

# economic profile & market facts



## Boulder & Broomfield counties

*Published by:*  
BOULDER COUNTY  
**BUSINESS  
REPORT**

A Special Publication of the  
Boulder County Business Report



# PHILIP STEIN

Natural Frequencies Inside

*Feel it.*



Signature Collection  
41D-CMOP-OGM

Our customers share their experiences of better sleep,  
more relaxation and overall improved well being.

Share your experience at [philipstein.com](http://philipstein.com)



**WALTERS & HOGSETT**  
FINE JEWELERS

2425 Canyon Boulevard Boulder 303-449-2626

[WALTERSANDHOGSETT.COM](http://WALTERSANDHOGSETT.COM) [BOULDERGETSENGAGED.COM](http://BOULDERGETSENGAGED.COM)

**Economic Profile**

**Overview ..... 4**

Boulder Valley mixes great outdoors with vibrant business community

**Demographics ..... 6**

The head count just keeps rising as the population ages and grows more diverse

**Key Economic Developers ..... 8**

**Boulder Valley Map... 9**

**Our cities**

**Boulder ..... 10**

**Broomfield..... 14**

**Erie..... 19**

**Lafayette ..... 17**

**Longmont ..... 12**

**Louisville..... 16**

**Superior ..... 18**

**Market Facts**

**Agriculture ..... 20**

- Cattle
- Crops
- Crops, including nursery and greenhouse crops
- Estimated market value of all machinery and equipment
- Estimated market value of land and buildings
- Farms (Boulder, Broomfield and Colorado)
- Farms by size
- Farms by value of sales
- Land in farms (acres)
- Market value of agricultural products sold

**Banking..... 22**

- Boulder deposits
- Broomfield deposits
- Top 10 Boulder Banks by Deposits
- Top 10 Broomfield Banks by Deposits
- Top banks operating in Boulder County based on inside market deposits (\$000)
- Top banks operating in Boulder County based on inside market deposits (\$000)
- Top banks operating in Broomfield County based on inside market deposits \$000
- Top banks operating in Broomfield County based on market share

**Bioscience ..... 26**

- Bioscience, nine-county metropolitan area
- Colorado counties that host the most bioscience employees/companies

**Education..... 28**

- Educational Attainment for ages 25 and over
- School Districts
- Schools

**Employment ..... 29**

- Colorado Industries
- Consumer Price Index
- Wages by Occupation 2011, Boulder-Longmont MSA
- Wages by Occupation 2011, Colorado
- Weekly Wages, Wage distribution, Q4 2011
- Weekly Wages: Colorado, Wage distribution, Q4 2011

**Energy ..... 30**

- Active oil and gas wells
- Annual production by operator, Boulder County
- Annual production by operator, Broomfield County
- Approved drilling permits, Broomfield County
- Cleantech energy companies, a sampling
- Fossil Fuel v. Cleantech Employment Stats
- Oil and Gas Drilling Activity

**Federal Laboratories... 33**

- Employment at federal laboratories
- Expenditures at federal laboratories
- Impact of federal laboratories on Boulder County

**Health Care..... 35**

- Health Professionals
- Hospitals
- Nursing Homes
- Uninsured

**Hospitality ..... 38**

- Restaurant revenue in Colorado
- Boulder Valley Brewers
- Lodging Occupancy and Room Rates
- Lodging Occupancy and Room Rates, Colorado
- Retail Sales: Boulder and Broomfield counties

**Infrastructure ..... 39**

- AIP grants to Colorado airports, 2002-2009
- Aviation fund revenues and allocations in Colorado,
- Enplanements at primary Colorado airports
- Highways/Dollars Spent on Maintenance
- Highways/Major Arteries Major Colorado highways
- Northeast Colorado Highway Construction/Major Arteries Projects
- State highways (Northeastern Colorado)
- U.S. highways

**Manufacturing..... 41**

- Boulder County
- Broomfield County
- Colorado Metro Exports Performance

**Natural/Organic Products ..... 41**

**Real Estate ..... 44**

- Apartment Vacancies/Lease Rates
- Commercial Real Estate Vacancy and Lease Rates
- Industrial/flex buildings
- Residential Building Permits
- Total Housing Units

**Taxation..... 45**

- Alcohol & fermented beverages
- Colorado tax rates
- Driver's license & ID card fees
- Enterprise Zones
- Income Tax Collections
- Income tax returns filed
- Mileage & fuel tax
- Property Tax 2011 Boulder & Broomfield Counties

**Technology ..... 47**

**Business Resources.... 48**



# Economic profile & market facts | 2012

## Publisher's Notebook

### Boulder Valley's startup culture drives relocations, expansions

What a place. What other areas of the country can boast not only the level of entrepreneurship that we enjoy in the Boulder Valley, but also the diversity of industries that makes this such a powerful place to do business?

The answer, of course, is not many. Boulder, as well as the surrounding communities of Broomfield, Erie, Lafayette, Longmont, Louisville, etc., ranks as one of the most entrepreneurial regions in the country, noted by national publications such as the New York Times. Scarcely a week goes by without one of our communities showing up on some national ranking of excellence.

