatecolorado.org

Estes Park

Estes Park may boast one of the most idyllic scenic settings in North America, nestled amid a picture-postcard palette of towering snow-clad peaks and deep-green forests that are splashed with brilliant aspen gold in autumn.

However, the village at the double gateway to Rocky Mountain National Park was taught a valuable lesson in 2013 when the combination of catastrophic flooding and a federal government shutdown left it cut off from the tourist dollars that are its lifeblood.

Economic diversity is becoming a buzzword in Estes. Businesses and economic-development advocates are working to map a future in which the town maintains a steadier economy that is less dependent on the seasonal tourist trade alone and less susceptible to harm from impacts of the types of natural disasters that have affected it three times in the past 38 years.

Each disaster led to improvements, however. The Big Thompson Flood in 1976, which claimed more than 140 lives, triggered the rebuilding and elevation of U.S. Highway 34. After the Lawn Lake Flood of 1982, caused by the rupture of an earthen dam, sent a deep river of mud down Elkhorn Avenue, the town launched an urban-renewal project that created a landscaped river walk area behind the businesses on the south side of Elkhorn and generated its own foot traffic and venues for new businesses. The September flooding that closed all the routes into town and severely damaged sewer lines has led to new reconstruction projects on U.S. Highways 34 and 36, as well as the efforts toward building economic diversity.

Even before the latest flood, the town's largest employer wasn't directly tourism-related: the Estes Park Medical Center.

Estes Park is home to the Credit Union National Association, an important organization for that branch of the banking industry. National conventions draw thousands of visitors to venues such as the YMCA of the Rockies Estes Park Center.

That's not to say tourism won't still be king.

The two entrances to Rocky Mountain National Park are just part of the village's allure. Retailers and restaurants line downtown's Elkhorn Avenue, and lodging options range from rustic cabins to luxury suites and elegant bed-and-breakfasts along roaring rivers. Annual events play an ever-increasing role in the town's economy, from smaller gatherings such as the Scandinavian Festival to major draws such as the Rooftop Rodeo and the Longs Peak Scottish-Irish Festival, one of the largest Highland Games gatherings in North America.

So no matter how much Estes Park diversifies, the clarion calls for economic vitality still will sound like the whirring of a fly rod, the echo of a bagpipe and the bugling of an elk.

PROFILE

SQUARE MILES:
6.98

POPULATION:
5,856

PER CAPITA INCOME:
$30,499

MEDIAN HOUSEHOLD INCOME:
$52,778

HOUSEHOLDS:
2,796

SOURCE: U.S. CENSUS BUREAU

RESOURCES

Town of Estes Park
www.estes.org

Estes Valley Partners for Commerce
www.estesvalleypartners.com

Visit Estes Park
www.visitestespark.com

There's more to Greeley than you think...

"The Best Small Cities for Jobs 2014"
Forbes ranks Greeley 5th with a 5.6% increase in jobs in 2013;
12.2% increase from 2008-2013

Forbes 2014
"Best Cities for Future Growth"
Greeley ranked 4th with a projected annual
growth rate of 3.8%

"Where America's Jobs are Created and Sustained"
Milken Institute ranked Greeley 10th overall
for both job and wage growth

A great place to invest

A great place to live

Residents' satisfaction increased 20%
since 2010 according to recent Gallup poll

99,687 Residents
Estimated 2014 population

Greeley's Creative District
received full state designation in 2014

Find more exciting news by visiting
www.greeleygov.com/econdev or

GreeleyUnexpected.com

Greeley

Front Range residents who have never been to the largest city in Weld County might wrongly associate Greeley only with feed lots, farming, fracking and flooding.

But if they actually visit, they'll find some unexpected and amazing things.

That spirit was captured this year in a new initiative dubbed "Greeley Unexpected." The city, Greeley Chamber of Commerce, University of Northern Colorado, Aims Community College and other groups designed the campaign to shatter old stereotypes and highlight the people, events and other factors that "make the city an interesting place to live, work, play and learn."

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

Buoyed by oil and gas exploration – along with construction and meatpacking – Weld County recorded the largest percentage increase in employment among the nation's large counties from December 2012 to December 2013, according to figures released by the federal Bureau of Labor Statistics. Weld also scored in the nation's top 10 for increases in average weekly wages, recording an increase of 4.8 percent that ranked it eighth among large U.S. counties.

That economic vitality helped the Greeley area rebound from a double-whammy of nature's wrath, with flooding along the South Platte River in September and along the Poudre in June.

Agribusiness, however, is still the city's largest sector. With nearly one in three local jobs 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 first in livestock, lamb and poultry.

But wait. There's more.

The Greeley Public Art Master Plan, updated in January, will help the city fund, select, display and maintain public art. Union Colony Civic Center, which opened in 1988 and includes the 1,690-seat Monfort Concert Hall, the 214-seat Hensel Phelps Theater and the Tointon Gallery, regularly brings Broadway musicals, concerts, dance and comedy shows. In its tenth year, the two-day Greeley Blues Jam brings blues concerts to downtown Greeley and Island Grove Regional Events Center. The downtown concerts are in a dozen bars and restaurants.

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 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 demographic targeting.

The downtown area has undergone many redevelopment efforts in the past few years, with more plans in the works by the Downtown Development Authority to boost retail spending 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.

The University of Northern Colorado, with an enrollment of more than 10,000, is renowned for its programs to train nurses and teachers. Aims Community College works closely with local employers to tailor courses for their needs. The Institute of Business & Medical Careers, which expanded to Greeley in 2008, offers accelerated career training in business and medicine.

But Greeley's history with cowboys still shapes its landscape. It is home to one of the nation's largest rodeos – The Greeley Stampede.

PROFILE

SQUARE MILES:
46.55

POPULATION:
95,357

LABOR FORCE:
125,281

EMPLOYMENT:
114,300

PER CAPITA INCOME:
$21,574

MEDIAN HOUSEHOLD INCOME:
$43,466

HOUSEHOLDS:
33,265

SOURCE: U.S. CENSUS BUREAU

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

The self-proclaimed "Sweetheart City" shows the love when it's needed most.

Just as it did after the devastating 1976 Big Thompson Flood, public and private entities responded to the September 2013 flood with money, elbow grease and compassion. A flood-recovery program wrapped up this summer after granting more than $700,000 to help keep dozens of Loveland-area companies afloat.

Known for a culture largely driven by the arts, Loveland has poured money and time into renovating its downtown, supporting local business and convincing Rocky Mountain National Park tourists that this city "on the way up" is worth more than a brief visit or a pass-through.

Loveland's fastest-growing industry is health care, with McKee Medical Center and the Medical Center of the Rockies topping the city's employment charts.

A remodeled library, expanded city center, posh new apartment buildings, a museum renovation and the revitalization of several business facades are just a few examples of the facelift the city is undertaking.

Xcel Energy is installing more than seven miles of natural gas pipeline through Loveland, part of a larger project, which will replace about 77 miles of pipeline from the Denver area to Wyoming.

Completion of the Promenade Shops at Centerra and the promise of more development along the Interstate 25 corridor have boosted Loveland's economic momentum.

The city is also home to Madwire Media, one of Northern Colorado's fastest growing companies.

In an equal partnership between the city and a private developer, The Rialto Bridge Project included an expansion and renovation of the city's historic Rialto Theater. With the purchase of two buildings to the west, the theater was expanded to a 20,000-square-foot, three-story, full-fledged performing arts center, complete with a restaurant, offices for rent and a community meeting room.

It helps that Loveland is fairly near the epicenter of the state's Higher Education Triangle, with the University of Northern Colorado to the east, Colorado State University to the north and the University of Colorado-Boulder to the south, all less than an hour's drive away. According to the most recent figures, 36.8 percent of Loveland's population ages 25 and older holds 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 Center. The center also hosts the Colorado Ice indoor football team.

Art is still one of Loveland's top draws. The annual Loveland Sculpture Invitational brings hundreds of artists from all over the world to show and sell their artwork, and the city is home to numerous galleries, extensive public art displays and local foundries.

PROFILE

AREA:
33.59 SQUARE MILES

POPULATION:
70,223

PER CAPITA INCOME:
$28,258

MEDIAN HOUSEHOLD INCOME:
$54,763

UNEMPLOYMENT RATE:
5.3 PERCENT

HOUSEHOLDS:
28,557

SOURCE: U.S. CENSUS BUREAU

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

Johnstown

A town perhaps best known for world-class cinnamon rolls also is developing a reputation for promoting better health.

Arete Surgical Center opened quietly in September at Interstate 25 and U.S. Highway 34 in Johnstown. At first it could provide care only to those patients who paid the bills privately, but since then the surgery center has secured contracts with large insurers such as Humana, allowing it to broaden its patient base and employee ranks.

Meanwhile, Strategic Behavioral Health, a Memphis, Tenn.-based company, broke ground in April on a 92-bed hospital to be called Clear View Behavioral Health. Located near the intersection of Larimer Parkway and Ronald Reagan Boulevard, the $16 million, 62,000-square foot facility will create an estimated 250 jobs and is expected to open in spring 2015.

Johnstown also is home to Northern Colorado Rehabilitation Hospital, the only freestanding rehab hospital in the region. It was purchased by Medical Properties Trust from Ernest Health for $29.5 million in 2011 and, with nearly 200 employees, is the largest private-sector employer in Johnstown.

For some time, families looking to buy an affordable first home and empty nesters wanting to downsize are finding Johnstown to be a financially healthy choice. Commuters around Northern Colorado who long for rural life and small-town living find Johnstown the perfect location as well.

Johnstown spent recent years annexing parcels of real estate to take advantage of its I-25 frontage 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 a dependable source of one of the region's most prized resources.

The downtown business district supports the economic culture of Johnstown. A significant amount of cottage industry and agriculture, the growing business district in the north 2534 development, and the Gateway Center east of I-25 also impact this growing community.

Fiberspar, which makes fiber-reinforced piping for the oil and gas industry, is building a 165-acre mixed-use business park in McWhinney's Iron Horse development at I-25 and U.S. 34.

The city's center has also experienced its fair share of growth. The Downtown Johnstown Improvement Plan has enhanced and updated signage, pedestrian access, parking accommodations, business facades and outdoor public spaces, most notably along Parish Avenue.

Anyone who has driven along I-25 on a chilly winter morning and stopped for a "world famous" Johnson's Corner cinnamon roll knows that treat is just one of the things that makes this town sweet.

PROFILE

SQUARE MILES:
13.52

POPULATION:
11,051

PER CAPITA INCOME:
$26,324

MEDIAN HOUSEHOLD INCOME:
$69,919

SOURCE: U.S. CENSUS BUREAU

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

Combining small-town charm with consistent growth, Windsor – located about halfway between Fort Collins and Greeley – has become the region's boomtown, doubling its population in the past decade and projected to double again in the next.

As with many Colorado communities, recreation and culture play a key role in Windsor. The Parks, Recreation & Culture Department maintains more than 200 acres of parks, sports fields and open space, 40 miles of trails, a skate park, a beach and boat launch on Windsor Lake, summer concerts, a German heritage celebration, a fine arts festival and a public art program. Three golf courses are located in the town.

The leading industries in Windsor are diverse. Vestas Wind Systems, the town's largest employer, could add "hundreds" of jobs in Windsor and Brighton as contracts come in for wind turbine projects. CareStream Health, O-I Glass Container and Front Range Energy, Poudre Valley Health Systems and Banner Health also lend to Windsor's economic viability.

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 distributed $800,000 in tax credits to construct The Windshire Apartments affordable housing project.

Windsor also stays true to its farming roots. Weld County has the strongest dairy growth in the state, enough to incentivize Dairy Farmers of America to open a Windsor office.

PROFILE

AREA:
APPROXIMATELY 24 SQUARE MILES

SQUARE MILES:
24.62

POPULATION:
17,751 (2012)

PER CAPITA INCOME:
$32,647 (2011)

MEDIAN HOUSEHOLD INCOME:
$78,013 (2011)

HOUSEHOLDS:
6,379 (2011)

SOURCE: U.S. CENSUS BUREAU

RESOURCES

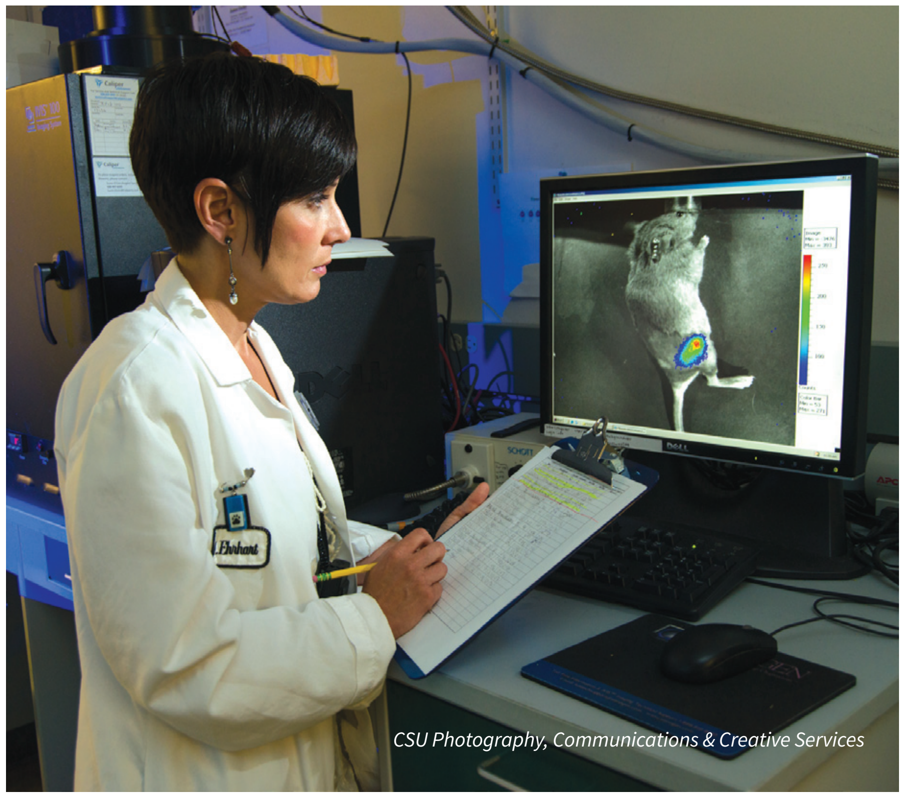
Town of Windsor
www.windsorgov.com

Windsor Chamber of Commerce
www.windsorchamber.net/

Upstate Colorado Economic Development
www.upstatecolorado.org

Municipalities in the Boulder Valley and Northern Colorado

Education



CSU Photography, Communications & Creative Services

Nicole Ehrhart, professor of clinical sciences, images stem cells implanted in the femur of a mouse under anesthesia in the Animal Cancer Center at Colorado State University.

Boulder Valley's and Northern Colorado's bastions of higher learning include University of Colorado Boulder, Colorado State University in Fort Collins and the University of Northern Colorado in Greeley.

With enrollment of 29,300 students, CU Boulder's colleges and schools include the College of Arts & Sciences, Leeds School of Business, School of Education, College of Engineering and Applied Science, Graduate School, School of Law, College of Music, Continuing Education and Professional Studies, University Libraries, and Program in Environmental Design.

The CU system pumped $5.3 billion into Colorado's economy in 2011, according to the most recent economic impact study done by the university. The University of Colorado secured more than $793 million in sponsored program awards from federal, state and private sources.

The CU Board of Regents this year approved a new College of Media, Communication and Information for the Boulder campus. The college, which combines the Department of Communication and the Program in Journalism and Mass Communication into one college, will open in fall 2015.

Additionally, CU Boulder added a Master of Engineering degree and a professional certificate in Renewable and Sustainable Energy. The school also added a professional certificate in Water Engineering and Management.

With enrollment of 30,700 students, Colorado State University colleges include Agricultural Sciences, Health and Human Sciences, Business, Engineering, Liberal Arts, Natural Sciences, Veterinary Medicine and Biomedical Sciences and Natural Resources. About 22,400 undergraduate students, 3,800 graduate students and 550 veterinary medicine students attend the university.

The most-recent economic impact report on CSU found that the university's Colorado-based alumni accounted for $5.2 billion in household income, representing 3.7 percent of Colorado's total household income. CSU also generates more than $300 million in annual research expenditures.

UNC in Greeley, meanwhile, has total enrollment of 11,500 students. 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 Baldridge 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.

BY STEVE LYNN
slynn@bizwestmedia.com

Financial Aid by College/University 2013
Boulder and Broomfield counties

Bal Swan Children's Center
Bixby School
Boulder Country Day School
Broomfield Academy
Early Learning Center
Faith Baptist School
Friends' School
Holy Family High School
Jarrow Montessori School
Longmont Christian School
Mackintosh Academy
Mountain Peak School
Mountain Shadows Montessori School
Nativity Of Our Lord Catholic School
Neighborhood Learning Center Of Niwot
Primrose School Of Lafayette
Primrose School Of Longmont
Rocky Mountain Christian Academy
Sacred Heart Of Jesus Catholic School
Seven Oaks Academy Bright Horizons Family Solutions
Shepherd Valley Waldorf School
Shining Mountain Waldorf School
Tiny Tim Center / Tlc Learning Center
Watershed School

Higher Education

	Enrollment Fall 2013	Degrees Awarded in 2013
Colorado State University	31,514	6,835
University of Colorado Boulder	29,325	7,567
University of Northern Colorado	12,710	1,407
Front Range Community College System	19,563	1,673 degrees, 1,749 certificates
Aims Community College	4,985	N/A

Source: CSU, CU-Boulder, UNC, FRCC, Aims Community College

Degrees awarded data for spring 2013.
N/A = Not available.

Educational attainment for ages 25 and over

	% High school graduate or higher	% Bachelor's degree or higher
Boulder	94.0%	58.0%
Broomfield	95.2%	47.0%
Larimer	94.1%	46.5%
Weld	85.0%	25.8%
Colorado	**89.9%**	**36.7%**

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates

Financial Aid by College/University 2013

	State Aid	Federal Loans	Institutional Aid	Federal Pell	Other Federal	Federal PLUS	Other Loans	Other Scholarships
Colorado State University	$8,286,852	$112,028,524	$63,205,569	$22,691,725	$2,190,489	$46,975,260	$12,989,248	$18,671,558
University of Colorado Boulder	$7,243,881	$81,382,332	$97,552,976	$18,629,531	$9,579,850	$71,322,250	$23,271,756	$18,771,736
University of Northern Colorado	$4,725,901	$57,953,713	$24,210,371	$13,635,013	$2,513,885	$18,490,295	$4,684,079	$6,989,655
Front Range Community College	$5,852,719	$58,133,927	$1,764,236	$27,831,594	$792,659	$645,750	$971,064	$824,761
Aims Community College	$1,803,736	$9,348,686	$933,016	$9,047,750	$290,398	$226,255	$284,791	$179,662

Source: Colorado Department of Higher Education

Top 10 majors (four year public institutions, enrolled 2010)

1. Banking, management, marketing and related support services
2. Engineering
3. Biological and biomedical sciences
4. Social sciences
5. Visual and performing arts
6. Health professions and related programs
7. Psychology
8. Liberal arts and sciences, general studies and humanities
9. Communication, journalism and related programs
10. Multi/interdisciplinary studies

Source: Colorado Department of Higher Education

K-12 education in Boulder, Broomfield, Larimer and Weld counties

Accreditation level by district

District	Level	Performance Framework Percentage
Boulder Valley RE 2	Accredited	79.2%
St. Vrain Valley RE 1J	Accredited	69.1%
Poudre R-1	Accredited	71.7%
Greeley 6	Accredited with improvement plan	52.2%
Thompson R2-J	Accredited	67.3%
Windsor RE-4	Accredited	72.7%
Johnstown-Milliken RE-5J	Accredited with improvement plan	63.4%
Weld County S/D RE-8	Accredited with priority improvement plan Year 3	48.6%
Keenesburg RE-3 (J)	Accredited with improvement plan	58.4%
Weld County RE-1	Accredited with improvement plan	53.5%
Eaton RE-2	Accredited	70.6%
Park (Estes Park) R-3	Accredited with improvement plan	63.5%
Platte Valley RE-7	Accredited	68.5%
Ault-Highland RE-9	Accredited	72.3%
Prairie RE-11	Accredited	78.4%
Briggsdale RE-10	Accredited	73.8%
Pawnee RE-12	Accredited	76.8%

Source: Colorado Department of Education, Performance Framework Reports and Improvement Plans 2013

Schools

District	County	Elementary	Middle/ Junior	Senior High	Total	Alternative	Charter	Non-Public
Boulder Valley RE 2	Boulder	35	19	13	67	4	6	26
St. Vrain Valley RE 1J	Boulder	25	9	9	43	1	6	19
Poudre R-1	Larimer	31	10	7	48	3	5	18
Greeley 6	Weld	16	4	3	23	2	7	7
Thompson R2-J	Larimer	22	5	8	35	1	2	9
Windsor RE-4	Weld	5	2	1	9	0	1	0
Johnstown-Milliken RE-5J	Weld	3	1	1	5	0	1	0
Weld County S/D RE-8	Weld	2	2	1	5	0	0	0
Keenesburg RE-3 (J)	Weld	2	1	1	4	0	2	0
Weld County RE-1	Weld	3	2	1	6	0	0	0
Eaton RE-2	Weld	3	1	1	5	0	0	0
Park (Estes Park) R-3	Larimer	1	1	1	3	1	0	0
Platte Valley RE-7	Weld	1	1	1	3	0	0	1
Ault-Highland RE-9	Weld	1	1	1	3	0	0	1
Prairie RE-11	Weld	1	0	1	2	0	0	0
Briggsdale RE-10	Weld	1	0	1	2	0	0	0
Pawnee RE-12	Weld	1	0	1	2	0	0	0

Colorado Department of Education

School District Breakdown

District	County	Pupils-Fall 2013	On-time Graduation rate for class of 2013	Dropout Rate
Boulder Valley RE 2	Boulder	30,195	90.9%	0.50%
St. Vrain Valley RE 1J	Boulder	30,546	82.9%	1.70%
Poudre R-1	Larimer	28,439	84.0%	1.50%
Greeley 6	Weld	20,450	79.9%	2.10%
Thompson R2-J	Larimer	16,210	77.7%	2.00%
Windsor RE-4	Weld	4,821	92.1%	0.60%
Johnstown-Milliken RE-5J	Weld	3,548	80.2%	0.20%
Weld County S/D RE-8	Weld	2,415	74.5%	2.80%
Keenesburg RE-3 (J)	Weld	2,306	84.5%	1.20%
Weld County RE-1	Weld	1,922	83.0%	0.80%
Eaton RE-2	Weld	1,837	89.1%	0.30%
Park (Estes Park) R-3	Larimer	1,096	79.3%	3.40%
Platte Valley RE-7	Weld	1,094	92.6%	2.00%
Ault-Highland RE-9	Weld	765	82.3%	1.70%
Prairie RE-11	Weld	196	100.0%	0.00%
Briggsdale RE-10	Weld	162	100.0%	1.00%
Pawnee RE-12	Weld	88	100.0%	0.00%

Colorado Department of Education

Education Fast Facts

- In 2013-14, there were 95,860 students enrolled in charter schools in Colorado.
- 197 operating charter schools in Colorado.
- 36 online schools operate in Colorado.
- In Colorado, there are 28 public institutions of higher education.
- In *U.S. News and World Report*'s Best Graduate Schools edition, CSU's Department of Occupational Therapy ranked No. 6 in the nation, the vet program maintained the No. 3 spot, and biological/agricultural engineering, civil engineering, chemistry, environmental/environmental health engineering, statistics and the part-time MBA programs all ranked in the top 50.
- Overall, CSU ranked No. 60 in *U.S. News & World Report*'s annual America's Best Colleges list.
- CU Boulder's atomic/molecular/optical physics program is No. 1 in the nation, according to *U.S. News & World Report*'s list of Best Graduate Schools for 2015.
- Other CU Boulder programs ranking in the top 10 are ceramics, quantum physics, aerospace engineering, environmental law, geology and physical chemistry.
- Another 26 CU Boulder schools and programs ranked in the top 50 nationwide.