It's difficult to define what created the Boulder Valley's remarkable startup culture, but it's apparent in a rich mix of sectors, including Internet, software, data storage, aerospace, outdoors, natural and organic, etc. And it's apparent in the research capabilities at the University of Colorado, the National Center for Atmospheric Research, the National Institute of Standards and Tech-

nology, the National Oceanic and Atmospheric Administration, the ... OK, you get the picture, or at least, you will, with this publication.

This Economic Profile & Market Facts Book, published by the Boulder County Business Report, provides a snapshot of the Boulder Valley's dynamic economy, with information on specific communities and key industry sectors.



Christopher Wood  
Publisher

With this publication, we've combined some of the information from our Economic Profile magazine with the economic statistics and demographics of our Market Facts Book. The result is a powerful tool for local business leaders to better understand our market, and a resource for companies considering relocating or expanding to our region, or individuals from out of state contemplating a move.

We're very grateful to the individuals who made this publication possible, including Jerd Smith and Paula Moore, who compiled the economic statistics and demographic information; our editorial staff: Doug Storum, Beth Potter, Michael Davidson and Dallas Heltzel; production team: Dave Thompson, Brittany Rauch, Bernie Simon and Chad Collins; and sales department: Kevin Loewen, Storm Hostetter and Dave Thomas.

This magazine will be distributed not only through the Boulder County Business Report, 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 economy. If you would like more information about expansion or relocation options, please contact one of the region's fine economic-development agencies or city officials mentioned in this publication.

And if you're already here, the Economic Profile & Market Facts Book should remind you of what attracted you to the Boulder Valley in the first place.

Christopher Wood is publisher of the Boulder County Business Report. He can be reached at 303-440-4950 or via email at [cwood@bcbr.com](mailto:cwood@bcbr.com).

*Christopher Wood is publisher of the Boulder County Business Report. He can be reached at 303-440-4950 or via email at [cwood@bcbr.com](mailto:cwood@bcbr.com).*

## BOULDER COUNTY BUSINESS REPORT

**BOULDER COUNTY BUSINESS REPORT**  
3180 Sterling Circle, Suite 201,  
Boulder, Colo. 80301-2338, is published biweekly by BizWest Media LLC.

To advertise or subscribe: 303-440-4950  
Fax: 303-440-8954 Online edition: [www.BCBBR.com](http://www.BCBBR.com)  
The entire contents of this newspaper are copyrighted by BizWest Media LLC, with all rights reserved. Reproduction or use, without permission, of editorial or graphic content in any manner is prohibited.



**PUBLISHER**  
Christopher Wood..... [cwood@bcbr.com](mailto:cwood@bcbr.com)

**EDITOR**  
Doug Storum..... [dstorum@bcbr.com](mailto:dstorum@bcbr.com)

**COPY EDITOR**  
Dallas Heltzell..... [dheltzell@bcbr.com](mailto:dheltzell@bcbr.com)

**WRITERS**  
Michael Davidson..... [mdavidson@bcbr.com](mailto:mdavidson@bcbr.com)  
Beth Potter..... [bpotter@bcbr.com](mailto:bpotter@bcbr.com)

**RESEARCH DIRECTOR**  
Mariah Gant..... [research@bcbr.com](mailto:research@bcbr.com)

**PRODUCTION DIRECTOR**  
Dave Thompson..... [dthompson@bcbr.com](mailto:dthompson@bcbr.com)

**SALES DIRECTOR**  
Kevin Loewen..... [kloewen@bcbr.com](mailto:kloewen@bcbr.com)

**ACCOUNT EXECUTIVES**  
Storm Hostetter..... [shostetter@bcbr.com](mailto:shostetter@bcbr.com)  
Dave Thomas..... [dthomas@bcbr.com](mailto:dthomas@bcbr.com)

**WEB DIRECTOR**  
Dennis Mohr..... [dmohr@bcbr.com](mailto:dmohr@bcbr.com)

**WEB DESIGNER**  
Denise Schwartz..... [dschwartz@bcbr.com](mailto:dschwartz@bcbr.com)

**GRAPHIC DESIGNER**  
Brittany Rauch..... [brauch@bcbr.com](mailto:brauch@bcbr.com)

**MARKETING MANAGER**  
De Dahlgren..... [ddahlgren@bcbr.com](mailto:ddahlgren@bcbr.com)

**OFFICE MANAGER**  
Tiffany Moore..... [frontdesk@ncbr.com](mailto:frontdesk@ncbr.com)

**CIRCULATION MANAGER**  
Janet Hatfield..... [jhatfield@bcbr.com](mailto:jhatfield@bcbr.com)

**ACCOUNTANT**  
Carol Wood..... [accounting@ncbr.com](mailto:accounting@ncbr.com)

**CONTRIBUTING PHOTOGRAPHERS**  
Jonathan Castner, Michael Myers, Peter Wayne



CENTER FOR  
**ReSource**  
**CONSERVATION**  
Conservation Starts Here  
[www.ConservationCenter.org](http://www.ConservationCenter.org)