Employment

Nick Chase, head brewer at Pateros Creek in Fort Collins, is helping grow Colorado's craft brewing industry.

Jonathan Castner/For BizWest

Nearly 20,000 more people are employed in Northern Colorado and the Boulder Valley at the midway point of 2014 compared with the same time a year ago, according to statistics compiled by the Colorado Division of Labor and Employment.

The region that includes Boulder, Broomfield, Larimer and Weld counties had 512,427 people working in June compared with 492,964 in June of 2013, according to the division's report using not seasonally adjusted numbers.

The number of jobs gained during the past 12 months in Boulder County was 7,086; Weld County, 6,551; Larimer County, 4,801; and Broomfield County, 1,025.

Jobless rates declined across the board during the past 12 months. Larimer County had a rate of 4.2 percent, Boulder County, 4.3 percent; Broomfield County, 4.7 percent; and Weld County, 5.4 percent – all equal to or below the state rate of 5.4 percent and all below the national rate of 6.1 percent in June, a seasonally adjusted number calculated by the U.S. Bureau of Labor Statistics.

In June, 179,809 people were employed in the Fort Collins-Loveland metropolitan statistical area, or MSA, which covers Larmier County, up from the 175,008 who held jobs in June 2013, when the jobless rate was 5.8 percent.

More people were also working in the Greeley MSA, which is Weld County. The area has 124,945 people going to work, up from the 118,394 who had jobs in June a year ago, when the jobless rate was 7.8 percent. Many of the jobs are a result of increased activity in the oil and gas industry.

Jobs in the Boulder-Longmont MSA, which covers Boulder County, increased from 169,434 in June of last year to 176,520 this year. The jobless rate declined over the past 12 months from 5.9 percent.

Broomfield County had 31,153 people working in June, up from 30,128 in June of last year.

Statewide, according to the division's survey of households, 2.7 million people were employed in June, which led to a 5.4 percent unemployment rate, down from 7.3 percent a year ago.

Top employers

Among private-sector employers, University of Colorado Health in Northern Colorado leads employment in Fort Collins, Larimer County and the region with 5,522 workers, according to BizWest Media LLC's research department. The top employer in Loveland is Walmart's distribution center with 950 employees, and Vesta Blades America Inc. is tops in Windsor with 500 workers.

Banner Health Western Region is tops in Greeley and Weld County with 4,112 workers.

IBM Corp.'s operation in Boulder is tops in Boulder and Boulder County with 3,400 workers, Longmont United Hospital is the top employer in Longmont with 1,265 jobs, and Avista Adventist Hospital provides the most jobs in Louisville with 630 employees.

Telecom Level 3 Communications Inc. provides the most jobs in City and County of Broomfield with 2,500 jobs.

Top public-sector employers in the region are the University of Colorado in Boulder County with 7,500 full-time employees; Colorado State University in Larimer County with 6,475 workers; Weld County School District 6 in Weld County, 3,289 workers; and the City and County of Broomfield is the top public-sector employer in that county providing 703 jobs.

BY DOUG STORUM
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Resources

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

Top Boulder County Industries, December 2013
Ranked by number of employees.

Rank	Industry sector	Establishments	Employees	Total Wage	Average Weekly Wage
1	Professional and technical services	3,488	24,925	$655,014,561	$2,035
2	Educational services	299	20,783	$254,362,548	$942
3	Health care and social assistance	1,318	19,843	$249,746,052	$974
4	Manufacturing	570	17,336	$357,633,392	$1,586
5	Retail trade	1,090	16,856	$129,336,582	$598
6	Accommodation and food service	809	15,927	$73,141,936	$353
7	Information	347	8,456	$216,993,573	$1,984
8	Public administration	59	7,408	$110,951,862	$1,129
9	Administrative and waste services	676	6,834	$59,111,386	$676
10	Wholesale trade	958	5,655	$122,412,808	$1,675
11	Finance and insurance	703	4,997	$106,201,891	$1,633
12	Other services (except public admin.)	1,016	4,855	$47,411,664	$755
13	Construction	785	4,503	$57,339,260	$977
14	Arts, entertainment, recreation	254	2,923	$15,334,706	$425
15	Real estate, rental and leasing	647	2,350	$31,180,828	$1,028
16	Transportation and warehousing	119	2,133	$23,269,528	$866
17	Management of companies and enterprises	123	1,115	$25,270,031	$1,767
18	Agriculture, forestry, fishing and hunting	48	299	$3,071,563	$632
19	Utilities	25	292	$6,419,057	$1,697
20	Mining	31	221	$4,754,066	$1,611
21	Unclassified establishments	15	26	$532,947	$1,708
Total, all industries		**13,380**	**167,737**	**$2,549,490,241**	**$1,174**

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

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Top Broomfield County Industries, December 2013
Ranked by number of employees.

Rank	Industry sector	Establishments	Employees	Total Wage	Average Weekly Wage
1	Professional and technical services	560	6,103	$132,560,033	$1,674
2	Retail trade	272	5,171	$29,777,058	$463
3	Manufacturing	97	4,844	$112,649,522	$1,786
4	Information	53	3,521	$105,446,035	$2,299
5	Accommodation and food services	151	3,082	$14,699,157	$368
6	Management of companies and enterprises	38	2,274	$80,156,595	$2,710
7	Health care and social assistance	151	1,668	$17,487,903	$815
8	Construction	148	1,387	$20,831,492	$1,143
9	Wholesale trade	205	1,230	$31,793,450	$1,982
10	Administrative and waste services	130	1,097	$10,953,368	$728
11	Finance and insurance	134	980	$20,606,021	$1,621
12	Other services (except public admin.)	151	599	$4,895,562	$637
13	Real estate, rental and leasing	98	453	$5,527,655	$937
14	Educational services	45	419	$3,059,907	$584
15	Arts, entertainment and recreation	26	309	$1,305,303	$308
16	Transportation and warehousing	25	208	$2,998,150	$1,131
17	Mining	6	58	$1,749,195	$2,361
18	Unclassified establishments	6	2	$22,100	$425
19	Agriculture, forestry, fishing and hunting	1	Confidential	Confidential	Confidential
20	Public Administration	12	Confidential	Confidential	Confidential
Total, all industries		**2,309**	**34,483**	**$609,741,597**	**$1,367**

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

Top Larimer County Industries, December 2013
Ranked by number of employees.

Rank	Industry sector	Establishments	Employees	Total Wage	Average Weekly Wage
1	Health care and social assistance	900	18,574	$225,031,550	$935
2	Retail trade	1,112	18,045	$113,780,265	$494
3	Educational services	170	16,508	$174,144,922	$807
4	Accommodation and food services	814	15,391	$62,883,264	$309
5	Manufacturing	448	11,741	$242,225,147	$1,584
6	Professional and technical services	1,853	9,643	$200,377,966	$1,602
7	Administrative and waste services	603	8,938	$76,515,377	$629
8	Construction	1,097	8,557	$113,824,629	$1,024
9	Public administration	55	7,226	$107,072,690	$1,115
10	Other services (except public admin.)	794	3,809	$31,261,688	$631
11	Wholesale trade	611	3,775	$60,312,187	$1,243
12	Finance and insurance	529	3,420	$53,969,838	$1,211
13	Transportation and warehousing	190	2,766	$28,239,859	$806
14	Information	174	2,626	$32,313,352	$955
15	Real estate, rental and leasing	527	2,400	$24,576,700	$802
16	Arts, entertainment and recreation	190	2,353	$15,610,474	$521
17	Management of companies and enterprises	96	760	$33,482,356	$3,384
18	Utilities	28	703	$13,638,012	$1,499
19	Agriculture, forestry, fishing and hunting	77	596	$5,046,736	$607
20	Mining	52	483	$7,530,146	$1,199
21	Unclassified	21	50	$1,319,573	$2,160
Total, all industries		**10,341**	**138,364**	**$1,623,156,731**	**$900**

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

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Top Weld County Industries, December 2013
Ranked by number of employees.

Rank	Industry sector	Establishments	Employees	Total Wage	Average Weekly Wage
1	Manufacturing	298	11,715	$131,707,288	$869
2	Construction	802	9,367	$136,816,696	$1,145
3	Educational services	79	9,038	$80,449,406	$685
4	Retail trade	603	9,033	$64,162,933	$551
5	Health care and social assistance	426	8,299	$97,286,279	$910
6	Mining	168	6,861	$122,889,111	$1,420
7	Accommodation and food services	393	6,477	$23,702,565	$277
8	Administrative and waste services	334	5,603	$44,526,858	$602
9	Public administration	73	4,584	$52,256,906	$867
10	Wholesale trade	442	3,829	$59,521,603	$1,202
11	Agriculture, forestry, fishing and hunting	215	3,342	$33,043,888	$733
12	Transportation and warehousing	345	3,320	$43,574,723	$1,018
13	Finance and insurance	320	2,942	$44,883,593	$1,172
14	Professional and technical services	623	2,251	$34,662,594	$1,181
15	Other services (except public admin.)	392	1,941	$15,828,127	$629
16	Management of companies and enterprises	39	1,309	$33,419,749	$1,965
17	Real estate, rental and leasing	233	1,222	$13,654,372	$862
18	Information	76	907	$9,414,564	$804
19	Arts, entertainment and recreation	71	818	$4,057,029	$338
20	Utilities	30	375	$7,441,080	$1,535
21	Unclassified	10	17	$213,056	$910
Total, all industries		**5,972**	**93,250**	**$1,053,512,420**	**$871**

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

Top Colorado Industries, December 2013
Ranked by number of employees.

Rank	Industry sector	Establishments	Employees	Total Wage	Average Weekly Wage
1	Health care and social assistance	14,519	292,308	$3,721,642,657	$984
2	Retail trade	17,251	263,137	$1,859,194,793	$554
3	Accommodation and food services	12,464	243,347	$1,137,423,437	$363
4	Educational services	3,003	210,134	$2,213,369,597	$809
5	Professional and technical services	30,866	194,306	$4,520,595,320	$1,799
6	Administrative and waste services	10,093	150,288	$1,366,742,438	$690
7	Public administration	1,767	138,166	$1,978,734,746	$1,092
8	Construction	16,647	137,450	$1,947,336,459	$1,081
9	Manufacturing	5,315	134,190	$2,189,134,210	$1,256
10	Finance and insurance	10,230	104,265	$2,036,296,670	$1,502
11	Wholesale trade	12,631	98,198	$1,885,232,636	$1,482
12	Transportation and warehousing	4,026	78,967	$992,756,832	$990
13	Information	3,193	72,594	$1,549,907,981	$1,646
14	Other services (except public admin.)	13,266	70,370	$650,339,523	$713
15	Arts, entertainment and recreation	2,678	54,272	$436,496,922	$680
16	Real estate and rental and leasing	9,421	45,395	$591,571,063	$1,026
17	Management of companies and enterprises	1,799	34,892	$1,106,554,033	$2,444
18	Mining	1,620	31,624	$902,229,445	$2,205
19	Utilities	583	13,734	$270,411,319	$1,518
20	Agriculture, forestry, fishing & hunting	1,433	13,117	$121,431,225	$663
21	Unclassified	2,234	3,241	$39,711,151	$1,151
Total all industries		**175,039**	**2,383,995**	**$31,517,112,457**	**$1,023**

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

Driver's license & ID card fees

Original/renewal of basic license	Tax/fee
Driver's license	$21
Commercial license	$35
Instructional permit	$14
Provisional license	$5.60
Special fuel	20.5 cents per gal.

Source: Colorado Department of Revenue Annual Report 2013

Duplicate/reissue	Tax/fee
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 Annual Report 2013

Mileage & 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.

Source: Colorado Department of Revenue Annual Report 2013

Cigarettes, other tobacco products

Type	Tax/fee
Cigarettes	$84 cents per 20-count package; 42 mills per cigarette
State retail marijuana	10%
Other products	40% of manufacturer's list price

Source: Colorado Department of Revenue Annual Report 2013

Colorado taxes & fees at a glance, 2014

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

Source: Colorado Department of Revenue Annual Report 2013

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

Source: Colorado Department of Revenue Annual Report 2013

Alcohol & 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 Annual Report 2013

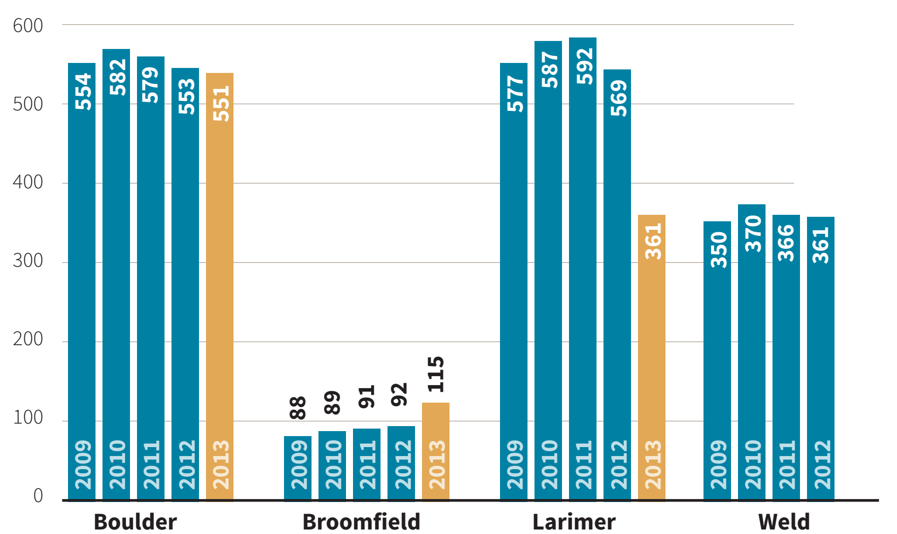
Consumer Price Index

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

	Semiannual average indexes			Percent change to 2nd half 2013 from:	
Item and Group	2nd half 2012	1st half 2013	2nd half 2013	2nd half 2012	1st half 2013
All items	226.177	229.142	232.439	2.8	1.4
Apparel	108.096	110.19	108.297	0.2	-1.7
Education and communication	121.875	122.498	123.221	1.1	0.6
Food and beverages	215.874	216.738	216.455	0.3	-0.1
Fuels and utilities	194.122	206.493	220.722	13.7	6.9
Housing	202.318	207.253	213.466	5.5	3.0
Medical care	480.813	487.877	497.149	3.4	1.9
Other goods and services	347.953	351.975	352.556	1.3	0.2
Transportation	263.448	262.304	263.35	0.0	0.4
Recreation	145.8	146.821	146.665	0.6	-0.1

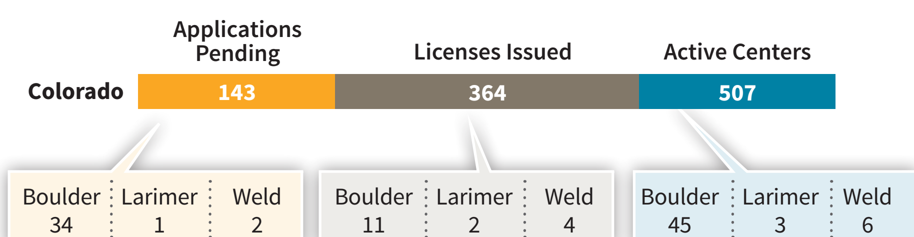
Source: U.S. Department of Labor, Bureau of Labor Statistics

Active county-issued liquor licenses 2009-2013



Source: Colorado Department of Revenue, 2013 Annual Report

Medical Marijuana, 2012-2013



Source: Colorado Department of Revenue, 2013 Annual Report

Income Tax

Net Colorado income tax collections, 2003-2013
($ millions)

Type	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Individual	$3,236	$3,414	$3,771	$4,256	$4,796	$5,068	$4,403	$4,090	$4,541	$4,850	$5,493
Corporate	$199	$240	$316	$458	$480	$508	$330	$360	$384	$492	$652
Total	**$3,435**	**$3,654**	**$4,087**	**$4,714**	**$5,276**	**$5,576**	**$4,733**	**$4,450**	**$4,924**	**$5,342**	**$6,145**

Source: Colorado Department of Revenue, 2013 Annual Report

Income tax returns filed, 2003-2013
(Includes returns filed by individuals, fiduciaries, partnerships and corporations 000s)

Type	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Taxable	1,740	1,753	1,757	1,817	1,888	2,004	1,959	1,815	1,839	1,948	1,991
Nontaxable	588	709	750	725	739	803	852	860	890	931	911
Amended	48	57	56	55	55	60	64	64	81	97	81
Total returns	**2,375**	**2,519**	**2,563**	**2,596**	**2,679**	**2,867**	**2,874**	**2,739**	**2,810**	**2,977**	**2,984**

Source: Colorado Department of Revenue, 2013 Annual Report

Enterprise Zones

Corporate income tax credits, 2012-2013

Tax credits	Amount	Filings	Amount	Filings
Alternative fuel credit*	$5,337,347	21	$317,655	10
Enterprise zone investment	$37,610,093	443	$14,255,392	461
Enterprise zone employee	$383,970	121	$1,878,159	81
Enterprise zone contribution credits	$457,842	156	$602,964	134
Enterprise zone building rehab credit	$3,796	3	$102,249	3
Enterprise zone research credit	$927,797	30	$94,979	27
Enterprise zone job training credit	$2,551,337	40	$4,180	3
Other enterprise zone credits	$9,338,172	62	$1,555,828	24
New investment tax	$1,252,786	819	$364,907	577
Gross conservation easement credit	$969,552	19	$97,940	8
Old investment tax credit	$39,742	8	NR	NR
Child care contribution credit	$386,401	39	$189,690	23
Job growth incentive credit	$312,561	3	$603,277	6
Other credits**	$2,956,675	51	$4,576	9
Total	**$62,751,054**	**1,822**	**$19,348,617**	**1,371**

* Includes credit amounts for the purchase of alternative fuel vehicles and investment in alternative fuel refueling facilities.

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

NR: Not releasable.

Source: Colorado Department of Revenue, 2013 Annual Report

Federal labs

Employment at Colorado Federal Labs, 2012

	Full-time employees	Part-time employees and student workers	Contract workers	Total Workers	Total Compensation (millions)	Average Compensation
Boulder	3,150	416	31	3,597	$388.3	$107,942
Jefferson	2,754	273	605	3,632	$334.2	$92,010
Larimer	531	69	39	639	$55.6	$87,065
Other Colorado	84	14	0	98	$9.1	$92,857
Colorado Total	**6,519**	**772**	**675**	**7,966**	**$787.2**	**$98,819**

Source: CO-LABS Economic Impact Study, University of Colorado Boulder Leeds School of Business, Business Research Division. August 2013.