## CELEBRATING CONSERVATION

Attend the CRC's 8th annual ReWards Dinner, Celebrating 36 years of conservation. Nominate a ReWardee, Sponsor the Dinner, Purchase Tickets, Come Join the Fun! [www://conservationcenter.org/rewards/](http://www://conservationcenter.org/rewards/)



### SAVING WATER

- Water Conservation along Colorado's Front Range
- Slow-The-Flow indoor and outdoor water audits help over 2,000 customers every year with more than 1 million gallons of water saved annually
  - Since 2004, 100 million gallons of water saved, over 10,000 audits, and partner-ships with over 20 water utilities
  - Water-wise landscaping seminars for area residents every year
  - Garden-In-A-Box provides pre-planned, low-water, native-plant gardens



### RE-USING MATERIALS

- ReSource Yards in Boulder and Fort Collins
- Divert over 1,500 tons per year from area landfills
  - Make low-cost, re-usable building materials available to our community
  - Provide Deconstruction services
  - Operate the WoodWorks shop, building home and garden furnishings from re-used lumber
  - Tool Library shares tools and builds community, serving 1300 members, with over 3,000 tools
  - Tool School classes reach over 500 students per year



### CONSERVING ENERGY

- ReNew Our Schools and the Denver Energy Challenge
- Saved 380,403 kilowatt-hours, equivalent to the annual electricity use of 50 homes
  - Provided energy advising services to 187 homes
  - Engaged 12 schools and over 12,000 students with renewable energy and energy conservation
  - Placed 10 kW solar arrays and e-



Let CRC help expand your business's reach into the Environmental, Green Communities!

Contact Jennifer Shriver to learn more about our Business and Community Partner programs.  
[jshriver@conservationcenter.org](mailto:jshriver@conservationcenter.org)  
303-999-3820 x 215

**OPEN DURING CONSTRUCTION 7 DAYS A WEEK • 6400 ARAPAHOE, BOULDER**

## Elevate Your BUSINESS

Boulder is the ideal location for innovative minds and fast-growing companies.



Boulder offers the perfect balance of work, play and relaxation.

The city is home to a wide range of companies, from start-ups to Fortune 300, in diverse industries including aerospace, bioscience, clean tech, IT, natural and organic products, and outdoor recreation. Boulder's collaborative business community, along with its world class research university, major federal labs, visionary entrepreneurs, and the nation's most educated population, create an ideal climate for growth.

Add in a healthy lifestyle, excellent schools, and an impressive variety of dining, shopping, and entertainment options and you see why businesses here find it easy to attract and keep top talent.

Learn more at [BoulderEconomicCouncil.org](http://BoulderEconomicCouncil.org) or contact Clif Harald at 303.786.7567.





**BUFFALO SECURITY**  
A DIVISION OF BUFFALO LOCK & KEY

**Boulder's Oldest and Most Reliable Locksmith.**  
**Family Owned and Operated for 37 years.**

**High Security Locks**  
**Access Control**



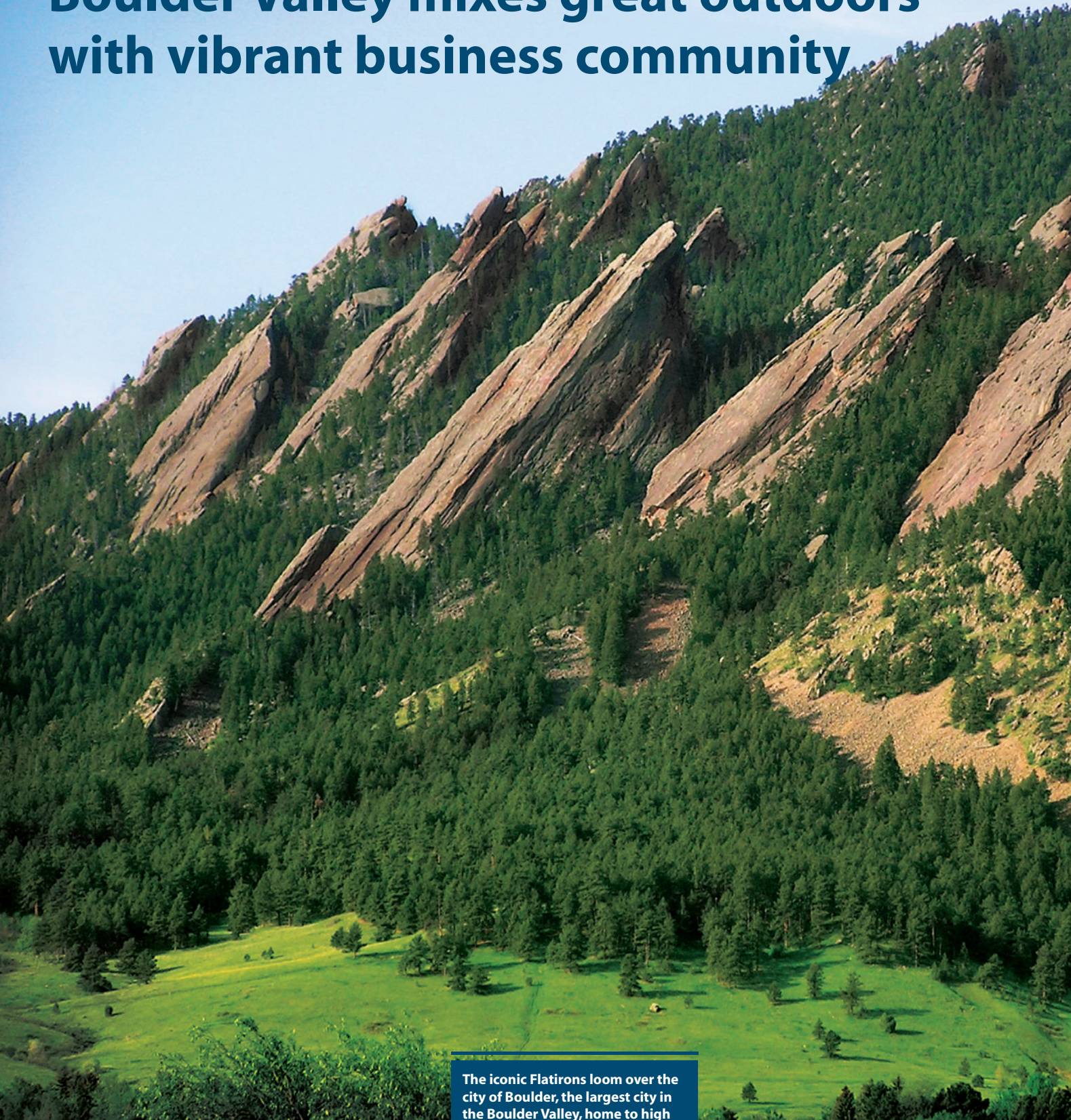
**Safes**  
**Video Surveillance**



We are the Boulder Valley's only Medeco Security Center.

**303.494.0707**  
**BUFFALO LOCK & KEY INC.**  
**2510 BASELINE RD. | BOULDER, CO**  
**[www.BuffaloLockandKey.com](http://www.BuffaloLockandKey.com)**

# Boulder Valley mixes great outdoors with vibrant business community



The iconic Flatirons loom over the city of Boulder, the largest city in the Boulder Valley, home to high tech, sports and outdoors, and natural and organic companies.



DOUG STORUM

The Boulder Valley is home to a variety of businesses and nonprofits nestled at the foothills of the Rocky Mountains, where members of a talented and educated workforce choose to live, work and play.

Its main towns and cities of Boulder, Broomfield, Longmont, Louisville, Superior, Lafayette and Erie are frequently touted among the best places to live in the United States.

With a mix of rural and urban areas, the Boulder Valley is unique to its metropolitan big brother, Denver, 25 miles to the southeast. The air is clearer up here, and the mountains can be just a walk away. Also, because of our location and access to the Northwest Parkway, the 30- to 40-minute drive to Denver International Airport can be shorter than from some parts in Denver.

U.S. Highway 36 is the main thoroughfare through the area. It connects the Boulder Valley to Denver and Rocky Mountain National Park. On the eastern side of the counties, Interstate 25 provides access to Denver and Fort Collins. The Boulder Valley is serviced by Regional Transportation District bus routes, with connections to the Denver area. The future FasTracks commuter rail service is slated to offer additional transportation opportunities. The area also has four regional airports.

The Boulder Valley's private industries tend to focus toward high-tech, bio-science, energy and the outdoors. Global companies, such as IBM Corp., Seagate Technology LLC, and Amgen Inc., all have a major presence here.

Numerous local up-and-coming solar and biofuel energy companies are treading the forefront of the alternative energy industry here.

Publicly traded companies such as Level 3 Communications Inc., Digital-Globe Inc., Ball Corp., Array Biopharma Inc., and Vail Resorts call the Boulder Valley home. In total, 11 public companies traded over the New York Stock Exchange or Nasdaq market are headquartered here.

While the big companies make headlines, it's the small entrepreneurial companies that give the Boulder Valley 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/or acquired.

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. Seven banks and seven credit unions are based in the Boulder Valley. Another 22 financial intuitions have one or more branches here.

A wide variety of commercial real estate is available for companies. Office space ranges from the large modern Class A developments in Broomfield along U.S. Highway 36, to the small historic spaces in the heart of downtown Boulder. Industrial, manufacturing and flex spaces are also available in every city.

All of the Boulder Valley's main cities 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.