Expenditures by Colorado Federal Lab Location (millions), 2012

Primary county	Labor	Operating expenditures, maintenance, and utilities	Lease payments	Total direct Colorado operations
Boulder	$424.4	$112.3	$12.5	$549.1
Jefferson	$329.4	$176.2	$29.6	$535.2
Larimer	$53.0	$30.0	$7.9	$90.9
Colorado	**$763.5**	**$375.0**	**$50.2**	**$1,188.8**

Source: CO-LABS Economic Impact Study, University of Colorado Boulder Leeds School of Business, Business Research Division. August 2013.

Impact of Colorado Federal Labs on Colorado

	FISCAL YEAR 2012			FISCAL YEAR 2013		
	Output (millions)	Value Added (millions)	Employment	Output (millions)	Value Added (millions)	Employment
Boulder	$743.2	$589.5	5,888	$699.7	$551.0	5,732
Jefferson	$733.3	$531.0	5,989	$661.9	$480.0	5,166
Larimer	$148.2	$102.3	1,277	$155.8	$105.6	1,307
Colorado	**$2,326.9**	**$1,608.6**	**18,253**	**$2,045.8**	**$1,436.7**	**15,908**

Source: CO-LABS Economic Impact Study, University of Colorado Boulder Leeds School of Business, Business Research Division. August 2013.

Manufacturing employment and wages by County

	Quarterly establishments	October employment	November employment	December employment	Total quarterly wages	Average weekly wage
Boulder	567	17,362	17,339	17,329	$357,601,065	$1,586
Broomfield	97	4,861	4,851	4,844	$112,649,522	$1,786
Larimer	446	11,749	11,797	11,740	$242,184,225	$1,584
Weld	298	11,573	11,688	11,715	$131,707,288	$869

Source: Employment Projections program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

Energy

Jonathan Castner/For BizWest

Clean Energy Collective employees Bill Stevens, left, and B. Lujano work to install a new community solar garden in Golden. Clean Energy Collective will have seven projects on the Front Range after this array and one other one in Golden are completed. The employee-owned company is gaining national attention for its customer-focused approach to solar, including a 50-year warranty program.

Northern Colorado has led the state in oil production and wind turbine manufacturing, while the clean tech industry, including solar firms, has maintained a strong presence in the Boulder Valley.

In 2013, oil production topped 64 million barrels statewide, with 51.9 million barrels, or 80 percent, produced in Weld County. The county ranked No. 3 in natural-gas production in the state with 302.7 billion feet of natural gas.

Analysts forecast another record year in oil production in 2014. Houston-based Noble Energy Inc. will invest $2 billion in Northern Colorado in 2014, up from $1.4 billion in 2013. Anadarko Petroleum Corp., based in The Woodlands, Texas, will invest $1.7 billion, up from $1.5 billion in 2013. Denver-based PDC Energy will invest $469 million, up from the $272 million in 2013. Encana is suspending drilling in the Western Slope, but in Northern Colorado it will invest $300 million in 2014.

Oil and gas development in Colorado provided a $29.6 billion boost to the state's economy in 2012 and supported more than 110,000 jobs, according to a study by the Business Research Division of the Leeds School of Business at the University of Colorado at Boulder. The study, commissioned by the Colorado Oil and Gas Association, also found that the industry generated 51,200 direct jobs with average annual wages of more than $74,800.

Buoyed by oil and gas, along with construction and meatpacking, Weld County recorded the largest percentage increase in employment in the nation from December 2012 to December 2013, according to the Bureau of Labor Statistics.

Oil and gas and mining overall comprise roughly 3.7 percent of the state's gross domestic product, more than agriculture, which comes in at 2.3 percent of GDP, but well below health care, which comprises 6.2 percent of Colorado's GDP.

The industry in Colorado contributed nearly $1.6 billion in revenue to state and local governments, school districts and special districts.

Renewable energy industries also have gained strength in 2014.

Danish wind turbine maker Vestas Wind Systems A/S (OMX: VWS) has rebounded. After posting two years of consecutive quarterly losses, Vestas earned a profit during the fourth quarter of 2013. The company also plans to employ more than 2,000 people by the end of the year, the most the company has ever employed statewide. Vestas has two factories in Brighton, one in Windsor and another one in Pueblo.

In the Boulder Valley, solar companies such as Namaste Solar, Clean Energy Collective and Real Goods Solar Inc. (Nasdaq: RGSE) have maintained a strong presence in the region.

BY Steve Lynn

slynn@bizwestmedia.com

Resources

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Top Companies by Active Wells

Annual production by operator, Boulder County 2013

Operator	Oil production (barrels)	Oil sales (barrels)	Gas production (MCF)	Gas sales (MCF)	Water production (barrels)
Encana Oil & Gas (USA) Inc. #100185	132,863	131,932	1,892,932	1,892,932	44,369
Noble Energy Inc. #100322	49,924	53,892	754,310	754,310	14,771
Kerr McGee Oil & Gas Onshore LP #47120	4,585	4,258	62,254	58,347	924
Top Operating Company #39560	1,000	1,022	11,106	11,106	34
CDM Oil & Gas #14740	634	916	2,986	2,349	0

Source: Colorado Oil and Gas Conservation Commission

Annual production by operator, Broomfield County 2013

Operator	Oil production (barrels)	Oil sales (barrels)	Gas production (MCF)	Gas sales (MCF)	Water production (barrels)
Encana Oil & Gas (USA) Inc. #100185	77,632	77,470	1,419,356	1,419,356	32,435
Noble Energy Inc. #100322	6,838	6,924	131,234	131,234	7,032
Sovereign Operating Company LLC #10383	2,450	2,526	65,541	65,541	437
Blue Chip Oil Inc. #8840	1,211	1,435	34,290	34,290	596
Natural Resource Group Inc. #10369	139	0	1,512	1,484	0

Annual production by operator, Larimer County 2013

Operator	Oil production (barrels)	Oil sales (barrels)	Gas production (MCF)	Gas sales (MCF)	Water production (barrels)
Kerr McGee Oil & Gas Onshore LP #47120	78,935	77,329	115,389	112,124	4,493
Prospect Energy LLC #10312	49,248	49,543	3,538	0	2,162,405
Wellington Operating Company #95233	17,190	17,280	2,376	0	1,025,766
Apollo Operating LLC #10051	16,790	16,208	62,014	59,350	8,305
Magpie Operating Inc. #52530	16,084	13,626	179,875	179,875	957

Source: Colorado Oil and Gas Conservation Commission

Annual production by operator, Weld County 2013

Operator	Oil production (barrels)	Oil sales (barrels)	Gas production (MCF)	Gas sales (MCF)	Water production (barrels)
Noble Energy Inc. #100322	17,070,270	17,208,177	110,219,676	108,406,000	6,727,957
Kerr McGee Oil & Gas Onshore LP #47120	16,836,209	16,741,592	112,712,915	111,428,135	1,309,992
Encana Oil & Gas (USA) Inc. #100185	3,901,981	3,857,493	31,037,448	31,037,448	1,172,118
Bonanza Creek Energy Operating Company LLC #8960	3,537,084	3,503,940	8,433,358	8,023,572	1,255,115
PDC Energy Inc. #69175	3,422,573	3,420,004	19,058,870	17,879,138	848,324

Source: Colorado Oil and Gas Conservation Commission

Approved drilling permits by County

	Approved drilling permits in the past 12 months
Boulder	0*
Broomfield	0
Larimer	10
Weld	2,416

*Boulder County has a moratorium on new drilling permits until Jan. 1, 2015.

Source: COGIS. Data as of June 6, 2014.

Employment Statistics by Industry, 2013

9-county metro Denver-Northern Colorado area, U.S. data in ( )

Fossil fuels

Direct employment	28,060
No. of direct companies	1,400
1-year employment growth	6.2% (3.3%)
5-year employment growth	27% (12.7%)
Direct employment concentration	1.5% (1.2%)
Average Wage ($/year)	$111,670

Cleantech

Direct employment	18,880
No. of direct companies	1,430
1-year employment growth	0.4% (0.5%)
5-year employment growth	22.1% (13.1%)
Direct employment concentration	1% (0.5%)
Average Wage ($/year)	$79,810

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

Source: Metro Denver Economic Development Corp. 2013 Industry Cluster Study

Manufacturing/tech

Technology and manufacturing companies in Northern Colorado and the Boulder Valley specialize in everything from hardware manufacturing, computer programming and chip design to data mapping, Internet service, renewable energy and software development.

One of the region's largest tech companies is Woodward Inc., 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 1,475 workers in Northern Colorado and is building a new headquarters at the intersection of Lemay and Lincoln Avenues in Fort Collins.

The region also is home to some of the world's top high-tech manufacturers, including IBM Corp. (NYSE: IBM), Ball Aerospace & Technologies Corp. (NYSE: BLL), Intel Corp. (Nasdaq: INTC), Advanced Micro Devices Inc. (NYSE: AMD), Hewlett-Packard (NYSE: HPQ) and Avago Technologies Ltd (Nasdaq: AVGO). Avago, which makes microchips, this year acquired LSI Corp. in a $6.6 billion deal that included LSI's operations in Fort Collins. Even before the acquisition, Avago employed nearly 900 people in Fort Collins and had announced three expansions in the past four years.

Hewlett-Packard also has a sizeable workforce, with an estimated 1,200 to 1,500 employees, according to the Northern Colorado Economic Development Corp. However, the company has plans to lay off thousands of 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 800 workers in Loveland.

The manufacturing industry has been slow to add jobs in recent years.

Total production employment statewide has dropped by more than 11,600 jobs to 122,000 from 2007 through 2012, according to Boston labor market analyst firm Burning Glass Technologies.

In the U.S., manufacturing employed 12.2 million in 2007 versus 10.6 million in 2012. In 2010, manufacturing employment hit bottom at 115,500 jobs in Colorado and 10.2 million jobs nationwide.

Advanced Energy Industries Inc. (Nasdaq: AEIS), for example, shed 100 jobs, from 500 in 2012 to 400 in 2013 in Fort Collins, the headquarters of the solar-invertor and thin-films manufacturer. The company has outsourced manufacturing on its solar subassemblies from Fort Collins to Shenzhen, China.

Danish wind turbine manufacturer Vestas Wind Systems A/S (OMX: VWS), which has factories Windsor, Brighton and Pueblo, is one of the bright spots in manufacturing after laying off hundreds of workers in 2012.

Aiming to fill a flurry of wind turbine orders, the company plans to employ more than 2,000 people by the end of the year, the most the company has ever employed statewide.

BY STEVE LYNN
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Jonathan Castner/For BizWest

RoadNarrows' Maurice Woods uses an Xbox controller to direct this industrial robot.

Resources

Colorado Association for Manufacturing & Technology
www.camt.com

Colorado Technology Association
www.coloradotechnology.org

Manufacturing

Fastest growing Colorado industries

Fastest Growing

Industry Description	Sector	2007 NAICS	Thousands of Jobs 2012	2022	Change 2012—2022	Compound Annual Rate of Change 2012—2022
Home health care services	Health care and social assistance	6216	1,198.60	1,914.30	715.7	4.8
Individual and family services	Health care and social assistance	6241	1,311.40	2,022.90	711.5	4.4
Outpatient, laboratory, and other ambulatory care services	Health care and social assistance	6214, 6215, 6219	1,151.40	1,673.70	522.3	3.8
Management, scientific, and technical consulting services	Professional and business services	5416	1,121.10	1,577.10	456	3.5
Computer systems design and related services	Professional and business services	5415	1,620.30	2,229.00	608.7	3.2
Cement and concrete product manufacturing	Manufacturing	3273	161.6	218.9	57.3	3.1
Office administrative services	Professional and business services	5611	426.4	571.3	144.9	3
Offices of health practitioners	Health care and social assistance	6211, 6212, 6213	3,968.00	5,193.80	1,225.80	2.7
Veneer, plywood, and engineered wood product manufacturing	Manufacturing	3212	63.8	83.5	19.7	2.7
Facilities support services	Professional and business services	5612	125.8	164.4	38.6	2.7
Construction	Construction	23	5,640.90	7,263.00	1,622.10	2.6
Commercial and industrial machinery and equipment rental and leasing	Financial activities	5324	132.2	167.1	34.9	2.4
Software publishers	Information	5112	286	359.1	73.1	2.3
Other professional, scientific, and technical services	Professional and business services	5419	609.5	761	151.5	2.2
Employment services	Professional and business services	5613	3,147.90	3,929.60	781.7	2.2
Junior colleges, colleges, universities, and professional schools	Educational services	6112, 6113	1,763.20	2,196.60	433.4	2.2
Nursing and residential care facilities	Health care and social assistance	623	3,193.50	3,954.20	760.7	2.2
Other educational services	Educational services	6114-7	671.5	830.3	158.8	2.1
Funds, trusts, and other financial vehicles	Financial activities	525	86.8	107.3	20.5	2.1
Child day care services	Health care and social assistance	6244	855.5	1,052.00	196.5	2.1
Securities, commodity contracts, and other financial investments and related activities	Financial activities	523	814.4	1,001.00	186.6	2.1

Source: Employment Projections program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

Fastest declining Colorado industries

Industry Description	Sector	2007 NAICS	Thousands of Jobs 2012	2022	Change 2012—2022	Compound Annual Rate of Change 2012—2022
Apparel manufacturing	Manufacturing	315	148.1	62.3	-85.8	-8.3
Leather and allied product manufacturing	Manufacturing	316	29.4	18.5	-10.9	-4.5
Communications equipment manufacturing	Manufacturing	3342	109.5	78.6	-30.9	-3.3
Postal Service	Federal government	491	611.2	442.1	-169.1	-3.2
Computer and peripheral equipment manufacturing	Manufacturing	3341	158.6	118.7	-39.9	-2.9
Spring and wire product manufacturing	Manufacturing	3326	41.6	31.3	-10.3	-2.8
Newspaper, periodical, book, and directory publishers	Information	5111	451.8	346.8	-105	-2.6
Hardware manufacturing	Manufacturing	3325	25	19.4	-5.6	-2.5
Textile mills and textile product mills	Manufacturing	313, 314	234.6	183.1	-51.5	-2.4
Other miscellaneous manufacturing	Manufacturing	3399	268.4	211.1	-57.3	-2.4
Glass and glass product manufacturing	Manufacturing	3272	80	64	-16	-2.2
Sugar and confectionery product manufacturing	Manufacturing	3113	66.8	53.5	-13.3	-2.2
Pulp, paper, and paperboard mills	Manufacturing	3221	108.2	86.8	-21.4	-2.2
Pesticide, fertilizer, and other agricultural chemical manufacturing	Manufacturing	3253	36.8	29.8	-7	-2.1
Manufacturing and reproducing magnetic and optical media	Manufacturing	3346	21	17.2	-3.8	-2
Pipeline transportation	Transportation and Warehousing	486	43.9	36.1	-7.8	-1.9
Audio and video equipment manufacturing	Manufacturing	3343	19.9	16.4	-3.5	-1.9
Natural gas distribution	Utilities	2212	109.7	92.1	-17.6	-1.7
Other chemical product and preparation manufacturing	Manufacturing	3259	80.8	67.9	-12.9	-1.7

Source: Employment Projections program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

Manufacturing employment and wages by county

	Quarterly establishments	October employment	November employment	December employment	Total quarterly wages	Average weekly wage
Boulder	567	17,362	17,339	17,329	$357,601,065	$1,586
Broomfield	97	4,861	4,851	4,844	$112,649,522	$1,786
Larimer	446	11,749	11,797	11,740	$242,184,225	$1,584
Weld	298	11,573	11,688	11,715	$131,707,288	$869

Source: Employment Projections program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

Colorado Exports 2013

Rank	Description	2010 Value (millions)	2010 % Share	2011 Value (millions)	2011 % Share	2012 Value (millions)	2012 % Share	2013 Value (millions)	2013 % Share	% Change, 2012 - 2013
	Total Colorado Exports and % Share of U.S. Total	$6,726	0.5	$7,338	0.5	$8,167	0.5	$8,547	0.5	4.6
	Total, Top 25 Commodities and % Share of State Total	$2,647	39.3	$2,838	38.7	$3,362	41.2	$3,802	44.5	13.1
1	Meat of bovine animals, boneless, fresh or ch	$307	4.6	$377	5.1	$392	4.8	$382	4.5	-2.6
2	Instr & appl f medical surgical dental vet, n	$261	3.9	$297	4	$300	3.7	$313	3.7	4.5
3	Engine and motor parts, nesoi	$6	0.1	$9	0.1	$339	4.2	$286	3.3	-15.7
4	Civilian aircraft, engines, and parts	$239	3.6	$203	2.8	$165	2	$276	3.2	66.9
5	Electronic integrated circuits, nesoi	$178	2.6	$182	2.5	$217	2.7	$250	2.9	15.3
6	Orthopedic or fracture appliances, parts & acc	$111	1.7	$144	2	$162	2	$247	2.9	52.5
7	X-ray film in rolls, sens, unex, no paper etc	$187	2.8	$170	2.3	$181	2.2	$219	2.6	21.3
8	Meat of bovine animals, boneless, frozen	$119	1.8	$176	2.4	$217	2.7	$205	2.4	-5.5
9	Molybdenum ores and concentrates not roasted	$149	2.2	$147	2	$126	1.5	$158	1.8	25.2
10	Whole hikes & skins, of a wt >16KG bovine/equ	$81	1.2	$113	1.5	$120	1.5	$144	1.7	20
11	Pts. inst & apprts measure/check variables li	$96	1.4	$127	1.7	$159	2	$142	1.7	-11
12	Processors and controllers, electronic integ	$184	2.7	$181	2.5	$139	1.7	$142	1.7	1.6
13	Crude oil from petroleum and bituminous miner	$185	2.8	$47	0.6	$85	1	$112	1.3	32.2
14	Automatic data processing storage units, n.e.	$93	1.4	$98	1.3	$107	1.3	$107	1.2	-0.6
15	Meat, bovine cuts with bone in, frozen	$47	0.7	$45	0.6	$47	0.6	$92	1.1	98.5
16	Instruments etc using optical radiations neso	$84	1.3	$93	1.3	$90	1.1	$92	1.1	1.8
17	Lt oils, preps gt=70% petroleum/ bitum nt biod	$0	0	$0	0	$27	0.3	$88	1	225.6
18	Amplifiers, electronic integrated circuits	$9	0.1	$45	0.6	$33	0.4	$85	1	160.2
19	Meat of swine, nesoi, fresh or chilled	$58	0.9	$66	0.9	$84	1	$85	1	1.2
20	X-ray plates & flat film, sens, unex	$78	1.2	$63	0.9	$79	1	$71	0.8	-10.9
21	Taps cocks etc f pipe vat inc thermo control	$51	0.8	$77	1	$81	1	$70	0.8	-13.9
22	Container bags, cases etc nesoi	$11	0.2	$33	0.5	$51	0.6	$64	0.8	25.4
23	Electro-diagnostic apparatus nesoi, and parts	$38	0.6	$49	0.7	$52	0.6	$59	0.7	13.2
24	Aluminum waste and scrap	$49	0.7	$70	1	$55	0.7	$57	0.7	3.1
25	Centrifugal pumps, nesoi	$25	0.4	$27	0.4	$52	0.6	$56	0.7	6.9

Source: U.S. Census Bureau. Foreign Trade.