The Boulder Valley's public education sector is boosted by the University of Colorado-Boulder. It is the largest university in the state and supports an effective technology-transfer program to the private sector. The Boulder Valley School District and St. Vrain Valley School District teach approximately 50,000 students in 100 schools. There also are numerous private schools and universi-

*see BOULDER VALLEY, 7*

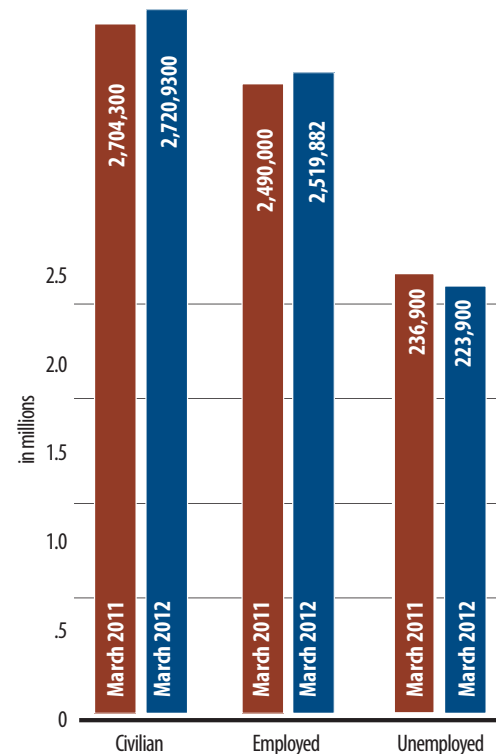
# Demographics

*Boulder Valley Demographics: The head count just keeps rising as the population ages and grows more diverse*

## 2010 Population Colorado

Age	Total number	%	Male	% Male	Female	% Female
<b>Total population</b>	5,029,196	100%	2,520,662	100%	2,508,534	100%
<b>Under 18 years</b>	1,225,609	24.4%	627,475	24.9%	598,134	23.8%
<b>18-64 years</b>	3,253,962	64.7%	1,649,333	65.4%	1,604,629	64.0%
<b>65 years and over</b>	549,625	10.9%	243,854	9.7%	305,771	12.2%

Source: U.S. Census Bureau



## Unemployment data March 2011 vs. March 2012 Colorado (Not seasonally adjusted)

Period	Civilian labor force	Employed	Unemployed Level	Rate
March 2011	2,704,300	2,490,000	236,800	8.8
March 2012	2,720,900	2,519,882	223,900	8.2

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

## Income Data for Colorado Personal income and employment summary

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

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

## Population Growth in Colorado 2000-2040

Location	July 2000	July 2005	July 2010	July 2015	July 2020	July 2025	July 2030	July 2035	July 2040
<b>Colorado</b>	4,338,789	4,658,216	5,046,990	5,499,618	6,043,504	6,567,980	7,058,020	7,520,178	7,958,167

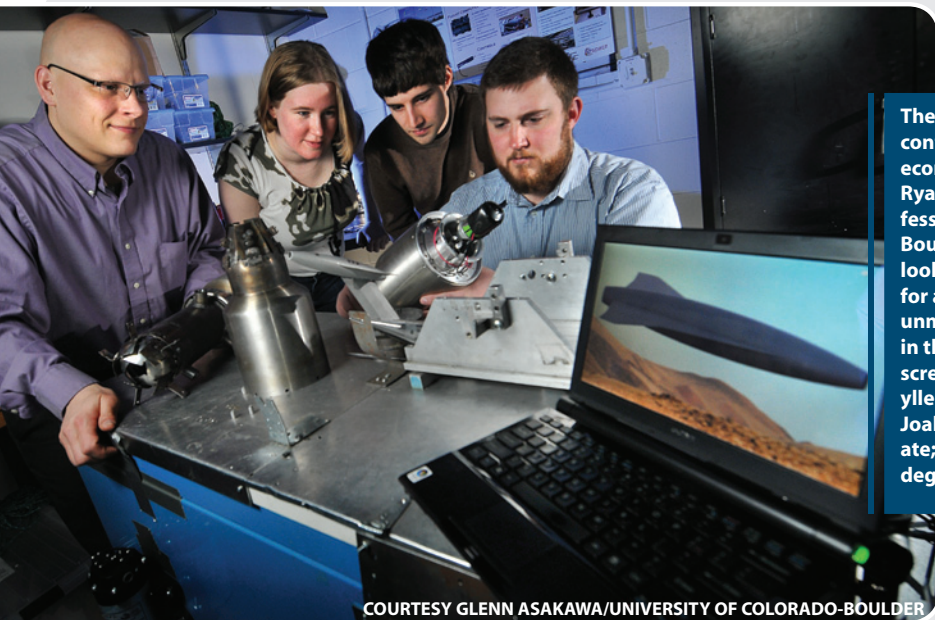
Source: U.S. Census Bureau

## 2010 Population by Race and Hispanic Origin

State	Total population	White	Black/African American	American Indian/Alaska Native	Asian/Pacific Islander alone	Some other races	Two or more races total	Hispanic origin (of any race)
<b>Colorado</b>	5,029,196	3,520,793	188,778	31,244	141,225	7,622	100,847	1,038,687

Source: Colorado Department of Local Affairs, Demography Office





COURTESY GLENN ASAKAWA/UNIVERSITY OF COLORADO-Boulder

The University of Colorado-Boulder contributes to the Boulder Valley's economy in a number of ways. Here, Ryan Starkey, left, an assistant professor at the University of Colorado-Boulder, and members of his team look over engine model nozzles for a first-of-its-kind supersonic unmanned aircraft vehicle, visible in the rendering on the computer screen. Students are, from left, Sibylle Walter, doctoral degree student; Joah Deomm, master's degree graduate; and Greg Rancourt, master's degree student.

homegrown and organic foods to create fresh and creative meals. Several restaurants are led by national award-winning chefs. And frequently, your meals 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 contributes to the tradition with more than a dozen original brewpubs and microbreweries. And if you want to keep it simple with just a drink of water,

we have some of the best – it's straight from the mountains that rise in the background.