Colorado exports by country 2013 ($ millions)

Rank	Country	2010 Value (millions)	2011 Value (millions)	2012 Value (millions)	2013 Value (millions)	2010 % Share	2011 % Share	2012 % Share	2013 % Share
Total Colorado Exports and % Share of U.S. Total		**$6,726**	**$7,338**	**$8,167**	**$8,547**	**0.5**	**0.5**	**0.5**	**0.5**
Total, Top 25 Countries and % Share of State Total		**$6,116**	**$6,597**	**$7,238**	**$7,727**	**90.9**	**89.9**	**88.6**	**90.4**
1	Canada	$1,659	$1,541	$2,000	$2,063	24.7	21	24.5	24.1
2	Mexico	$590	$755	$849	$918	8.8	10.3	10.4	10.7
3	China	$558	$637	$676	$659	8.3	8.7	8.3	7.7
4	Japan	$318	$393	$427	$442	4.7	5.4	5.2	5.2
5	Korea, South	$201	$226	$266	$341	3	3.1	3.3	4
6	Switzerland	$186	$241	$245	$329	2.8	3.3	3	3.8
7	Netherlands	$331	$317	$280	$304	4.9	4.3	3.4	3.6
8	Malaysia	$175	$209	$224	$274	2.6	2.8	2.7	3.2
9	Hong Kong	$139	$174	$233	$251	2.1	2.4	2.9	2.9
10	Germany	$321	$315	$282	$240	4.8	4.3	3.5	2.8
11	United Kingdom	$213	$248	$205	$211	3.2	3.4	2.5	2.5
12	Philippines	$211	$222	$191	$196	3.1	3	2.3	2.3
13	Brazil	$124	$106	$172	$185	1.8	1.4	2.1	2.2
14	Taiwan	$156	$181	$144	$182	2.3	2.5	1.8	2.1
15	Australia	$161	$179	$172	$181	2.4	2.4	2.1	2.1
16	Belgium	$141	$131	$137	$171	2.1	1.8	1.7	2
17	France	$121	$142	$155	$151	1.8	1.9	1.9	1.8
18	India	$102	$119	$119	$112	1.5	1.6	1.5	1.3
19	New Zealand	$60	$23	$19	$95	0.9	0.3	0.2	1.1
20	Singapore	$100	$105	$92	$88	1.5	1.4	1.1	1
21	Saudi Arabia	$38	$33	$45	$75	0.6	0.5	0.6	0.9
22	United Arab Emirates	$38	$58	$72	$74	0.6	0.8	0.9	0.9
23	Thailand	$62	$112	$70	$71	0.9	1.5	0.9	0.8
24	Italy	$65	$65	$80	$62	1	0.9	1	0.7
25	Russia	$47	$65	$81	$52	0.7	0.9	1	0.6

Source: U.S. Census Bureau. Foreign Trade

Manufacturing by County, Fourth Quarter 2013

Boulder County

Manufacturing classification/ NAICS code	No. of establishments	October Employment	November Employment	December Employment	Total Quarterly Wages	Average Weekly Wage
Manufacturing 31-33	567	17,362	17,339	17,329	$357,601,065	$1,586
Food manufacturing 311	65	1,631	1,621	1,602	$18,625,025	$885
Beverage/tobacco product manufacturing 312	28	506	504	508	$4,748,335	$722
Textile product mills 314	11	64	65	63	$548,656	$659
Apparel manufacturing 315	5	217	206	212	$3,083,156	$1,120
Wood product manufacturing 321	14	329	294	289	$3,389,092	$858
Printing/related activities 323	33	600	596	616	$6,977,350	$889
Chemical manufacturing 325	32	1,463	1,474	1,476	$31,581,018	$1,651
Plastics and rubber products manufacturing 326	19	260	258	276	$2,888,388	$839
Nonmetallic mineral product manufacturing 327	16	265	262	256	$3,762,946	$1,109
Fabricated metal product manufacturing 332	59	928	930	936	$13,731,108	$1,134
Machinery manufacturing 333	36	889	884	885	$14,908,397	$1,294
Computer/electronic product manufacturing 334	119	8,089	8,119	8,072	$216,808,756	$2,061
Electrical equipment and appliance manufacturing 335	16	716	724	704	$16,480,086	$1,774
Transportation equipment manufacturing 336	16	193	197	205	$2,634,760	$1,022
Furniture and related product manufacturing 337	17	168	167	169	$1,798,336	$823
Miscellaneous manufacturing 339	72	943	939	962	$14,480,566	$1,175

Source: U.S. Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Broomfield County

Manufacturing classification/ NAICS code	No. of establishments	October Employment	November Employment	December Employment	Total Quarterly Wages	Average Weekly Wage
Manufacturing 31-33	97	4,861	4,851	4,844	$112,649,522	$1,786
Printing/related activities 323	7	66	64	64	$483,108	$575
Fabricated metal product manufacturing 332	23	185	192	194	$2,257,623	$912
Machinery manufacturing 333	8	95	95	96	$1,493,154	$1,205
Computer/electronic product manufacturing 334	9	1,582	1,568	1,553	$59,147,575	$2,902
Transportation equipment manufacturing 336	4	92	99	96	$1,614,731	$1,298
Furniture and related product manufacturing 337	5	940	946	945	$15,802,973	$1,288
Miscellaneous manufacturing 339	15	409	402	408	$5,029,768	$952

Source: U.S. Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Larimer County

Manufacturing classification/ NAICS code	No. of establishments	October Employment	November Employment	December Employment	Total Quarterly Wages	Average Weekly Wage
Manufacturing 31-33	446	11,749	11,797	11,740	$242,184,225	$1,584
Food manufacturing 311	32	374	377	380	$3,238,587	$661
Beverage/tobacco product manufacturing 312	22	1,135	1,135	1,137	$18,751,532	$1,270
Textile product mills 314	13	141	140	117	$1,189,535	$690
Wood product manufacturing 321	17	219	219	214	$2,023,292	$716
Printing/related activities 323	34	368	369	363	$3,473,832	$729
Chemical manufacturing 325	15	543	552	551	$9,574,940	$1,342
Plastics and rubber products manufacturing 326	24	930	921	932	$15,289,692	$1,268
Nonmetallic mineral product manufacturing 327	28	307	306	291	$3,770,107	$962
Primary metal manufacturing 331	4	74	74	74	$729,731	$759
Fabricated metal product manufacturing 332	66	533	542	542	$5,709,859	$815
Machinery manufacturing 333	31	2,404	2,411	2,408	$49,090,459	$1,568
Computer/electronic product manufacturing 334	42	3,603	3,620	3,627	$114,528,009	$2,436
Electrical equipment and appliance manufacturing 335	11	151	152	151	$2,738,157	$1,392
Transportation equipment manufacturing 336	15	124	123	124	$2,516,656	$1,565
Furniture and related product manufacturing 337	23	388	392	376	$4,238,986	$846
Miscellaneous manufacturing 339	61	408	418	406	$4,667,963	$874

Source: U.S. Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Weld County

Manufacturing classification/ NAICS code	No. of establishments	October Employment	November Employment	December Employment	Total Quarterly Wages	Average Weekly Wage
Manufacturing 31-33	298	11,573	11,688	11,715	$131,707,288	$869
Food manufacturing 311	27	5,088	5,158	5,154	$36,294,630	$544
Beverage/tobacco product manufacturing 312	6	20	23	25	$126,952	$431
Textile product mills 314	6	15	15	12	$67,721	$372
Wood product manufacturing 321	16	325	331	334	$3,973,839	$926
Printing/related activities 323	8	49	54	48	$536,502	$820
Chemical manufacturing 325	14	555	551	554	$8,490,592	$1,180
Plastics and rubber products manufacturing 326	19	384	380	391	$5,620,151	$1,123
Nonmetallic mineral product manufacturing 327	24	649	638	643	$9,837,446	$1,176
Primary metal manufacturing 331	7	258	266	269	$3,888,549	$1,132
Fabricated metal product manufacturing 332	77	1,660	1,673	1,675	$25,655,633	$1,182
Machinery manufacturing 333	29	1,270	1,306	1,316	$19,406,985	$1,151
Computer/electronic product manufacturing 334	11	553	552	554	$8,209,064	$1,142
Transportation equipment manufacturing 336	10	136	136	132	$1,708,634	$976
Furniture and related product manufacturing 337	11	259	257	258	$2,743,246	$818
Miscellaneous manufacturing 339	23	235	236	236	$2,849,423	$930

Source: U.S. Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Outdoor Manufacturers

Photo courtesy Feel the World LLC

Xero Shoes chief executive Steven Sashen shows the heel-cupping and foot-contouring features of Xero Shoes' "Feel True" rubber, used in its minimalist sandals.

Part of the major appeal of moving to the Boulder Valley or Northern Colorado is the majestic mountain views and the seemingly endless opportunities for outdoor adventure that come with them – if only you could sneak away from the office frequently enough to try them all.

Local fervor for the outdoors is matched by a wealth of innovative local manufacturers eager to outfit and equip residents' playtime.

Never held a business meeting on a group bike ride before? You might want to get used to it. The region is bike-crazy, and Fort Collins in particular has carved out a vibrant niche for itself in bicycle manufacturing. No fewer than 10 bike-makers call the city home, from Big Shot to Black Sheep to Meetsauce to Yipsan.

And in Colorado, even the craft beer breweries get into the bike making gig. Longmont-based Oskar Blues Brewery in 2011 launched Reeb Cycles (that's beer spelled backwards for those keeping score at home), a line of rubber belt-driven single-speed mountain bikes.

But the region is hardly just about bikes.

There are ski makers like Head USA Inc. and ski apparel giant Spyder Active Sports Inc., both in Boulder. Former professional triathlete Nicole DeBoom founded Boulder-based Skirt Sports Inc., a manufacturer of women's fitness apparel. And companies like GoLite LLC and Kelty Inc., both in Gunbarrel, make all kinds of outdoor apparel, equipment and accessories for trekking through the mountains and camping.

Louisville's Colorado Technology Center boasts several outdoors-related manufacturing companies. Athletic apparel maker Pearl Izumi USA Inc., which was already located in the business park, built a new 41,313-square-foot headquarters there and moved in in late 2013. Canaima Outdoors Inc., distributor of outdoor-product lines like Gibbon Slacklines and Bring Your Adventure Sports, last year moved its operations from Boulder to a larger location in the CTC. Babolat VS North America Inc., the United States operations for the French manufacturer of tennis racquets, strings and accessories, is also among the outdoors companies that call the CTC home.

The 2014 darling of local outdoors manufacturers, though, might be Boulder-based Feel The World LLC, which does business as Xero Shoes. Xero makes a line of minimalist sandals that come with a 5,000-mile guarantee.

The company placed first on BizWest's 2014 Mercury 100 list of fastest-growing companies in Boulder and Broomfield counties for those reporting less than $2 million in annual revenue. Xero revenue leaped from $247,000 in 2011 to $851,573 by 2013.

BY JOSHUA LINDENSTEIN
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BIZWEST **LIST**

Outdoor Recreational Equipment Manufacturers

Ranked by number of local employees

RANK	Company	Local employees	Products/Services	Phone Website	Person in charge Title Year founded
1	Nite Ize Inc. 5660 Central Ave. Boulder, CO 80301	175	Hardware, LED toys, LED bike, LED illumination, INOVA flashlights, rugged mobile/tool holsters.	303-449-2576 www.niteize.com	Rick Case founder/president 1989
2	Spyder Active Sports Inc. 4772 Walnut St. Boulder, CO 80301	90	High-end performance skiwear, outerwear, and accessories.	303-544-4000 www.spyder.com	Thomas McGann CEO 1978
3	Product Architects Inc./Polar Bottle 5637 Arapahoe Ave. Boulder, CO 80303	63	Manufactures and distributes reusable insulated water bottles.	303-440-0358 www.polarbottle.com	Judy Amabile president 1994
4	GoLite LLC 6325 Gunpark Lane, Suite 102 Boulder, CO 80301	50	Manufacturer of high-performance, responsibly-made, affordable apparel and equipment for the outdoors, adventure travel and the active lifestyle.	303-546-6000 www.golite.com	Demetri Coupounas co-founder, president 1998
5	Backcountry Access Inc. 2820 Wilderness Place, Unit H Boulder, CO 80301	45	Backcountry skiing and avalanche rescue equipment.	303-417-1345 www.backcountryaccess.com	Bruce McGowan president 1994
6	Babolat VS North America Inc. 1775 Cherry St., Suite 100 Louisville, CO 80027	41	U.S. operations for French manufacturer of tennis racquets, strings, accessories and tennis shoes.	877-316-9435 www.babolat.com	Susan DiBiase marketing manager 1875
7	Sea to Summit Inc. 3550 Frontier Ave., Unit D Boulder, CO 80301	28	Backpacking and advantage travel gear and accessories.	303-440-8977 www.seatosummit.com	Shelley Dunbar Andrew Dunbar owners 1998
8	Head Rush Technologies 1835 38th St., Suite C Boulder, CO 80301	25	Engineers innovative technologies to bring new adventure recreation equipment to the climbing, zip line, adventure and amusement industries.	720-565-6885 headrushtech.com	John McGowan CEO/co-founder 2009
9	La Sportiva N.A. 3850 Frontier Ave., Suite 100 Boulder, CO 80301	22	Manufacturers of outdoor footwear, apparel and hardgoods for climbing, mountaineering, mountain running, hiking and and ski mountaineering.	303-443-8710 www.sportiva.com	Jonathan Lantz president 1928
10	Kelty Inc., Division of American Rec 6235 Lookout Road Boulder, CO 80301	20	Tents, packs, sleeping bags and other camping and camping backpacks and accessories.	800-535-3589 www.kelty.com	Eric Greene vice president and brand manager 1952
11	Retul 5445 Conestoga Court, Suite 100 Boulder, CO 80301	18	Bike fit tools, technology and education.	720-406-1171 www.retul.com	Franko Vatterott Todd Carver Cliff Simms co-owners 2007
12	SCARPA North America Inc. 3550 Frontier Ave., Unit E Boulder, CO 80301	18	Manufactures and distributes trail running, hiking, rock climbing, mountaineering and ski boots and footwear.	303-998-2895 www.scarpa.com	Kim Miller CEO 2005
13	Sierra Designs, Division of American Rec 6235 Lookout Road Boulder, CO 80301	16	Gear for backpacking including tents, sleeping bags and apparel.	303-262-3050 www.sierradesigns.com	Michael Glavin vice president and brand manager 1965
14	Great Trango Holdings Inc. 740 S. Pierce Ave., Suite 15 Louisville, CO 80027	16	Trango: Manufacturers and wholesalers of climbing and mountaineering equipment. Stonewear Designs: Manufacturers and wholesalers of women's active wear.	800-860-3653 www.trango.com/ www.stoneweardesigns.com	Kitty Bradley president Chris Klinke director of hard goods 1991
15	MontBell America Inc. 3550 Frontier Ave., Unit B Boulder, CO 80301	15	Outdoor and mountaineering gear.	720-565-2800 www.montbell.com	Isamu Tatsuno president 1975
16	Wheels Manufacturing 1475 Arthur Ave., Suite 1 Louisville, CO 80027	15	Bicycle accessories and after-market products; fasteners, spacers.	303-410-7336 www.wheelsmfg.com	Dave Batka CEO 1988
17	Sportwaves Unlimited Inc. 404 W. Baseline Road Lafayette, CO 80026-1721	14	Manufacturer of custom bags, strap assemblies, back packs, and reusable canvas grocery totes. Contract cutting and sewing, packaging, web cutting, die cutting, and screen printing.	303-665-4122 www.sportwaves.com	Cindy Dyke operations manager Herb Riehl President 1989
18	HEAD USA Inc. 3125 Sterling Circle, Suite 101 Boulder, CO 80301	14	Retail and rental equipment: alpine skis, ski boots, alpine bindings, snowboards, snowboard boots, snowboard bindings, and helmets.	800-874-3235 www.head.com	Kevin Kempin CEO/president 1950
19	Gibbon Slacklines/ Canaima Outdoors Inc. 385 S. Pierce Ave., Suite D Louisville, CO 80027	12	Manufacturer of slackline kits for all ability levels and ages. Sponsor of pro athletes and host of numerous consumer events.	303-443-0163 www.gibbonslacklines.com/us	Derick Cole VP of Sales 2009
20	Icebox Knitting LLC 1111 Delaware Ave. Longmont, CO 80501	11	Designs/manufactures hats and accessories for the outdoor winter sport, boutique, fashion and lifestyle markets. Private labeling of our own products and OEM cut-n-sew is also available.	303-485-7112 www.iceboxknitting.com	Scott Baker director of mill operations 1994
21	Skirt Sports Inc. 6205 Lookout Road, Suite G Boulder, CO 80301	11	Manufacturer and distributor of women's fitness apparel.	303-442-3740 www.skirtsports.com	Nicole DeBoom founder/CEO 2004
22	Bring Your Adventure Sports 385 S. Pierce Ave., Suite D Louisville, CO 80027	8	Ziplines, hammocks, backyard toys and accessories	303-443-0163 www.byasports.com	Derick Cole VP of Sales 2013
23	Xero Shoes 5470 Conestoga Court Boulder, CO 80301	7	Performance recreation sandals for everything from taking a walk, to hiking, to running a 100k ultra.	303-447-3100 www.xeroshoes.com	Steven Sashen CEO 2009
24	Boo Bicycles 1750 Laporte Ave. Fort Collins, CO 80521	6	Bicycle manufacturer.	515-554-9226 www.boobicycles.com	Nick Frey CEO Drew Haugen CFO 2009
25	HIVIZ Shooting Systems 1941 Heath Parkway, No. 1 Fort Collins, CO 80524	6	Weapon accessories.	970-407-0426 www.hivizsights.com	Brien at HIVIZ 1996

Researched by Mariah Tauer

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

Source: BizWest survey

Bioscience

In addition to major international pharmaceutical manufacturers like Amgen Inc. and Sandoz Inc., the Boulder Valley and Northern Colorado are home to multiple homegrown publicly traded companies that have helped make the region's bioscience industry thrive.

Louisville-based GlobeImmune Inc. (Nasdaq: GBIM) is the latest to join that club. The biopharmaceutical company, founded in the mid-1990s as a spinoff of University of Colorado research, went public in July of 2014, raising nearly $15 million in net proceeds from its initial public offering.

GlobeImmune is developing drugs to treat pancreatic cancer and hepatitis B and C, along with other research products. The company's IPO follows in the footsteps of locally based public companies like Array Biopharma Inc. and Clovis Oncology Inc. in Boulder; Corgenix Medical Corp. in Broomfield; and Heska Corp. in Loveland.

That GlobeImmune is a CU spinoff is no coincidence. The bioscience industry accounts for about one-third of the startups spun out of CU-developed technologies through the school's thriving tech transfer office.

In 2012, CU-Boulder opened the Biofrontiers Institute, a research center led by Nobel Prize-winning professor Tom Cech. The institute's goal is to encourage researchers in different disciplines to collaborate. It also shares ideas and research facilities with local firms. The institute is in the Jennie Smoly Caruthers Biotechnology Building, a 336,000-square-foot research and teaching facility on CU-Boulder's East Campus.

To the north in Fort Collins, Colorado State University also has rich ties to the industry. CSU has two super clusters aimed at speeding the transfer of innovative new technologies to the marketplace – one focused on cancer research and the other on infectious disease.

Other CSU bioscience assets include the College of Veterinary Medicine and Biomedical Sciences, consistently ranked 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.

Dozens of bioscience companies call the Boulder Valley and Northern Colorado home, from pharmaceutical companies to medical-device makers.

Hach Co. in Loveland manufactures analytical instruments and reagents for water testing and water quality analysis, and is the largest bioscience employer in the region with 900 employees in 2013. Amgen, with presences in Boulder and Longmont, employed 700 in the region in 2013, while Fort Collins-based Tolmar Inc. had 405 employees last year.

Courtesy Casey A. Cass, UNiversity of Colorado

As astronauts spend more time in space, NASA is looking for ways to make plants grown there more nutritious to protect astronauts' health. University of Colorado undergraduate researcher Elizabeth Lombardi, left, and evolutionary biology professor Barbara Demmig-Adams examine plants being treated with special light pulses to see if nutrient levels can be improved.

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

BY JOSHUA LINDENSTEIN
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Bioscience in the nine-county metropolitan area

Industry subsector	2013 establishments	2013 employment	1-year direct employment growth, 2012-2013	5-year direct employment growth, 2008-2013
Total biosciences	570	15,090	NA	NA
Medical devices and diagnostics	300	10,310	0.5%	8.9%
Pharmaceuticals and biotechnology	270	4,780	1.7%	-7.5%
Agricultural biotechnology*	100	1,020	NA	8.5%

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

Industry subsector	Average salary 2012	Average salary nation 2012
Total biosciences	NA	NA
Medical devices and diagnostics	$69,510	$76,930
Pharmaceuticals and biotechnology	$98,630	$114,010
Agricultural biotechnology*	NA	NA

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

Figures for the 9-county metropolitan region, include Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, Larimer, and Weld counties.

*This industry is not included in the total biosciences figure. It is considered a related subcluster.

Colorado Bioscience Snapshot

Medical device and related companies 41

Biotechnology, pharmaceutical and related companies 54

Biofuels and related companies 60

Research and education institutions 61

Foundations 64

Service providers 64

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

Colorado counties that host the most bioscience employees/companies

County	% bioscience employees medical device/ diagnostics	% bioscience employees pharmaceutical/ biotechnology	% companies in medical devices/ diagnostics	% companies in pharmaceutical/ biotechnology	New bioscience companies 2011-2012
Adams	NA	NA	NA	NA	1
Arapahoe	12	NA	15	NA	4
Boulder	31	36	21	19	6
Broomfield	NA	16	NA	NA	0
Denver	NA	NA	NA	18	1
Jefferson	29	NA	19	NA	2
Larimer	NA	22	NA	19	5

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

Health Care

The past year has been one wild ride for health care companies in Northern Colorado and the Boulder Valley, with the implementation of a large portion of the Patient Protection and Affordable Care Act that seeks to change nearly everything about the way patients are treated and doctors are paid.

With the opening of the state's health-insurance exchange, Connect for Health Colorado, in October 2013, the health care community began its vigil, watching to see how many people would sign up for coverage. More than 137,000 people enrolled, with more able to sign up outside of the open enrollment period if they experienced a "qualifying event," such as a marriage, death or job change.

Beyond those who signed up for private coverage, Colorado's expansion of Medicaid provided health coverage to even more people. Under the Affordable Care Act, Colorado expanded Medicaid to cover those households making 138 percent of the Federal Poverty Level, and also instituted a program called Adults without Dependent Children, allowing adults younger than Medicare age and without children or disabilities to enroll in Medicaid for the first time.

These changes resulted in more than 220,000 additional Coloradans enrolling in Medicaid through May 31, 2014.

A payment model shift beginning in Medicare and Medicaid also began taking place, moving away from the fee-for-service model and toward an outcome-based model, paying providers based on the patient's overall condition and health after a procedure rather than paying per treatment.

While the roots of this change are in government-funded programs, the outcome-based model is expected to spread to private health insurance carriers.

The health care industry also saw some physical changes, with construction at Boulder Community Health's Foothills Hospital as the organization prepares to make its location on Arapahoe Avenue its primary hospital. In Fort Collins, work on the Banner Fort Collins Medical Center, an $86 million project, progressed toward its estimated spring 2015 opening.

University of Colorado Health saw a change as longtime leaders Rulon Stacey and Bruce Schroffel stepped down, making way for Elizabeth Concordia to take the helm as CEO in September 2014.