The Boulder Valley provides a wide range of living options, including remote homes in the mountains, single-family neighborhoods in the suburbs, senior-housing communities, and mixed-use urban lofts in the city.

People love to live here, and that translates to a positive attitude at work. The Boulder Valley provides the good weather, food and active lifestyle 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 over the mountains are spectacular.

Agriculture plays a key role in the industry mix in the Boulder Valley, which is home to many family farms that strive to produce organic crops.



PETER WAYNE

from BOULDER VALLEY, 5

ties focusing on a variety of teaching methods and disciplines.

The area greatly benefits from several federally funded science laboratories such as the National Center for Atmospheric Research, the National Institute of Standards & Technology, the National Oceanic and Atmospheric Administration, the Cooperative Institute for Research in Environmental Sciences the National Telecommunications and Information Administration and the Institute of Telecommunications.

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.

The outdoors cannot be underestimated as one of the area's main attractions. The mountains and average 300 days of sunshine per year attract young, active and talented workers who are happy to live here.

Skiing and snowboarding are less than an hour away at the small resort of Eldora, west of Nederland, or it's less than a two-hour drive to major world-class resorts such as Vail and Breckenridge. And in the summer, these mountains provide the perfect trails for mountain biking and hiking.

Rocky Mountain National Park is an hour away, but locals also flock to the nearby Indian Peaks mountain range and wilderness area, which offers free access, fewer crowds and more backcountry trails.

The golf ball flies farther at this altitude, and there are more than 15 local public golf courses to challenge your game or entertain a business client. Local recreation centers and leagues provide opportunities to play tennis, soccer, lacrosse, softball, volleyball and even adult kickball.

With all those outdoor activities within easy reach, the Boulder Valley consistently boasts one of the nation's most healthy and fit populations. We're supported by four major hospitals, numerous medical centers and some of the world's top doctors, who move here for the lifestyle.

The Boulder Valley has its own established retail sector, including a mix of major malls, lifestyle centers, big-box stores and unique downtown Main Street shopping districts.

Local restaurants are plentiful, many capitalizing on

# Key economic development people in Boulder Valley



**CLIF HARALD**  
executive director  
Boulder Economic Council  
303-786-7567  
clif.harald@boulderchamber.com



**LIZ HANSON**  
business liaison  
city of Boulder  
303-441-3287  
hansonl@bouldercolorado.gov



**RALPH "BO" MARTINEZ**  
economic development director  
city and county of Broomfield  
303-464-5579  
bmartinez@broomfield.org



**STEPHANIE SALAZAR**  
president, chief executive  
Broomfield Economic Development Corp.  
303-469-7645  
stephanie@broomfieldedc.com



**RANDY KNEEBONE**  
chairman  
Erie Economic Development Council  
720-620-3912  
jody@erieedc.com



**PAULA MEHLE**  
economic development coordinator  
town of Erie  
303-926-2769  
pmehle@erieco.gov



**PHILLIP PATTERSON**  
community development director  
city of Lafayette  
303-665-5588 ext. 3330  
phillipp@cityoflafayette.com



**JOHN CODY**  
president, chief executive  
Longmont Area Economic Council  
303-651-0128  
laec@longmont.org



**BRAD POWER**  
director of economic development  
city of Longmont  
303-651-8481  
brad.power@ci.longmont.co.us



**AARON DEJONG**  
economic development director  
city of Louisville  
303-335-4531  
aarond@louisvilleco.gov



**JACQUELYN WATSON**  
economic development and community  
relations manager, town of Lyons  
303-823-6622  
jacquew@townoflyons.com