BY MOLLY ARMBRISTER
marmbrister@bizwestmedia.com


TO STRETCH YOUR LEGS, OUR SPECIALISTS SUGGEST A HIKE AT DEVIL'S BACKBONE OPEN SPACE.
HERE. TO HELP YOU THRIVE. Breathtaking hikes and open-air markets make this a great place to live and work. We want to help your employees make the most of it. Starting with new medical offices in Loveland and Fort Collins that will provide more access to great care and wellness programs. We've also partnered with Banner Health to provide hospital care and additional primary care providers. If you need us, we're here to help you and your employees stay productive, live well and thrive. Visit kp.org/colorado/business
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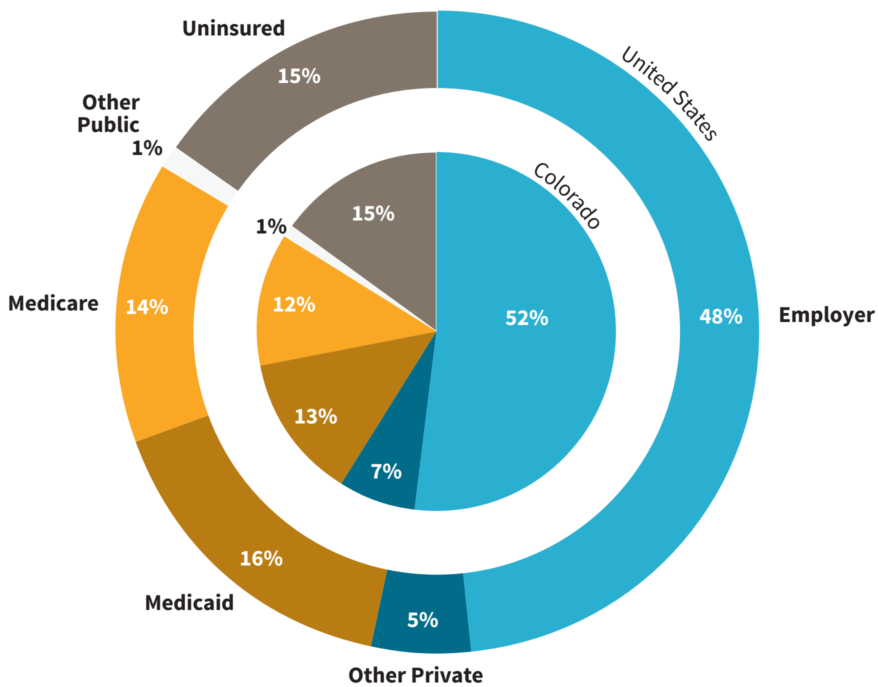
Health insurance coverage

Figures are from 2011-2012



Source: Urban Institute and Kaiser Commission on Medicaid and the Uninsured. Estimates based on the Census Bureau's March 2012 and 2013 Current Population Survey.

Population

	Employer	Other Private	Medicaid	Medicare	Other Public	Uninsured	Total
United States	149,464,500	15,771,400	51,097,300	41,956,500	3,957,100	47,950,700	310,197,500
Colorado	2,632,100	371,700	664,200	596,600	65,200	746,500	5,076,400

Source: Urban Institute and Kaiser Commission on Medicaid and the Uninsured. Estimates based on the Census Bureau's March 2012 and 2013 Current Population Survey.

Largest Health Insurance Companies in Colorado

Aetna
Anthem Blue Cross Blue Shield
Cigna
Colorado Access Health Plan
Denver Health Medical Plan
HMO Colorado
Humana Health Plan
Kaiser Permanente CO
PacifiCare of Colorado
Rocky Mountain Health Plans
United Healthcare of Colorado

Source: Consumer Reports; eHealth

Health Professionals

	Boulder	Broomfield	Larimer	Weld	Colorado
Physicians	1,212	109	878	345	NA
Physician Assistant	208	41	149	73	NA
Registered Nurses	3,203	800	4,130	2,535	68,068
Physical Therapist	482	87	391	134	6,947
Occupational Therapist	190	40	319	85	3,042
Dentists	283	56	285	108	4,704
Dental Hygienist	202	58	283	158	4,319
Pharmacist	302	95	351	159	7,255
Optometrist	79	13	69	32	1,281
Nurse Practitioner	217	42	181	113	5,045
Certified Nurses Aide	1,566	388	3,259	3,146	40,002

Source: Colorado Department of Regulatory Agencies, Division of Registrations

Dental Insurance Carriers in Colorado

Anthem Blue Cross Blue Shield
Delta Dental of Colorado
Humana
IHC Group
Nationwide Life Insurance Co.
Security Life Insurance Co. of America
UnitedHealthOne

Source: Consumer Reports; eHealth

Uninsured

	Total Population	Monthly Medicaid Caseload 2013	% Uninsured 2013
Adams	467,697	86,006	18.9%
Arapahoe	572,003	68,214	11.9%
Boulder	307,722	26,835	10.6%
Broomfield	60,560	3,632	9.3%
Denver	600,158	115,844	20.9%
Douglas	285,465	24,048	7.3%
El Paso	622,263	75,460	12.5%
Jefferson	534,543	99,574	17.0%
Larimer	316,031	33,540	12.6%
Weld	268,639	41,918	16.2%
Colorado	**5,116,796**	**829,000**	**57.8%**

Source: Colorado Health Access Survey, The Colorado Trust

Short Term Insurance Providers in Colorado

Assurant Health
HCC Life Insurance Company
IHC Group

Source: Consumer Reports; eHealth

Hospitals

	City	County	System	Licensed Beds	Inpatient Discharges Total	Inpatient Patient Days Total	Births Total	Emergency Dept. Visits Total	Total Outpatient Visits
Avista Adventist Hospital	Louisville	Boulder	Centura Health	114	4,257	14,354	2,025	10,308	44,095
Boulder Community Hospital	Boulder	Boulder	Nonprofit	265	8,302	36,132	1,235	32,783	423,740
Estes Park Medical Center	Estes Park	Larimer	N/A	NA	NA	NA	NA	NA	NA
Exempla Good Samaritan Medical Center	Lafayette	Boulder	Exempla	210	13,076	52,896	2,328	32,197	99,712
Longmont United Hospital	Longmont	Boulder	N/A	186	7,564	32,127	1,036	26,500	125,382
McKee Medical Center	Loveland	Larimer	Banner Health System	115	4,880	13,703	812	23,044	204,882
Medical Center of the Rockies	Loveland	Larimer	Poudre Valley Health System	166	9,190	39,584	800	35,877	128,448
North Colorado Medical Center	Greeley	Weld	Banner Health System	378	12,649	46,193	1,902	46,748	445,581
Platte Valley Medical Center	Brighton	Adams	N/A	98	3,197	9,146	951	19,041	72,584
Poudre Valley Hospital	Fort Collins	Larimer	Poudre Valley Health System	270	14,699	58,284	2,380	51,256	383,809
Fort Collins Health Care Center	Fort Collins	Larimer	83	6	6	46	1	7	66

Source: Colorado Hospital Association, Colorado Hospital Utilization Report, February 11, 2014

Nursing Homes

Facility Name	Location	County	Licensed Beds	Medicare 18	Medicare HMO	Medicaid 19	Medicaid HMO	Other	Total Census	% of Capacity	Vacant Beds
Applewood Living Center	Longmont	Boulder	120	8	4	60	0	16	88	73.3%	32
Balfour Retirement Community of Boulder County	Louisville	Boulder	76	0	0	0	0	68	68	89.5%	8
Berthoud Living Center	Berthoud	Larimer	76	3	2	45	0	16	66	86.8%	10
Boulder Manor	Boulder	Boulder	165	8	2	60	0	26	96	58.2%	69
Broomfield Skilled Nursing and Rehabilitation Center	Broomfield	Broomfield	210	19	27	105	0	40	191	91.0%	19
Centennial Health Care Center	Greeley	Weld	118	13	2	72	0	10	97	82.2%	21
Centre Avenue Health and Rehabilitation Facility LLC	Fort Collins	Larimer	90	47	7	0	0	29	83	92.2%	7
Columbine West Health & Rehab Facility	Fort Collins	Larimer	102	8	0	34	0	51	93	91.2%	9
Cottonwood Care Center	Brighton	Adams	117	1	0	106	0	4	111	94.9%	6
FairAcres Manor Inc.	Greeley	Weld	116	16	0	64	0	26	106	91.4%	10
Fort Collins Health Care Center	Fort Collins	Larimer	83	6	6	46	1	7	66	79.5%	17
Frasier Meadows Health Care Center	Boulder	Boulder	108	17	1	30	0	54	102	94.4%	6
Golden Peaks Care and Rehabilitation Center	Fort Collins	Larimer	60	2	1	34	0	11	48	80.0%	12
Good Samaritan Society — Bonell Community	Greeley	Weld	210	13	3	88	0	28	132	62.9%	78
Good Samaritan Society — Fort Collins Village	Fort Collins	Larimer	64	5	1	39	0	14	59	92.2%	5
Good Samaritan Society — Loveland Village	Loveland	Larimer	104	12	0	43	0	40	95	91.3%	9

Nursing Homes

Facility Name	Location	County	Licensed Beds	Medicare 18	Medicare HMO	Medicaid 19	Medicaid HMO	Other	Total Census	% of Capacity	Vacant Beds
Grace Pointe Continuing Care Senior Campus Skilled Nursing	Greeley	Weld	53	26	2	0	0	24	52	98.1%	1
Kenton Manor	Greeley	Weld	114	12	4	69	0	5	90	78.9%	24
Lemay Avenue Health and Rehabilitation Facility	Fort Collins	Larimer	130	21	2	61	0	45	129	99.2%	1
Life Care Center of Greeley	Greeley	Weld	124	32	7	34	0	26	99	79.8%	25
Life Care Center of Longmont	Longmont	Boulder	187	35	3	86	5	28	157	84.0%	30
Longmont United Hospital TCU	Longmont	Boulder	15	6	0	0	0	3	9	60.0%	6
Manorcare Health Services-Boulder	Boulder	Boulder	150	15	17	55	0	25	112	74.7%	38
McKee Medical Center Nursing Home — TCU	Loveland	Larimer	17	6	2	0	0	1	9	52.9%	8
Mesa Vista of Boulder	Boulder	Boulder	162	8	0	113	0	21	142	87.7%	20
North Shore Health and Rehab Facility	Loveland	Larimer	136	14	0	77	0	36	127	93.4%	9
The Peaks Care Center	Longmont	Boulder	94	6	13	42	0	13	74	78.7%	20
Prospect Park Living Center	Estes Park	Larimer	60	3	0	21	0	13	37	61.7%	23
Rehabilitation and Nursing Center of the Rockies	Fort Collins	Larimer	96	6	0	42	0	16	64	66.7%	32
Sierra Vista Health Care Center	Loveland	Larimer	114	11	2	58	0	13	84	73.7%	30
Spring Creek Health Care Center	Fort Collins	Larimer	138	9	4	67	0	21	101	73.2%	37
Windsor Health Care Center	Windsor	Weld	112	8	2	70	0	22	102	91.1%	10

Source: Colorado Nursing Home Census Bed Report for 3/31/2012, Colorado Department of Public Health and Environment

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.


Medical Center of the Rockies | Poudre Valley Hospital
Our roots run deep.
Kevin and Stacy Unger and family
Kevin is the president and CEO of Medical Center of the Rockies and Poudre Valley Hospital
Kevin's story
I was born at PVH. I've been a part of the PVH team since 2001 and now I'm happy to lead MCR and PVH. Our hospitals are part of University of Colorado Health and the nationally recognized, compassionate care that's been a part of our community since 1925 is still the same.
I'm Kevin, and I am UCHealth.
UNIVERSITY of COLORADO HEALTH
Medical Center of the Rockies | Poudre Valley Hospital | Greeley Emergency and Surgery Center
Supported by more than 40 UCHealth clinics.
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Agriculture

Fine spray from an automated farm sprinkler system in Weld County catches the sunlight on a cornfield east of La-Salle, off Weld County Road 26½. Prices on the water used to irrigate these fields are rising dramatically as the region's largest supplier of agricultural water, the Northern Colorado Water Conservancy District, moves to approve increases from roughly $10 per unit today to $80 per unit by 2023.

Jonathan Castner/For BizWest

Weld County is an agribusiness haven whose market value soared to almost $3.9 billion in 2012, up from $3.2 billion in 2007, according to date from the 2012 Census of Agriculture released this year.

The market value of agricultural products in Weld grew to a total of $1.9 billion in 2012, with the average farm raking in $528,000, according to census data from the U.S. Department of Agriculture. In 2007, when the previous census was done, the value of agricultural products sold totaled $1.5 billion, with the average farm posting $392,500.

Weld farmers also posted $357 million in net cash farm income from operations in 2012 compared with $196 million in 2007, according to the census.

Despite improved value and profitability, the number of farms in Weld declined to 3,525 in 2012 from 3,921 in 2007.

In Larimer County, the market value of farms improved to $1.4 billion in 2012, up from $1.2 billion in 2007.

The market value of agricultural products sold in Larimer totaled $129 million, up only slightly from $128 million in 2007. Net cash farm income from operations totaled $17.7 million vs. $21.2 million in 2007.

As in Weld, the number of farms in Larimer declined to 1,625 from 1,757.

At the same time, organic product sales have risen sharply in Weld, Larimer and Boulder counties from 2007 to 2012, according to the agricultural data.

Resources

Colorado Beef Council
www.cobeef.com

Colorado Department of Agriculture
www.colorado.gov/ag

Local agribusinesses

JBS USA
Five Rivers Ranch Cattle Feeding LLC
Crop Production Services
Aurora Organic Dairy

Organic product sales rose to $2.2 million in Larimer County in 2012, a 243 percent increase from the $642,000 reported by organic farmers in 2007. In Boulder, organic sales increased 160 percent to $2.1 million from $809,000 during the same period. Organic product sales in Weld County totaled $39.6 million in 2012, although the census does not list a sales figure for 2007.

Statewide, organic product sales have risen to $68.2 million from $50.6 million, a 35-percent rise.

The number of certified organic farms, meanwhile, has declined substantially. The number of organic farms in Larimer County declined by about half to 12, down from 23 during the same period. In Boulder County, the number of organic farms slipped to 15 from 34. Weld County had 27 certified organic farms in 2012, the same as in 2007.

In Northern Colorado, leading companies in the industry operate in Greeley, including Leprino Foods and JBS USA.

Greeley-based JBS USA, owned by Brazilian meatpacker JBS S.A., employs 4,200. The company owns Five Rivers Ranch Cattle Feeding LLC, which is based in Loveland and operates 11 feedlots in five states. Five Rivers employs more than 750 workers.

JBS owns a controlling interest in Greeley-based Pilgrim's Pride, the second-largest chicken processor in the world.

With all of that activity, Weld remains the state's leading producer of beef cattle, sugar beets, grain and dairy.

BY STEVE LYNN
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Crops

Commodity	County	Acres planted, all purposes	Acres harvested	Yield (Bushels per acre)	Production (Bushels)
Winter Wheat	Boulder	n/a	n/a	n/a	192,324
Winter Wheat	Broomfield	n/a	n/a	n/a	n/a
Winter Wheat	Larimer	6,000	5,300	34.2	181,000
Winter Wheat	Weld	134,500	126,300	32.0	4,047,000
Corn for grain	Boulder	n/a	1,275	n/a	192,324
Corn for grain	Broomfield	n/a	751	n/a	n/a
Corn for grain	Larimer	11,900	4,200	132.0	554,500
Corn for grain	Weld	107,500	65,700	162.2	10,659,000
Barley	Boulder	n/a	n/a	n/a	n/a
Barley	Broomfield	n/a	n/a	n/a	n/a
Barley	Larimer	n/a	1,715	n/a	116,348
Barley	Weld	n/a	4,937	n/a	422,350
Sugarbeets	Boulder	n/a	877	n/a	80,096
Sugarbeets	Broomfield	n/a	n/a	n/a	n/a
Sugarbeets	Larimer	2,900	2,800	27	75,500 (tons)
Sugarbeets	Weld	11,200	11,000	30.7	338,000 (tons)
Hay, alfalfa	Boulder	n/a	9,000	2.65 (tons per acre)	23,900 (tons)
Hay, alfalfa	Broomfield	n/a	n/a	n/a	n/a
Hay, alfalfa	Larimer	n/a	16,000	4.45 (tons per acre)	71,000 (tons)
Hay, alfalfa	Weld	n/a	99,000	5.1 (tons per acre)	507,000 (tons)
Hay, other	Boulder	n/a	n/a	n/a	
Hay, other	Broomfield	n/a	n/a	n/a	n/a
Hay, other	Larimer	n/a	22,500	1.25 (tons per acre)	28,500 (tons)
Hay, other	Weld	n/a	44,000	1.85 (tons per acre)	80,500 (tons)

Barley and Hay data from 2012.

Source: National Agricultural Statistics Service, 2013

Farm Statistics by County, 2012

No. of farms

Boulder	Broomfield	Larimer	Weld	Colorado
855	25	1,625	3,525	36,180

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

	Boulder	Broomfield	Larimer	Weld	Colorado
Land in farms (acres)	132,948	11,158	450,389	1,956,491	31,886,676
Average size of farm (acres)	155	446	277	555	881
Median size of farm (acres)	28	25	39	80	90

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

Estimated market value of land and buildings

	Boulder	Broomfield	Larimer	Weld	Colorado
Average per farm	$888,500	$874,934	$854,599	$1,098,289	$1,128,277
Average per acre	$5,715	$1,960	$3,083	$1,979	$1,280

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

Estimated market value of all machinery and equipment ($000s)

	Boulder	Broomfield	Larimer	Weld	Colorado
	$42,223	$2,271	$117,651	$516,950	$3,953,022
Average per farm	$49,441	$90,847	$72,624	$147,742	$110,134

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

Farms by size

	Boulder	Broomfield	Larimer	Weld	Colorado
1 to 9 acres	188	5	259	444	4,251
10 to 49 acres	428	10	727	$806	10,008
50 to 179 acres	164	4	343	$1,066	8,187
180 to 499 acres	38	1	158	$519	4,939
500 to 999 acres	18	0	52	$285	2,930
1,000 acres or more	19	5	86	$405	5,865

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

	Boulder	Broomfield	Larimer	Weld	Colorado
Total cropland (farms)	623	23	898	2,327	24,009
Total cropland (acres)	39,228	11,053	106,397	850,179	10,649,747

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

	Boulder	Broomfield	Larimer	Weld	Colorado
Harvested cropland (farms)	533	20	706	1,636	17,379
Harvested cropland (acres)	30,123	(D)	68,169	426,823	5,182,628

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

	Boulder	Broomfield	Larimer	Weld	Colorado
Irrigated land (farms)	547	14	723	1,438	15,547
Irrigated land (acres)	30,126	1,101	52,520	299,892	2,516,785

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

	Boulder	Broomfield	Larimer	Weld	Colorado
Market value of agricultural products sold ($000s)	$33,883	$1,537	$128,647	$1,860,718	$7,780,874
Average per farm (dollars)	$39,630	$61,460	$79,167	$527,863	$215,060

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

Number of CSAs in Boulder, Larimer and Weld counties

CSA Location	Number of CSA Farms
Ault	1
Bellvue	1
Boulder	42
Brighton	1
Broomfield	1
Eaton	1
Fort Collins	27
Greeley	7
Kersey	2
La Salle	0
Lafayette	8
Laporte	3
Longmont	14
Loveland	9
Niwot	3
Platteville	1
Thornton	4
Wellington	2
Windsor	9

Source: Colorado CSAs

Note: The location given is of the actual farm. Most CSAs distribute to surrounding communities as well.

	Boulder	Broomfield	Larimer	Weld	Colorado
Crops, including nursery and greenhouse crops ($000s)	(D)	$1,397	$57,381	$374,054	$2,434,583
Livestock, poultry, and their products ($000s)	(D)	$140	$71,266	$1,486,665	$5,346,292

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

Farms by value of sales

	Boulder	Broomfield	Larimer	Weld	Colorado
Less than $2,500	483	12	792	1,456	16,597
$2,500 to $4,999	86	3	181	262	2,889
$5,000 to $9,999	91	3	184	300	3,065
$10,000 to $24,999	86	2	174	327	3,525
$25,000 to $49,999	36	0	101	238	2,368
$50,000 to $99,999	23	0	70	229	2,103
$100,000 or more	50	5	123	713	5,633

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

	Boulder	Broomfield	Larimer	Weld	Colorado
Government payments (farms)	103	6	182	1,401	11,115
Government payments ($000s)	$474	$37	$1,061	$15,649	$165,576

Source: 2012 Census of Agriculture-County Data, USDA, National Agricultural Statistics Service

Farm subsidies-Commodities

Boulder County, 1995-2012

Rank	Program	Total Payments 1995-2012
1	Corn	$447,593
2	Wheat	$218,104
3	Barley	$86,912
4	Oats	$576
	Total	**$753,185**

Source: Environmental Working Group

Larimer County, 1995-2012

Rank	Program	Total Payments 1995-2012
1	Corn	$1,387,644
2	Wheat	$481,040
3	Barley	$207,754
4	Oats	$816
5	Sorghum	$179
	Total	**$2,077,433**

Source: Environmental Working Group

Weld County, 1995-2012

Rank	Program	Total Payments 1995-2012
1	Corn	$11,860,404
2	Wheat	$9,992,486
3	Barley	$1,449,817
4	Sorghum	$87,759
5	Oats	**$10,952**
	Total	**$23,401,419**

Source: Environmental Working Group

Natural/Organic

Some of the biggest pioneers in the natural and organic products industry have sprouted in the region, from WhiteWave Foods Co. to Rudi's Organic Bakery to Celestial Seasonings Inc. And the past 12 months has seen some major acquisitions of and by some of the region's biggest players.

In December of 2013, Boulder Brands Inc. bought Phil's Fresh Foods LLC, owner of Boulder-based Evol Foods, for $48 million. The purchase added Evol's signature line of frozen burritos and other products found in grocery store freezer aisles.

Last year was a big one for publicly traded Boulder Brands (Nasdaq: BDBD), whose products include the Udi's and Glutino gluten-free lines; Earth Balance and Smart Balance Spreads; and Level Life. In addition to the purchase of Evol, Boulder Brands in the fall moved its headquarters from Niwot to downtown Boulder. The company leased 18,309 square feet of office space in a newly added third floor at 1600 Pearl St.

Another acquisition to make waves in the local natural/organic scene recently was the $61.3 million purchase of Boulder-based Rudi's by Lake Success, N.Y.-based The Hain Celestial Group Inc. Rudi's had 180 employees as of January and makes a variety of breads, tortillas, pizza crusts and other products.

Hain Celestial, also the parent company of Boulder-based Celestial Seasonings, noted at the time of its Rudi's acquisition that Rudi's had about $60 million in 2013 net sales.

With $1.4 billion in 2012 sales, Celestial Seasonings is a behemoth in the region's natural and organic industry. The company in 2013 employed 251 people at its headquarters in the Gunbarrel area of Boulder, where visitors can take a tour of the plant.

WhiteWave (NYSE: WWAV), meanwhile, was sold to Dallas-based Dean Foods Co. (NYSE: DF) in 2002, but was spun off from Dean in October of 2013 and raked in revenue of $679 million in the fourth quarter alone. The Broomfield-based company sells Silk soy milk products, Horizon Organic dairy products and International Delight coffee creamers.

Plenty of natural and organic agriculture also abounds in the Boulder Valley and Northern Colorado, from Boulder-based Aurora Organic Dairy, which had 255 employees in 2013 at its Platteville facility in Weld County, to the likes of Loveland-based Meyer Natural Angus.

And food and drink aren't the only natural products around either. Companies like Boulder-based Eco-Products Inc., which sells environmentally friendly business grocery and building materials made mostly out of natural products, only help to solidify the region's status as a natural/organic Mecca.

BY JOSHUA LINDENSTEIN
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Jonathan Castner/For BizWest

Risi Moffett, an employee of beverage producer Saquito Mix LLC, mixes a batch of the company's chai energy product at The Kitchen Coop in Broomfield, which provides food-manufacturing space for small companies.

Aerospace

BizWest File photo

Ball Aerospace and Technologies Corp. held an open house Jan. 25 at its new 90,000-square-foot Fisher Integration Facility, 1600 Commerce St. in Boulder. The addition will house a satellite testing and assembly center.

Colorado's aerospace industry ranks second in the nation for private-sector aerospace employment, according to the Colorado Office of Economic Development and International Trade.

And many of the nation's major aerospace contractors base important operations in the Boulder Valley and Northern Colorado.

Ball Aerospace & Technologies Corp. is headquartered in Boulder, Northrup Grumman Electronic Systems Inc. has a significant presence in Boulder, Sierra Nevada Corp. has a major operation in Louisville, DigitalGlobe Inc. was founded in Longmont and is in the process of moving its headquarters to Westminster, and Woodward Inc. is based in Fort Collins.

Also, Lockheed Martin Space Systems, which has operations throughout the state, including Boulder, uses dozens of companies in the region as subcontractors on NASA projects.

These companies are leading some of the nation's most significant space projects.

Sierra Nevada Corp. is changing the commercial space landscape with its Dream Chaser space transportation system. Dream Chaser, a Space Shuttle-like craft, is slated to carry a crew of up to seven passengers and cargo into space once it gets NASA approval.

Ball Aerospace, with 2,350 employees in Boulder, serves as an important anchor in the region, serving civil, commercial and military markets.

Aerospace is one of Woodward Inc.'s two main business lines. With close to 1,500 employees, the Fort Collins-based company provides systems and components for commercial and military applications. Its key focus areas are propulsion systems control for turbine powered aircraft; and actuation systems and motion control solutions.

There are also many consulting, engineering, manufacturing and supplier companies situated all along the Northern Front Range from Fort Collins to Colorado Springs.

Statewide, more than 400 companies provide space-related products and services.

These companies machine precision parts and manufacture optical and remote-sensing equipment; they serve as the innovative backbone of the state's aerospace cluster, supplying the larger companies with instrumentation and composite materials, on the one hand, and taking risks deploying innovative technologies in the marketplace on the other.

Sixty-nine Colorado companies have won technology development and commercialization grants since 2001 via NASA's Small Business Innovation Research or/Small Business Technology Transfer program, and 193 companies have won similar grants to develop technologies for the U.S. Department of Defense.

The Colorado Space Coalition is a group of approximately 300 industry stakeholders working to make Colorado a center of excellence for aerospace. Coalition members – including space companies, military leaders, academic organizations, research centers and economic development groups – promote Colorado's significant space assets as well as advancing legislation vital to industry growth and success.

Several federal labs in the region have significant relationships with the private sector. For example, the Laboratory for Atmospheric and Space Physics in Boulder provides atmospheric space sciences research. It also has an engineering division that designs and builds space-flight hardware, and it has a mission operations division that operates space crafts.

BY DOUG STORUM

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COLORADO OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE

www.advancecolorado.com

COLORADO SPACE COALITION

www.spacecolorado.org

BIZWEST **LIST** |

Aerospace Companies

Ranked by number of employees

RANK	Company	Number of local employees Number of employees worldwide	Products/Services	Phone Website	Person in charge Title Year founded
1	Ball Aerospace & Technologies Corp. 1600 Commerce St. Boulder, CO 80301-2734	2,385 14,600	Develops and manufactures spacecraft, advanced instruments and sensors, components, data exploitation systems and RF solutions for strategic, tactical and scientific applications.	303-939-4000 www.ballaerospace.com	John A. Hayes CEO/president 1956
2	Woodward Inc. 1000 E. Drake Road Fort Collins, CO 80525	1,300 7,100	Components and systems that enable energy control, efficient operations and lower emissions in large industrial engines.	970-482-5811 www.woodward.com	Thomas A. Gendron CEO/chairman 1870
3	DigitalGlobe Inc. 1601 Dry Creek Drive, Suite 260 Longmont, CO 80503	750 1,235	Commercial high-resolution earth imagery products and services.	303-684-4000 www.digitalglobe.com	Jeffrey R. Tarr CEO/president 1992
4	Laboratory for Atmospheric and Space Physics (LASP) 1234 Innovation Drive Boulder, CO 80303-7814	401 401	Planetary, atmospheric and space sciences research; engineering division designs and builds space flight hardware; mission operations division operates spacecrafts.	303-492-6412 lasp.colorado.edu	Daniel Baker director 1948
5	Northrop Grumman Electronic Systems Inc. 6120 Longbow Drive Boulder, CO 80301	300 75,000	Satellite ground stations supporting missile warning and missile defense.	720-622-6008 www.ngc.com	Ron Alford director, Space Exploitation On-ground Systems 1939
6	Custom Microwave Inc. 24 Boston Court Longmont, CO 80501	67 67	Precision design, manufacture, and test of high performance feeds for reflector antennas used on satellites. Precision fabrication of microwave components.	303-651-0707 ext. 19 www.custommicrowave.com	Clency Lee-Yow president 1965
7	ABSL Space Products Inc. 1751 S. Fordham St. Longmont, CO 80503	50 8,500	Supplier of lithium-ion batteries for spacecraft and launch vehicles.	303-848-8081 www.abslspaceproducts.com	Kevin Schrantz director, space 2005
8	Precision Machined Products Inc. 1017 Smithfield Drive Fort Collins, CO 80524	38 51	Close-tolerance machined parts for aerospace, scientific and medical applications.	970-482-7676 www.mistequaygroup.com	Andy Newcomb vice president 1977
9	St. Vrain Manufacturing Inc. 819 S. Lincoln St. Longmont, CO 80501	30 30	Precision machining for aerospace, medical and high-tech industries. 3, 4 and 5-Axis CNC Milling, CNC Turning, Wire EDM. Quality System based on AS-9100 Zeiss / B&S CMMs ITAR Registered	303-702-1529 www.stvrainmfg.com	Bob Bergstrom president 1995
10	Composite Technology Development Inc. 2600 Campus Drive, Suite D Lafayette, CO 80026-3359	29 29	Composite products for energy, aerospace, and defense including electrical and thermal insulation, composite tanks, solar arrays, and satellite components. Offer testing and design services.	303-664-0394 www.ctd-materials.com	Naseem A. Munshi Dr. president 1988
11	Phase IV Engineering Inc. 2820 Wilderness Place, Unit C Boulder, CO 80301	18 18	Developer and manufacturer of wireless sensing and RFID systems. Supplies battery-free wireless sensor systems for aircraft tire pressure monitoring and carbon fiber fabrication sensing.	303-443-6611 www.phaseivengr.com	Richard S. Pollack CEO/president 1992
12	Sporian Microsystems Inc. 515 Courtney Way, Suite B Lafayette, CO 80026	15 15	Provides novel sensors, microelectromechanical systems (MEMS) design and packaging services.	303-516-9075 www.sporian.com	Michael Usrey vice president 2000
13	Left Hand Design Corp. 7901 Oxford Road Longmont, CO 80503-8704	14 14	Precision positioning components: fine-steering mirrors, fast-steering mirrors, active isolation systems, motion simulators, linear electro-magnetic actuators, pointing systems.	303-652-2786 www.lefthand.com	Lawrence Germann president 1993
14	Stratom Inc. 5375 Western Ave., Suite A Boulder, CO 80301	13 36	Strategic solutions, advanced technologies and services to government, commercial and global clients. We specialize in C-IED, robotics, unmanned vehicles, sensor integration and engineering.	720-565-9609 www.stratom.com	Mark Gordon president/CEO 2001
15	EMC Integrity Inc. 1736 Vista View Drive Longmont, CO 80504	12 12	Certified full-compliance electro magnetic emissions and immunity testing. MIL-STD 461 testing.	303-776-7249 www.emcintegrity.com	Vince Greb Mr. CEO/president 1994
16	Duke Source dba The New Firewall Forward 5212 Cessna Drive Loveland, CO 80538	10 10	Aircraft piston engine overhaul, STCs, and upgrades. Airframe inspections and maintenance.	970-669-6185 www.thenewfirewallforward.com	Frank Szymanski general manager 1977
17	Redstone Aerospace Corp. 105 S. Sunset St., Suite T Longmont, CO 80501	10 10	Cryogenic subsystems and components and opto-mechanical subsystems and components for science and defense markets.	303-684-8125 www.redstoneaerospace.com	Robert Levenduski president 1998
18	Applied Design Corp. 5311 Western Ave., Suite 131 Boulder, CO 80301	10 10	Engineering,specialty analysis, contract r&d product development,management solutions and professional staffing,	303-444-3125 www.applieddesigncorp.com	Michael Messaros president/CEO 2001
19	IntelliProp Inc. 105 S. Sunset St., Suite N Longmont, CO 80501	10 10	Provider of SATA, SAS and RAID-based IP cores, bridges, port multipliers. ASIC and FPGA customized designs. Provider of SSD chip.	303-774-0535 www.intelliprop.com	Ami Patel general manager 1999
20	Boulder Innovation Group Inc. 4824 Sterling Drive Boulder, CO 80301	10 N/A	Manufacture real-time, free-hand, 3-D digitizer of points in 3-D space for medical and industrial applications; involved in manufacturing of camera systems, scanners, trackers, fiber-optic systems.	303-447-0248 www.boulderinnovators.com	Ivan Faul president 2001
21	Scion UAS LLC 3693 E. County Road 30 Fort Collins, CO 80528	8 8	Vertical take-off and landing (VTOL) unmanned aerial systems.	970-624-3560 www.scionuas.com	Jim Sampson founder 2011
22	Aerospace Technologies International Inc. 2945 Center Green Court South, Suite C Boulder, CO 80301-5412	7 10	Providers of aerospace components and services to the domestic and international aviation communities.	303-449-1003 www.atintl.net	Debbie Halevi president 1993
23	Advanced Alloys Inc. 600 S. Sunset St., Suite B Longmont, CO 80501	6 6	Precision welding, fabrication, prototype and production for the aerospace industry.	303-702-1997 www.advancedalloys-inc.com	Stan Neighbors owner 1992
24	Bach Research Corp. 2200 Central Ave., Suites D, E Boulder, CO 80301	6 6	Custom precision optics and diffraction gratings for spaceflight, aerospace and university research applications.	303-444-3602 www.bachresearch.com	Erich Bach Mr. president 2003
25	Morgan Technologies Inc. 8101 I-25 Frontage Road, Unit 4 Erie, CO 80516	5 5	Manufacturer of aerospace parts. Medical, research companies.	303-651-1990 N/A	Bill Morgan president 1971

Researched by Mariah Tauer

Region surveyed includes Boulder, Broomfield, Larimer and Weld counties and the city of Brighton.

Source: Business Report Survey

Banking

Following a year of shuffling and shifting, banks in Northern Colorado and the Boulder Valley settled down in 2014 and got back to the business of lending.

With years of stagnation and transition behind them, local bankers started chasing down the businesses in the region that are ready to get back in the game, buying new equipment, expanding into new real estate and hiring new employees.

Competition has been thick, according to many bankers, but the improved economy has provided enough activity to keep nearly all the banks busy with commercial lending. Year-over-year in the first quarter of 2014, commercial lending was up 11 percent at the eight banks headquartered in Larimer, Weld, Boulder and Broomfield counties.

Oil and gas continues to be a steady source of loan origination for area banks, with oil production companies and the ancillary companies that provide them products and services growing larger every day. Disposable income spent by oil and gas workers has also led to increased need for hotels, restaurants and other retail space, especially in Weld County where oil and gas production is highest.

But 2014 has seen a comeback in commercial construction, with new multi- and single-family developments popping up, as well as new industrial and retail construction, all of which requires lenders to help with financing.

Small Business Administration lending doubled this year, thanks in part to the strengthening economy and in part to the devastating floods of September 2013. Small businesses from Greeley to Estes Park to Boulder sought help from the SBA to put their businesses back together after the floods destroyed roads, homes, offices, shops and stopped traffic to many businesses for weeks.

These factors contributed to a 108 percent increase in SBA lending, with total SBA loans jumping to $68 million from $32.5 million year-over-year.

Residential lending has also been a steady source of activity for area banks, though mortgage origination has slowed down since its peak in 2012 and the first half of 2013. Low home inventory has slowed some home-buying activity, though the market in the area is still very active. Slightly higher interest rates have also applied downward pressure on refinancing activity, which was booming just two years ago.

BY MOLLY ARMBRISTER
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Top banks operating in Boulder County ranked by inside market deposits ($000) and market share

	Deposits	Market Share
Wells Fargo Bank, NA	2,029,069	27.53%
JPMorgan Chase Bank, NA	1,303,521	17.69%
FirstBank	1,029,840	13.97%
U.S. Bank, NA	384,840	5.22%
Great Western Bank	312,961	4.25%
First National Bank of Omaha	310,091	4.21%
Bank of the West	288,193	3.91%
Mile High Banks	265,688	3.61%
Guaranty Bank and Trust Co.	261,052	3.54%
CoBiz Bank	255,007	3.46%

Source: Federal Deposit Insurance Corp.

Top banks operating in Broomfield County ranked by inside market deposits ($000) and market share

	Deposits	Market Share
Wells Fargo Bank, NA	$390,050	41.42%
U.S. Bank, NA	$127,486	13.54%
JPMorgan Chase Bank, NA	$79,199	8.41%
Summit Bank & Trust	$66,770	7.09%
FirstBank	$64,925	6.89%
First National Bank of Omaha	$55,494	5.89%
Bank of the West	$39,638	4.21%
Great Western Bank	$31,726	3.37%
KeyBank, NA	$26,237	2.79%
Vectra Bank Colorado, NA	$26,087	2.77%

Source: Federal Deposit Insurance Corp.

Top 10 banks operating in Larimer County ranked by inside market deposits ($000) and market share

	Deposits	Market Share
First National Bank of Omaha	$1,171,890	20.75%
Wells Fargo Bank, NA	$967,682	17.13%
The Home State Bank	$588,961	10.43%
JPMorgan Chase Bank, NA	$462,600	8.19%
FirstBank	$442,034	7.83%
U.S. Bank, NA	$235,654	4.17%
Verus Bank of Commerce	$222,249	3.93%
Bank of Colorado	$201,414	3.57%
Guaranty Bank and Trust Co.	$176,148	3.12%
Great Western Bank	$145,638	2.58%

Source: Federal Deposit Insurance Corp.

Top 10 banks operating in Weld County ranked by inside market deposits ($000) and market share

	Deposits	Market Share
Wells Fargo Bank, NA	$502,375	16.35%
Bank of Colorado	$484,594	15.77%
First National Bank of Omaha	$340,106	11.07%
JPMorgan Chase Bank, NA	$197,787	6.44%
Colorado East Bank & Trust	$186,932	6.08%
NBH Bank, NA	$181,898	5.92%
FirstBank	$181,655	5.91%
Cache Bank and Trust	$120,712	3.93%
Farmers Bank	$114,117	3.71%
Colorado Community Bank	$111,108	3.62%

Source: Federal Deposit Insurance Corp.

Boulder Deposits

Institution Name	State (HQ)	Bank Class	State/ Federal Charter	Offices (Outside Market)	Deposits $000 (Outside Market)	Offices (Inside Market)	Deposits $000 (Inside Market)	Market Share
Wells Fargo Bank, NA	SD	N	Federal	6,280	922,132,931	13	2,029,069	27.53%
JPMorgan Chase Bank, NA	OH	N	Federal	5,679	915,239,479	15	1,303,521	17.69%
FirstBank	CO	SM	State	110	10,688,196	9	1,029,840	13.97%
U.S. Bank, NA	OH	N	Federal	3,129	234,954,823	11	384,840	5.22%
Great Western Bank	SD	NM	State	174	6,603,292	8	312,961	4.25%
First National Bank of Omaha	NE	N	Federal	100	10,811,586	5	310,091	4.21%
Bank of the West	CA	NM	State	619	45,608,613	7	288,193	3.91%
Mile High Banks	CO	NM	State	10	407,000	3	265,688	3.61%
Guaranty Bank and Trust Co.	CO	SM	State	24	1,193,106	4	261,052	3.54%
CoBiz Bank	CO	SM	State	16	1,818,797	2	255,007	3.46%
AMG National Trust Bank	CO	N	Federal	5	2,811	1	160,469	2.18%
Compass Bank	AL	SM	State	689	52,142,337	4	156,157	2.12%
Flatirons Bank	CO	NM	State	0	0	2	91,171	1.24%
Vectra Bank Colorado, NA	NM	N	Federal	36	2,147,266	3	85,547	1.16%
KeyBank, NA	OH	N	Federal	1062	67,230,665	5	67,712	0.92%
First Western Trust Bank	CO	NM	State	7	428,078	1	59,264	0.80%
Citywide Banks	CO	NM	State	11	922,531	1	49,676	0.67%
Mutual of Omaha Bank	NE	SB	Federal	44	5,013,445	1	38,111	0.52%
BOKF, NA	OK	N	Federal	171	19,157,991	1	37,174	0.50%
ANB Bank	CO	SM	State	35	1,626,394	1	33,320	0.45%
TCF National Bank	SD	N	Federal	428	14,402,743	1	27,359	0.37%
The Home State Bank	CO	NM	State	9	588,961	2	18,269	0.25%
First-Citizens Bank & Trust Company	NC	NM	State	403	18,017,331	1	17,102	0.23%
Valley Bank & Trust	CO	NM	State	9	226,120	1	16,782	0.23%
Colorado Community Bank	CO	SM	State	15	388,664	1	15,425	0.21%
Amfirst Bank, NA	NE	N	Federal	4	194,728	1	14,096	0.19%
Liberty Savings Bank, FSB	OH	SB	Federal	10	426,740	1	9,759	0.13%
Centennial Bank	CO	SM	State	8	355,504	1	8,355	0.11%
The Rawlins National Bank	WY	N	Federal	4	121,731	1	7,629	0.10%
Bank of Estes Park	CO	NM	State	2	92,869	1	6,841	0.09%
Adams Bank & Trust	NE	SM	State	15	462,539	1	4,996	0.07%
Academy Bank, NA	CO	N	Federal	52	226,830	2	3,032	0.04%
High Plains Bank	CO	SM	State	3	93,480	1	1,451	0.02%
Totals				**19,163**	**2,333,727,581**	**112**	**7,369,959**	**100.00%**

* Deposit Market Share data as of June 30, 2013.

Source: Federal Deposit Insurance Corp.