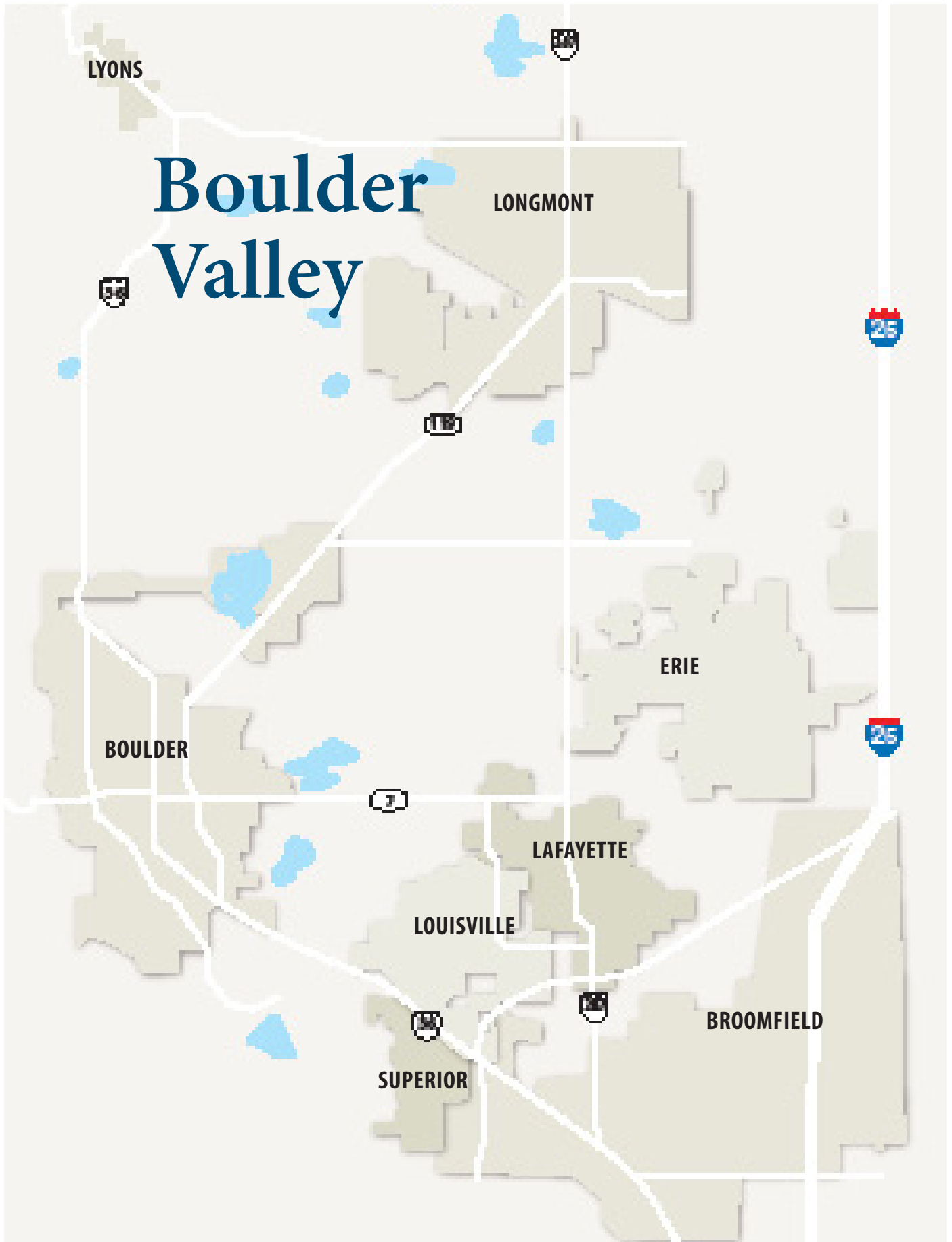
**JOHN O'BRIEN**  
chairman  
Lyons Economic Gardening Group  
303-823-5425  
legg@lyons-colorado.com



**EVA FORBERGER**  
treasurer  
town of Nederland  
303-258-3266 ext. 21  
evaf@nederlandco.org



**BETH MOYSKI**  
assistant town manager  
town of Superior  
303-499-3675  
bethm@superiorcolorado.gov



# Boulder

## Boulder offers attractive setting for mix of business, pleasure

**B**oulder offers the perfect mix: A laid-back college town with big-city business smarts.

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

Boulder's unique setting and its high percentage of residents who wear Spandex 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., Corden Pharma International 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 natural and organic businesses, among other things.

Boulder's natural attributes and support from peer companies draw many entrepreneurs to the city. Here, they start and grow new businesses, attracting a good amount of startup and venture-capital funds. 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, as well as a high quality of life.

CU-Boulder is the Rocky Mountain region's largest and most-comprehensive campus. It offers 3,400 courses, boasts four Nobel laureates and works extensively with

private businesses through its Technology Transfer Office.

Boulder's quality of life largely helps attract and keep the city's educated work force. After work, residents can frequent local shops and restaurants or head straight into the mountains for hiking in the summer and skiing in the winter.

Boulder's vibrant 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.



The iconic Flatirons provide a picturesque mountain backdrop for the city of Boulder.

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

At the edge of these urban attributes, Boulder prominently features 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.



BCBR FILE PHOTOGRAPH

## BOULDER PROFILE

**Square miles:** 25.5

**Population:** 103,606

**Households:** 43,878

**Median household income:** \$57,231

**Median home sales price:** \$567,500\*

**Median age:** 29

**School district:** Boulder Valley School District

**City, county, state sales taxes:** 8.16 percent

**Top private employer:** IBM (3,400)

**Top public employer:** University of Colorado-Boulder (6,827)

**Electricity:** Xcel Energy Inc.

*\*Boulder Area Realtor Association statistics – 6/01/2011 to 5/31/2012*

## ECONOMIC DEVELOPMENT CONTACT/INCENTIVES

Clif Harald, executive director, Boulder Economic Council  
303-786-7567, [clif.harald@boulderchamber.com](mailto:clif.harald@boulderchamber.com)

Liz Hanson, business liaison, city of Boulder  
303-441-3287, [hansonl@bouldercolorado.gov](mailto:hansonl@bouldercolorado.gov)

The city of Boulder's Economic Vitality Program supports efforts through public and private sources to help businesses grow and remain in Boulder. Incentives include flexible tax and fee rebates for primary employers, a microloan assistance program, and parks and recreation discounts for all employees in Boulder. The program provides business assistance services and business retention and outreach efforts.