Broomfield Deposits

Institution Name	State (HQ)	Bank Class	State/ Federal Charter	Offices (Outside Market)	Deposits $000 (Outside Market)	Offices (Inside Market)	Deposits $000 (Inside Market)	Market Share
Wells Fargo Bank, NA	SD	N	Federal	6,291	923,771,950	2	390,050	41.42%
U.S. Bank, NA	OH	N	Federal	3,135	235,212,177	5	127,486	13.54%
JPMorgan Chase Bank, NA	OH	N	Federal	5692	916,463,801	2	79,199	8.41%
Summit Bank & Trust	CO	NM	State	2	36,121	1	66,770	7.09%
FirstBank	CO	SM	State	117	11,653,111	2	64,925	6.89%
First National Bank of Omaha	NE	N	Federal	102	11,066,183	3	55,494	5.89%
Bank of the West	CA	NM	State	625	45,857,168	1	39,638	4.21%
Great Western Bank	SD	NM	State	181	6,884,527	1	31,726	3.37%
KeyBank, NA	OH	N	Federal	1066	67,272,140	1	26,237	2.79%
Vectra Bank Colorado, NA	NM	N	Federal	38	2,206,726	1	26,087	2.77%
TCF National Bank	SD	N	Federal	428	14,406,931	1	23,171	2.46%
North Valley Bank	CO	NM	State	2	110,575	1	8,843	0.94%
Academy Bank, NA	CO	N	Federal	53	227,748	1	2,114	0.22%
Totals				**17,732**	**2,235,169,158**	**22**	**941,740**	**100.00%**

* Deposit Market Share data as of June 30, 2013.

Source: Federal Deposit Insurance Corp.

Larimer Deposits

Institution Name	State (HQ)	Bank Class	State/ Federal Charter	Offices (Outside Market)	Deposits $000 (Outside Market)	Offices (Inside Market)	Deposits $000 (Inside Market)	Market Share
First National Bank of Omaha	NE	N	Federal	95	9,949,787	10	1,171,890	20.75%
Wells Fargo Bank, NA	SD	N	Federal	6,285	923,194,318	8	967,682	17.13%
The Home State Bank	CO	NM	State	2	18,269	9	588,961	10.43%
JPMorgan Chase Bank, NA	OH	N	Federal	5682	916,080,400	12	462,600	8.19%
FirstBank	CO	SM	State	114	11,276,002	5	442,034	7.83%
U.S. Bank, NA	OH	N	Federal	3,131	235,104,009	9	235,654	4.17%
Verus Bank of Commerce	CO	SM	State	0	0	2	222,249	3.93%
Bank of Colorado	CO	NM	State	33	1,814,800	5	201,414	3.57%
Guaranty Bank and Trust Co.	CO	SM	State	22	1,278,010	6	176,148	3.12%
Great Western Bank	SD	NM	State	179	6,770,615	3	145,638	2.58%
Advantage Bank	CO	NM	State	1	108,192	2	143,515	2.54%
KeyBank, NA	OH	N	Federal	1,062	67,168,809	5	129,568	2.29%
Bank of the West	CA	NM	State	623	45,788,616	3	108,190	1.92%
Bank of Estes Park	CO	NM	State	1	6,841	2	92,869	1.64%
Farmers Bank	CO	SM	State	1	114,117	1	84,668	1.50%
NBH Bank, NA	MO	N	Federal	130	3,937,274	4	75,317	1.33%
First Western Trust Bank	CO	NM	State	7	420,845	1	66,497	1.18%
Valley Bank and Trust Co.	NE	NM	State	8	219,581	3	66,039	1.17%
Compass Bank	AL	SM	State	690	52,243,266	3	55,228	0.98%
Mile High Banks	CO	NM	State	12	626,386	1	46,302	0.82%
Adams Bank & Trust	NE	SM	State	14	424,918	2	42,617	0.75%
Colorado Community Bank	CO	SM	State	15	361,536	1	42,553	0.75%
Cache Bank and Trust	CO	NM	State	2	128,069	2	25,665	0.45%
Capital West Bank	WY	SM	State	2	122,824	1	18,645	0.33%
First-Citizens Bank & Trust Co.	NC	NM	State	403	18,017,741	1	16,692	0.30%
Points West Community Bank	CO	NM	State	6	164,686	1	9,870	0.17%
Academy Bank, NA	CO	N	Federal	51	222,748	3	7,114	0.13%
Equitable Savings and Loan Association	CO	SL	State	9	139,661	1	2,894	0.05%
Totals				**18,580**	**2,295,702,320**	**106**	**5,648,503**	**100.00%**

* Deposit Market Share data as of June 30, 2013.

Source: Federal Deposit Insurance Corp.

Weld Deposits

Institution Name	State (HQ)	Bank Class	State/ Federal Charter	Offices (Outside Market)	Deposits $000 (Outside Market)	Offices (Inside Market)	Deposits $000 (Inside Market)	Market Share
Wells Fargo Bank, NA	SD	N	Federal	6,286	923,659,625	7	502,375	16.35%
Bank of Colorado	CO	NM	State	33	1,531,620	5	484,594	15.77%
First National Bank of Omaha	NE	N	Federal	98	10,781,571	7	340,106	11.07%
JPMorgan Chase Bank, NA	OH	N	Federal	5689	916,345,213	5	197,787	6.44%
Colorado East Bank & Trust	CO	NM	State	13	503,681	5	186,932	6.08%
NBH Bank, NA	MO	N	Federal	129	3,830,693	5	181,898	5.92%
FirstBank	CO	SM	State	114	11,536,381	5	181,655	5.91%
Cache Bank and Trust	CO	NM	State	3	33,012	1	120,712	3.93%
Farmers Bank	CO	SM	State	1	84,668	1	114,117	3.71%
Colorado Community Bank	CO	SM	State	11	292,981	5	111,108	3.62%
Advantage Bank	CO	NM	State	2	143,515	1	108,192	3.52%
Guaranty Bank and Trust Company	CO	SM	State	24	1,350,569	4	103,589	3.37%
U.S. Bank, NA	OH	N	Federal	3,134	235,259,604	6	80,059	2.61%
First FarmBank	CO	NM	State	1	6,343	1	73,890	2.40%
Points West Community Bank	CO	NM	State	3	114,695	4	59,861	1.95%
Bank of the West	CA	NM	State	625	45,850,596	1	46,210	1.50%
Compass Bank	AL	SM	State	692	52,253,816	1	44,678	1.45%
Valley Bank & Trust	CO	NM	State	8	199,806	2	43,096	1.40%
FMS Bank	CO	NM	State	1	85,829	1	27,721	0.90%
Great Western Bank	SD	NM	State	181	6,894,191	1	22,062	0.72%
Summit Bank & Trust	CO	NM	State	2	86,616	1	16,275	0.53%
Adams Bank & Trust	NE	SM	State	15	452,705	1	14,830	0.48%
Wray State Bank	CO	NM	State	1	82,624	1	5,735	0.19%
Academy Bank, NA	CO	N	Federal	52	224,159	2	5,703	0.19%
Totals				**17,118**	**2,211,604,513**	**73**	**3,073,185**	**100.00%**

* Deposit Market Share data as of June 30, 2013.

Source: Federal Deposit Insurance Corp.

Real Estate

The residential real estate markets in the Boulder Valley and Northern Colorado continue to rebound from the recession, but a few submarkets are encountering low inventories that have led to bidding wars among buyers.

And commercially, the markets are experiencing a similar, but not as sharp, decline in available office space in most areas in the region, with a noticeable premium on industrial space in Weld County because of oil and gas companies ramping up operations there, and office and retail space in downtown Boulder.

"Rental rates are spiking because supply is so low," said Chris Jensen, president and broker of Vista Commercial Advisors Inc., referring to office and retail space in downtown Boulder. He said companies were able to realize savings during the downturn of several years ago, but now the demand is greater as companies grow and look for more space and others are moving into the area.

But developers have taken notice. Builders of single-family homes and developers of apartment complexes have thousands of units either in the planning or construction stages throughout the region, which should, over time, alleviate the inventory problem.

The building spree has created a healthy environment for architects and construction companies. Planning departments throughout the region are poring over applications for single-family home projects, large and small, as well as multi-family housing, office space and industrial buildings.

On the residential front midway through 2014, home prices in various submarkets vary.


Courtesy Markel Homes/Ed Houston

In the city of Boulder inventories are at an uncomfortable low for Realtors and apartment rates are climbing and squeezing renters' budgets, swinging the pendulum toward sellers and landlords.

In the Fort Collins area, mid-year statistics show the opposite, with the number of homes sold up 3.3 percent in June compared with a year ago, the number of days on the market up and median sales prices down to $271,500, according to the Fort Collins Board of Realtors.

Of the major cities in the region, the highest median sales price is in Boulder that for the past several months has been in the $700,000-plus neighborhood, according to Information Real Estate Services, a multiple-listing service based in Loveland.

During June, median sales prices for homes in Longmont came in at $275,000, Loveland/Berthoud area at $272,000 and Greeley/Evans at $195,000.

In the commercial retail sector, malls in Fort Collins, Longmont and Greeley are undergoing multimillion-dollar changes in search of new identities in hopes of competing with online retailers and attracting a new generation of shoppers.

The Foothills Mall in Fort Collins is undergoing an extensive remodel and adding a housing component on the property. The Twins Peak Mall in Longmont is being demolished and will be replaced with an outdoor retail area called the Village at the Peaks, and the Greeley Mall, built in 1973, is undergoing remodeling and renovations.

BY DOUG STORUM
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Home Sales by County

Year to date, January - May

2013 Units Sold and 2014 Units Sold	2013	Median Price	2014	Median Price	Sales	Price
Boulder	2,029	$331,069	1,827	$346,500	-10.0%	4.7%
Broomfield	453	$276,000	438	$314,500	-3.3%	13.9%
Larimer	2,585	$234,525	2,418	$250,000	-6.5%	6.6%
Weld	1,935	$199,500	2,135	$220,875	10.3%	10.7%
Total Area	**7,002**	**$244,000**	**6,818**	**$256,500**	**-2.6%**	**5.1%**

Source: Fort Collins Relocation

Total Housing Units 2012

	Housing units	Homeownership rate 2008-2012	Housing units in multi-unit structures 2008-2012	Median value owner-occupied units 2008-2012	Households 2008-2012	Persons per household 2008-2012	Per capital money income in past 12 months 2008-2012	Median household income 2008-2012	Median gross rent 2012
Boulder	129,247	63.3%	29.1%	$354,300	120,061	2.39	$38,283	$67,403	$1,108
Broomfield	25,007	70.2%	23.5%	$274,900	21,375	2.61	$37,964	$80,483	NA
Larimer	136,068	66.2%	21.5%	$245,200	120,592	2.42	$30,684	$57,927	$966
Weld	98,227	70.5%	16.2%	$192,100	89,553	2.76	$25,341	$56,589	$895
Colorado	**2,247,238**	**65.9%**	**25.8%**	**$236,800**	**1,962,753**	**2.51**	**$31,039**	**$58,244**	**$934**

Source: U.S. Census Bureau, State & County QuickFacts; Colorado Division of Housing 2012

Residential Building Permits 2013

County	Total units	1-family units	2-family units	3- and 4-family units	5-family units and more	Total construction cost
Boulder	1,391	447	50	27	867	$240,524,817
Broomfield	896	338	18	0	540	$162,176,990
Larimer	2,377	1,489	18	30	840	$472,927,218
Weld	1,716	1,407	4	23	282	$347,883,821

Source: U.S. Census Bureau 2013

Figures are for units reported, not estimations.

Office buildings June 2014

Market	Vacancy rate/ 5-year average	12-month absorption (square feet)	12-month absorption 5-year average	NNN rent per square foot/ 5-year average	Sales price per square foot/ 5-year average
Boulder/Louisville/ Lafayette/Superior	5.9%/9.1%	213,483	168,803	$22.74/$20.76	$215/$155
Fort Collins	4.8%/8.7%	192,926/118,330		$20.15/$19.08	$162/$137
Greeley/Evans/Windsor	5.6%/7.9%	89,847	68,422	$15.63/$15.83	$125/$131
Longmont/Frederick/ Firestone/Dacono	8.2%/10.2%	-13,720	20,308	$17.18/$17.27	$91/$116
Loveland/Johnstown	8.1%/11.6%	41,486	53,969	$20.18/$20.35	$281/$194

NNN = triple net

Source: Sperry Van Ness/The Group Commercial, LLC

Industrial/flex buildings June 2014

Market	Vacancy rate/ 5-year average	12-month absorption (square feet)	12-month absorption 5-year average	NNN rent per square foot/ 5-year average	Sales price per square foot/ 5-year average
Boulder/Louisville/ Lafayette/Superior	8.2%/11.3%	438,301	150,558	$8.91/$8.25	$104/$78
Fort Collins	3.5%/4.8%	57,081	53,492	$7.03/$6.87	$61/$55
Greeley/Evans/Windsor	7.5%/13.2%	741,891	-144,279	$6.63/$6.10	$33/$38
Longmont/Frederick/ Firestone/Dacono	10.8%/12.5%	273,663	109,042	$7.78/$7.32	$41/$52
Loveland/Johnstown	11.8%/14.3%	89,654	82,058	$7.46/$7.10	$90/$44

NNN = triple net

Source: Sperry Van Ness/The Group Commercial, LLC

Retail buildings June 2014

Market	Vacancy rate/ 5-year average	12-month absorption (square feet)	12-month absorption 5-year average	NNN rent per square foot/ 5-year average	Sales price per square foot/ 5-year average
Boulder/Louisville/ Lafayette/Superior	5.4%/7.6%	47,033	42,912	$19.98/$17.81	$156/$148
Fort Collins	6.3%/7.8%	-44,055	70,199	$14.18/$12.71	$127/$145
Greeley/Evans/Windsor	6.0%/9.1%	133,762	93,539	$9.79/$9.96	$95/$72
Longmont/Frederick/ Firestone/Dacono	6.8%/7.3%	70,701	89,984	$14.59/$15.58	$154/$138
Loveland/Johnstown	4.1%/5.5%	28,788	37,040	$16.27/$14.73	$174/$140

NNN = triple net

Source: Sperry Van Ness/The Group Commercial, LLC

State Sales Tax Collected, Fiscal Year 2013

County	Selected City	Gross Sales	Retail Sales	Taxable Sales	Net Sales Tax
Boulder		**$13,175,338,338**	**$9,746,290,763**	**$4,338,289,147**	**$123,628,892**
	Boulder	$6,553,047,839	$4,486,082,587	$2,142,897,752	$61,048,263
	Erie	$242,247,048	$113,514,406	$31,216,209	$885,813
	Lafayette	$796,367,660	$688,960,990	$259,131,344	$7,364,392
	Longmont	$2,875,448,245	$2,384,695,604	$1,007,007,292	$28,682,803
	Louisville	$1,077,121,319	$730,337,111	$366,777,694	$10,504,154
	Lyons	$41,620,691	$37,837,044	$16,233,683	$464,605
	Nederland	$40,442,384	$34,849,128	$21,953,514	$625,301
	Niwot	$48,819,985	$38,105,076	$15,982,835	$456,681
	Superior	$419,820,059	$385,418,972	$188,370,075	$5,345,371
	Ward	$1,540,570	$1,485,235	$284,827	$8,090
	Remainder	$1,078,862,539	$845,004,610	$288,433,921	$8,243,420
Broomfield		**$3,153,088,114**	**$1,844,640,078**	**$1,044,702,273**	**$29,863,252**
	Broomfield	$3,153,088,114	$1,844,640,078	$1,044,702,273	$29,863,252
Larimer		**$11,079,546,082**	**$8,327,560,083**	**$4,304,803,992**	**$122,597,268**
	Berthoud	$110,131,270	$77,487,974	$32,633,487	$932,577
	Estes Park	$288,286,912	$278,972,726	$187,616,388	$5,345,986
	Ft. Collins	$5,473,784,232	$4,104,712,079	$2,257,146,694	$64,257,951
	Johnstown	$99,940,735	$95,121,389	$47,480,217	$1,352,050
	Loveland	$3,274,245,811	$2,537,633,825	$1,237,000,108	$35,228,748
	Timnath	$105,434,180	$104,730,617	$51,709,239	$1,476,130
	Wellington	$65,191,730	$61,559,776	$23,884,634	$680,172
	Windsor	$81,355,696	$59,342,897	$25,021,027	$712,896
	Remainder	$1,581,175,515	$1,007,998,799	$442,312,198	$12,610,757
Weld		**$12,104,981,342**	**$8,708,299,058**	**$3,944,046,649**	**$112,357,479**
	Ault	$111,830,770	$60,854,507	$10,004,692	$285,492
	Brighton	$72,460,599	$60,681,840	$17,829,210	$508,598
	Dacono	$113,228,732	$106,555,259	$53,841,095	$1,541,017
	Eaton	$175,106,403	$152,424,727	$28,822,466	$840,119
	Erie	$109,970,511	$77,670,980	$34,681,131	$984,597
	Evans	$535,693,449	$489,976,310	$333,092,854	$9,458,275
	Firestone	$315,210,443	$271,495,129	$119,189,701	$3,389,248
	Frederick	$579,728,051	$483,726,855	$194,738,223	$5,538,125
	Ft Lupton	$320,816,159	$217,618,925	$89,584,903	$2,542,071
	Garden City	$48,797,546	$35,354,537	$26,543,428	$752,911
	Gilcrest	$15,661,376	$7,167,952	$1,885,683	$62,083
	Greeley	$4,326,076,853	$3,417,517,191	$1,318,124,174	$37,570,321
	Hudson	$85,131,782	$77,525,154	$14,468,526	$411,041
	Johnstown	$236,467,431	$188,362,220	$49,013,947	$1,396,917
	Keenesburg	$13,035,934	$12,720,531	$5,286,640	$150,454
	Kersey	$54,154,069	$52,030,451	$31,304,274	$888,597
	La Salle	$58,668,175	$54,067,267	$18,023,781	$511,521
	Lochbuie	$16,520,179	$15,997,692	$6,824,704	$193,629
	Mead	$218,980,677	$104,232,698	$46,136,100	$1,308,888
	Milliken	$53,143,114	$44,047,884	$12,785,266	$363,156
	Northglenn	$2,492,741	$1,437,619	$697,150	$19,771
	Nunn	$1,647,168	$1,621,991	$689,900	$20,340
	Pierce	$9,863,425	$8,612,318	$3,511,024	$100,063
	Platteville	$167,203,578	$84,261,944	$24,255,219	$689,992
	Severance	$13,331,950	$13,078,494	$5,736,035	$163,391
	Windsor	$494,640,148	$337,134,560	$136,407,379	$3,911,427
	Remainder	$3,955,120,081	$2,332,124,025	$1,360,569,147	$38,755,434

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

Hospitality

The hospitality and tourism industries in Colorado have long been an economic driver, but the last few years have been a roller coaster ride for Northern Colorado and the Boulder Valley.

An August 2013 bike race attracting cyclists from all over the world was sandwiched between a fire in 2012 and a flood in September 2013, casting uncertainty over 2014 for tourist outposts in the region, especially Estes Park, which draws most of its business from tourists who come to see the sites at Rocky Mountain National Park.

In the midst of contending with slow traffic due to severely damaged main roads leading to the town, Estes Park was dealt another blow when a two-week federal government shutdown in October 2013 closed Rocky Mountain National Park.

But with the help of grant money, donations, low-cost Small Business Administration loans and assistance from the Federal Emergency Management Agency, as well as the reconstruction of Highways 34 and 36, Estes Park businesses were ready for the wave of tourists that come every summer when the weather warmed up.

Other parts of the region that were also impacted by the flood bounced back in time for tourism season, and Boulder will again welcome the country's biggest bicycle race, the USA Pro Challenge, in August.

The race is broadcast by NBC Sports and in 2013 garnered 23 hours of airtime, showing Colorado's famous scenery to millions of potential tourists. The race will roll through Boulder on its seventh and final day, just before ending in Denver.

Though Larimer County had a good experience hosting a leg of the Pro Challenge in 2013, officials in Fort Collins, Loveland and Estes Park, who championed the effort to bring the race in 2013, decided to sit out 2014 and allow the area time to heal from the flooding.

Rumors continue to swirl around the potential construction of a downtown hotel and conference center in Fort Collins, especially after would-be hotel builder Bohemian Cos. hired a contractor and purchased some property adjacent to its existing property in Old Town, where many think is ripe for a new hotel.

Jonathan Castner/For BizWest

Lauren Salazar, with New Belgium Brewing in Fort Collins, is leading a new class of young female brewmasters. It's an uphill climb, though, with women comprising just 29 percent of craft brewery employees nationwide.

BY MOLLY ARMBRISTER
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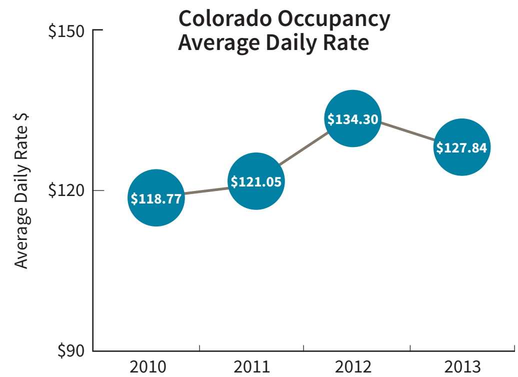
Hospitality and Tourism: Lodging Occupancy and Room Rates

City	Occupancy Rate 2013	Average Daily Rate 2013	Occupancy Rate 2012	Average Daily Rate 2012
Boulder	69.9%	$128.74	68.5%	$124.42
Denver	70.8%	$115.09	68.0%	$111.78
Estes Park	47.8%	$155.95	52.5%	$151.24
Fort Collins	62.2%	$100.96	61.7%	$92.67
Greeley	80.1%	$97.23	75.0%	$85.13
Highway 36 corridor	70.8%	$111.89	67.9%	$109.81
Loveland	75.7%	$110.85	70.2%	$106.91

Source: Rocky Mountain Lodging Report 2013



Source: Rocky Mountain Lodging Report 2013

Restaurant sales by county

	Sales Q4 2012 (000s)	Sales Q4 2013 (000s)	Percent Change
Boulder	$148,968	$157,111	5.5%
Broomfield	$28,365	$29,841	5.2%
Larimer	$141,001	$145,663	3.3%
Weld	$66,184	$72,258	9.2%
State totals	**$2,295,077**	**$2,421,211**	**5.5%**

Source: Colorado Department of Revenue, Office of Research and Analysis

Boulder County and Northern Colorado Breweries

Name	Location
Asher Brewing	Boulder
Avery	Boulder
Boulder Beer	Boulder
BRU Handbuild Ales	Boulder
Crystal Springs Brewing Co.	Boulder
Fate Brewing Co.	Boulder
Mountain Sun	Boulder
Sanitas Brewing Co.	Boulder
Shamrock Brewing	Boulder
Southern Sun	Boulder
Twisted Pine	Boulder
Upslope	Boulder
Walnut Brewery	Boulder
Wild Woods Brewery	Boulder
Big Choice	Broomfield
CB&Pots	Broomfield
Gordon Giersch	Broomfield
Wonderland Brewing Co.	Broomfield
City Star Brewing	Berthoud
Old Mine Brewing	Erie
Anheuser-Busch Inc.	Ft. Collins
Black Bottle Brewery	Ft. Collins
CB&Pots Collindale	Ft. Collins
CB&Pots Ft. Collins	Ft. Collins
Coopersmiths	Ft. Collins
Equinox Brewing	Ft. Collins
Funkwerks	Ft. Collins
Horse & Dragon Brewing Co.	Ft. Collins
New Belgium	Ft. Collins
Odell Brewing Company	Ft. Collins
Pateros Creek Brewing Company	Ft. Collins
Echo Brewing	Frederick
Wiley Roots Brewing Co.	Greeley
300 Suns Brewing	Longmont
Left Hand Brewing Co.	Longmont
Oskar Blues	Longmont
Pumphouse Brewing	Longmont
Front Range Brewing Co.	Lafayette
Odd 13 Brewing Inc.	Lafayette
The Post Brewing Co.	Lafayette
Gravity Brewing	Louisville
Twelve Degree Brewing	Louisville
Crop Hop Brewing	Loveland
Grimm Brothers	Loveland
Loveland Ale Works	Loveland
Rock Bottom Loveland	Loveland
Oskar Blues	Lyons
Very Nice Brewing	Nederland
Wild Mountain	Nederland
Bootstrap Brewing	Niwot

Source: Colorado Brewers Guild, Brewers Association

Festivals

A sampling of Boulder County and Northern Colorado fairs and festivals.

Boulder

Festival	Month	Description
Boulder Creek Festival	May	Three days of events, activities, food and entertainment.
Boulder Craft Beer Festival	August	Taste beers from Boulder County's best craft breweries.
Open Arts Fest	July	Artists from around the country converge in Boulder for a visual arts festival.
Boulder County Fair	August	The fair is host to a livestock show, Pro rodeo, Mexican rodeo, demolition derby, tractor pull and much more.
Colorado Music Festival	June-August	Boulder plays host to legendary soloists and orchestras at Chautauqua Auditorium.
Bands on the Bricks	July-August	Outdoor summer concert series that takes place on the Pearl Street Mall.
Colorado Shakespeare Festival	July-August	Experience Shakespeare in an unmatched setting on the CU-Boulder campus.

Fort Collins

Festival	Month	Description
Colorado Brewers Festival	June	The largest showcase of Colorado breweries.
Bohemian Nights at NewWestFest	August	Community festival with vendors, bands, food and a carnival.
Nelson's Old Town Car Show	September	Car show.
FORToberfest	September	Celebration of bikes, bands and beer.
Taste of Fort Collins	June	Festival highlighting local food and featuring live music.

Greeley

Festival	Month	Description
UNC/Greeley Jazz Festival	April	Jazz headliners from all over the world, plus clinic for students.
Friday Fest	May - September	Go-Cup District and concerts in downtown Greeley.
Greeley Blues Jam	June	Blues, food and drink in downtown Greeley.
Greeley Stampede	June - July	Rodeo, country music, carnival and Western art show.
Weld County Fair	July	A complete fair promoting the county's agricultural heritage.
Colorado Farm Show	January	Agricultural symposium and trade show.

Loveland

Festival	Month	Description
Loveland Loves BBQ, Bands and Brews	July	Music, beer and BBQ festival.
Loveland Sculpture Invitational	August	Outdoor sculpture exhibition.
Old Fashioned Corn Roast Festival	August	Celebration of corn with contest, parade and all things corn.
Thunder in the Rockies Bike Rally	August - September	Harley Davidson bike rally with music, vendors, food.
Taste of Fort Collins	June	Festival highlighting local food and featuring live music.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Transportation

Jonathan Castner/For BizWest

Truck traffic may be blessing in disguise.

Transportation and infrastructure improvement plans abound in Northern Colorado and the Boulder Valley.

Construction to widen the Boulder Turnpike on U.S. 36 represents perhaps the most visible project in the region. The U.S. 36 Express Lanes Project adds a toll lane in each direction between Boulder and Denver that will also be used for bus rapid transit. Vehicles carrying three or more people can use the lanes for free. The project also refurbishes the existing general-purpose lanes and adds a commuter bike lane.

Northern Colorado officials are urging the Colorado Department of Transportation to do a similar expansion on Interstate 25. As part of the North I-25 Coalition, officials from 13 governments in Northern Colorado – including Weld County and the cities of Fort Collins, Loveland, Windsor, Berthoud and Timnath – have joined to urge lawmakers and officials to find funding for an additional lane in both directions of the interstate.

The city of Fort Collins, meanwhile, is transforming the Mason Street Corridor and its aging railroad tracks into a development that combines bicycle and pedestrian trails with more urban housing. The centerpiece of it all is MAX, a bus rapid transit system.

Plans for rapid transit don't stop there. A $2.8 million study evaluating the feasibility of high-speed rail from Fort Collins to Pueblo has identified five potential routes that could carry more than 10 million passengers annually.

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 Firming Project includes plans to build the 90,000-acre-foot Chimney Hollow Reservoir southwest of Loveland for water storage. Grand County commissioners OK'd the firming project late last year, but it still awaits a decision from the U.S. Bureau of Reclamation.

Individual cities have planned their own infrastructure improvements at airports.

Fort Collins-Loveland Municipal Airport and Weld County Airport have newly repaved runways.

Fort Collins and Loveland officials, meanwhile, are examining a range of options to lure a commercial airline back to the region. The region lost its only commercial airline in October of 2012 when Allegiant Air left after nearly a decade of operations. The airline stopped its flights to Las Vegas and Phoenix, citing concerns with heavy general aviation traffic in local skies and the lack of an air traffic control tower. The withdrawal came despite a 26-percent increase in passengers from 2010 to 2011

BY STEVE LYNN
slynn@bizwestmedia.com

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

Northeast Colorado Highway Construction/Major Arteries Projects, 2014

Project	Location	Completion	Cost
I-76 Brush Reconstruction	Fort Morgan to Brush	December 2014	$37,600,000
North I-25	Denver to Wyoming	NA	NA
SH 14 over the Poudre River	Mulberry Street bridge	April 2015	$15,000,000
SH 14 Sterling Resurfacing	Between Division Ave. and CR 35	November 2014	NA
SH 93 South of Boulder	South of Boulder	Fall 2014	$4,600,000
State Highway 14 Corridor	Ted's Place to Walden	2016 to 2018	NA
US 34 East	Between Greeley and Kersey	Construction begins late 2014	NA
US 36	Lyons to Estes	September 2014	NA
US 85 Safety Improvements	Ault to Wyoming state line	Winter 2015	$20,000,000
US 287 Resurfacing	29th St. in Loveland to Mulberry Road in Fort Collins	Phase II ends August 2014. Phase III begins Spring 2015	$2,700,000

Source: Colorado Department of Transportation (CDOT)

Aviation Revenues

AIP grants to Colorado airports, 2002-2013

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

Year	No. of airports receiving funds	Amount 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
2010	76	$98.4
2011	39	$92.6
2012	37	$87.6
2013	41	$76.6

Source: Federal Aviation Administration

CDOT Fiscal Year 2014 Budget

	Funding (millions)	Percent of Funding
Maintain: Includes projects within the existing system, such as resurfacing and reconstruction of existing pavement and bridges, and maintenance activities, such as roadway and structure maintenance and snow removal.	$585.6	53.2%
"Debt service: Funds used to pay debt service on outstanding bonds or similar debt programs."	$207.1	18.8%
Pass-through funds/multi-modal grants: Includes grant funding and funds mandated to go to specific programs or projects.	$204.8	18.6%
Program Delivery/Administration: Includes costs to manage and deliver including research, planning, contracting, etc.	$63.8	5.8%
"Maximize: Includes operational upgrades and improvements like travel information, electronic signs, projects that add safety upgrades, like turn lanes, and traffic safety education programs to increase seatbelt use or reduce impaired driving."	$39.7	3.6%
TOTAL	$1,101.0	100%

Source: Colorado Department of Transportation

Major Colorado highways

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

Source: Colorado Department of Transportation (CDOT)

State highways (Northeastern Colorado)

Interstate highways	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	111.00
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	18.85
S.H. 257	S.H. 60 Millikin/ 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

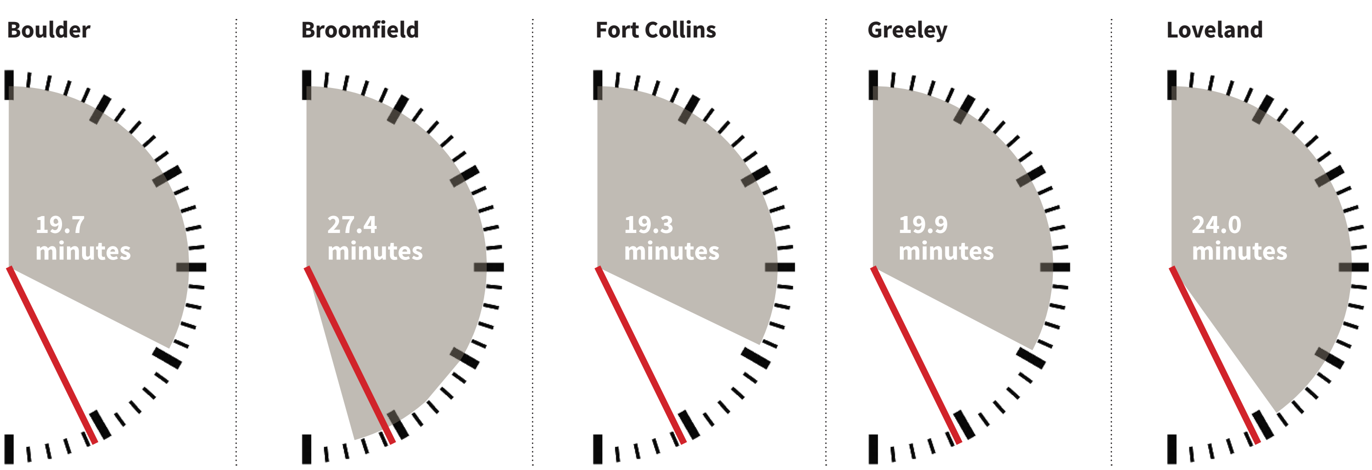
Source: Colorado Department of Transportation (CDOT)

U.S. highways

Interstate 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	259.53
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

Source: Colorado Department of Transportation (CDOT)

Average Commute Time



Source: ZIP Atlas

Enplanements at Colorado Airports, 2011-2012

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	2012 enplanements	2011 enplanements	% change
5	Denver International	Denver	25,799,841	25,667,499	0.52%
95	City of Colorado Springs Municipal	Colorado Springs	836,998	828,516	1.02%
174	Grand Junction Regional	Grand Junction	217,369	217,988	-0.28%
177	Aspen-Pitkin County/Sardy Field	Aspen	214,892	221,256	-2.88%
187	Durango-La Plata County	Durango	186,567	175,649	6.22%
194	Eagle County Regional	Eagle	167,914	189,276	-11.29%
223	Yampa Valley	Hayden	99,969	106,534	-6.16%
241	Montrose Regional	Montrose	75,296	87,228	-13.68%
298	Fort Collins-Loveland Municipal	Fort Collins/ Loveland	34,817	44,999	-22.63%
306	Gunnison-Crested Butte Regional	Gunnison	31,181	36,516	-14.61%
418	Pueblo Memorial	Pueblo	9,812	22,470	-56.33%
437	Telluride Regional	Telluride	7,828	11,017	-28.95%
440	Cortez Municipal	Cortez	7,548	6,989	8.00%
448	San Luis Valley Regional/Bergman Field	Alamosa	6,959	7,104	-2.04%

Source: Federal Aviation Administration (FAA)

Business Resources

BOULDER AND BROOMFIELD COUNTIES

BOULDER CHAMBER
2440 Pearl St., Boulder, CO 80302
303-442-1044/303-938-8837,
frontdesk@boulderchamber.com, www.boulderchamber.com

Boulder Convention & Visitors Bureau
2440 Pearl St., Boulder, CO 80302
303-442-2911/303-938-2098,
visitor@bouldercvb.com,
www.bouldercoloradousa.com

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2440 Pearl St. Boulder, CO 80302
303-442-1044, bec@bouldereconomiccouncil.org,
www.bouldereconomiccouncil.org
Affiliated with the Boulder Chamber.

BOULDER INDEPENDENT BUSINESS ALLIANCE (BIBA)
2525 Arapahoe Ave., NoE4-121,
Boulder, CO 80302
720-565-3854, jj@boulderindependentbusiness.org, www.boulderiba.org

BOULDER INNOVATION CENTER
1155 Canyon Blvd., Suite 400, Boulder, CO 80302-5414
303-444-2111/303-444-3111, info@boulderinnovationcenter.com, www.boulderinnovationcenter.com

BOULDER SMALL BUSINESS DEVELOPMENT CENTER
sharon.king@boulderchamber.com,
www.bouldersbdc.com Affiliated with the Boulder Chamber.
Boulder office: 2440 Pearl St.
Boulder, CO 80302, 303-442-1475
Longmont office: 528 Main St.
Longmont, CO 80502, 303-442-1475

BROOMFIELD CHAMBER OF COMMERCE
2095 W. Sixth Ave., Suite 109,
Broomfield, CO 80020
303-466-1775/303-466-4481,
info@broomfieldchamber.com, www.broomfieldchamber.com

BROOMFIELD WORKFORCE CENTER
6550 W. 120th Ave., No. A1,
Broomfield, CO 80020
303-464-5855/303-465-5256,
www.ci.broomfield.co.us/hhs/Workforce_Center/index.shtml.

CITY OF BOULDER ECONOMIC VITALITY PROGRAM
P.O. Box 791, Boulder, CO 80306
303-441-3287,
hansonl@bouldercolorado.gov,
www.bouldercolorado.gov
Offers programs in business retention, expansion, incentives, development and redevelopment, as well as industry cluster initiatives.

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385 Kimbark St., Longmont, CO 80501
303-651-8330/303-651-8696,
economic.vitality@ci.longmont.co.us,www.ci.longmont.co.us.

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749 Main St., Louisville, CO 80027
303-335-4531/303-335-4550,
aarond@louisvilleco.gov,
www.louisvilleco.gov

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1942 Broadway, Suite 301, Boulder, CO 80302
303-449-3774/303-449-1582, terri@dbi.org,
www.boulderdowntown.com

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235 Wells St., Erie, CO 80516
303-828-3440, www.eriechamber.org

ERIE ECONOMIC DEVELOPMENT COUNCIL
149 S. Briggs St., Suite 102 E, Erie, CO 80516
720-620-3912/720-542-8960, info@erieedc.org,
http://erieeed.com

INSTITUTE OF TELECOMMUNICATION SERVICES (ITS)
325 Broadway, Boulder, CO 80305-3337
303-497-5216, info@its.bldrdoc.gov,
www.its.bldrdoc.gov ITS is the National Telecommunications and Information Administration's (NTIA) research and engineering laboratory. NTIA is an agency of the U.S. Department of Commerce.

INTERNATIONAL RESEARCH CENTER FOR ENERGY AND ECONOMIC DEVELOPMENT (ICEED)
850 Willowbrook Road, Boulder, CO 80302
303-442-4014/303-442-5042, info@iceed.org, www.iceed.org, ICEED is a nonprofit organization that provides information and research on global energy issues.

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info@lafayettecolorado.com, www.lafayettecolorado.com

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353 Main St., Longmont, CO 80501
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info@latinochamberbc.org
www.labinochamberbc.org

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528 Main St., Longmont, CO 80501
303-776-5295/303-776-5657,
kharding@longmontchamber.org,
www.longmontchamber.org

LONGMONT AREA ECONOMIC COUNCIL
528 Main St., Longmont, CO 80501
303-651-0128, www.longmont.org

LONGMONT DOWNTOWN DEVELOPMENT AUTHORITY
303-651-8484
www.ci.longmont.co.us/boards/directory/downtown.htm

LOUISVILLE CHAMBER OF COMMERCE
901 Main St., Louisville, CO 80027
303-666-5747/303-666-4285,
info@louisvillechamber.com, www.louisvillechamber.com

NATIONAL ECOLOGICAL OBSERVATORY NETWORK (NEON)
1685 St., Suite 100, Boulder, CO 80301
720-746-4844/720-746-4870 (Fax No. 1), www.neoninc.org
NEON is a National Science Foundation project to observe ecological change, and enable forecasting of the impacts of that change.

NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST)
325 Broadway, Boulder, CO 80305-3337
303-497-3000, do-webmaster@nist.gov, www.boulder.nist.gov, NIST is an agency of the U.S. Department of Commerce.

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA) EARTH SYSTEM RESEARCH LABORATORY
325 Broadway, Boulder, CO 80305-3337
303-497-6643, Donald.R.Mock@noaa.gov,
www.boulder.noaa.gov
The Earth System Research Lab is part of the commerce department.

NEDERLAND AREA CHAMBER OF COMMERCE
2 W. First St., Nederland, CO 80466
303-258-3936, katrina@nederlandchamber.org,
www.nederlandchamber.org

NORTHWEST DENVER ECONOMIC DEVELOPMENT PARTNERSHIP
Broomfield, CO
303-469-7645
mkosdrosky@broomfieldedc.com

SUPERIOR CHAMBER OF COMMERCE
122 William St., Superior, CO 80027
303-554-0789/303-499-1340, info@superiorchamber.com,
www.superiorchamber.com

TOWN OF SUPERIOR ECONOMIC DEVELOPMENT
124 E. Coal Creek Drive, Superior, CO 80027
303-499-3675/303-499-3677, www.surperiorcolorado.gov

UNIVERSITY OF COLORADO-BOULDER
Cooperative Institute for Research in Environmental Sciences (CIRES)
216 UCB (CIRES Building, Room 318), Boulder, CO 80309-0216
303-492-1143/303-492-1149, info@cires.colorado.edu, http://cires.colorado.edu. CIRES explores all aspects of the earth system, looking for ways to better understand how natural and manmade disturbances affect the planet.

Institute of Arctic and Alpine Research (INSTAAR)
Campus Box 450, Boulder, CO 80309-0450
303-492-6387/303-492-6388, instaar@colorado.edu, http://instaar.colorado.edu. INSTAAR researches high-latitude, alpine and other environments to improve awareness and understanding of environmental change.

Institute for Behavioral Genetics (IBG)
1480 30th St., Boulder, CO 80303
303-492-7362/303-492-8063, info@ibg.colorado.edu, http://ibgwww.colorado.edu.

Institute of Cognitive Science (ICS)
UCB 344 (Muenzinger Psychology Bldg., D414),
Boulder, CO 80309
303-735-3602, Donna.Caccamise@colorado.edu, http://ics.colorado.edu.

Laboratory for Atmospheric and Space Physics (LASP)
1234 Innovation Drive, Boulder, CO 80303
303-492-6412/303-492-6444, info@lasp.colorado.edu, http://lasp.colorado.edu.

National Center for Atmospheric Research (NCAR)
P.O. Box 3000, Boulder, CO 80307-3000
303-497-1000, http://ncar.ucar.edu.

Rocky Mountain Trade Adjustment
5353 Manhattan Circle, Suite 200, 303-499-8222/303-499-8298,Bahr-Torline@rmtaac.org,www.rmtaac.org, RMTAAC is a federal grant program that helps U.S. businesses adversely affected by foreign imports.

UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH (UCAR)
P.O. Box 3000, Boulder, CO 80307-3000
303-497-1000, https://www2.ucar.edu.

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 Colins, 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.

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Fort Collins, CO 80523-1375, 970-491-8448/970-491-8241, webmaster@cira.colostate.edu, www.cira.colostate.edu

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Eaton, CO 80615, 970-381-4801, info@eatonchamber.org, www.eatonchamber.org

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Erie, CO 80516, 720-620-3912/720-542-8960, info@erieedc.org, www.erieeedc.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

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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.

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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. , 6125 SKY POND, SUITE 200
Loveland, CO 80538, 970-667-0905/970-669-4680, info@ncedc.com, www.ncedc.com

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.neeccosbdc.org

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