Pearl Street Mall attracts shoppers to downtown Boulder.



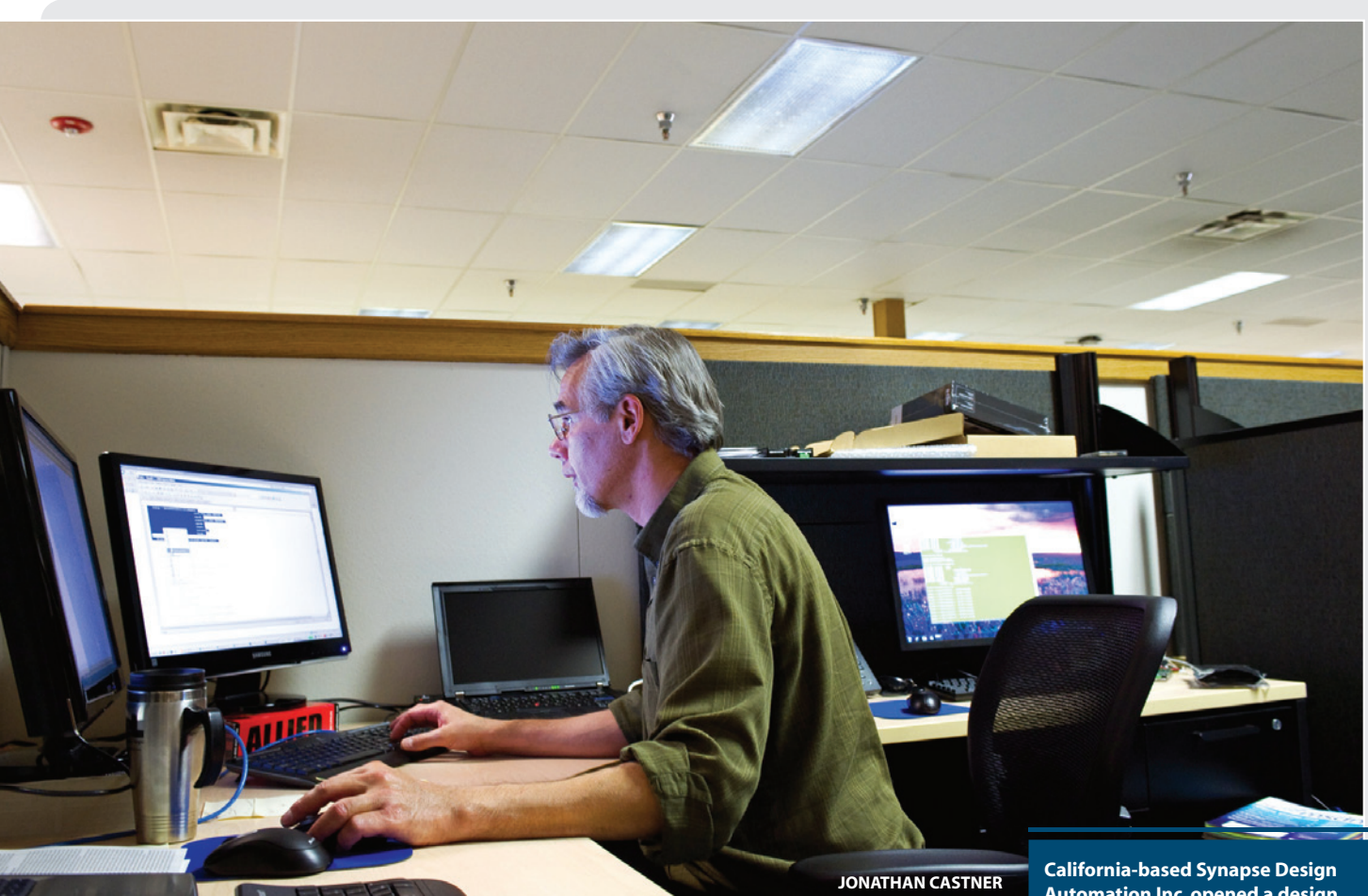
BCBR FILE PHOTOGRAPH

## ONLINE RESOURCES

- City of Boulder:  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)
- Boulder Chamber:  
[www.boulderchamber.com](http://www.boulderchamber.com)
- Boulder Economic Council:  
[www.boulderbusiness.org](http://www.boulderbusiness.org)

# Longmont

Longmont offers affordable real estate, high-tech work force



JONATHAN CASTNER

California-based Synapse Design Automation Inc. opened a design center in Longmont in 2010 to take advantage of the city's high-tech work force.

Longmont is the Boulder Valley's second-most populous city, and it offers businesses room to grow at an affordable price.

The city lies in the northeast part of the county, with 20-minute access to Boulder via the Diagonal Highway (Colorado Highway 119) and 45-minute access to Denver and Fort Collins via Interstate 25.

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 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. have significant presences 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, biotech, business services, semiconductors and food processing. Micron Technology Corp. has just opened a 43,000-square-foot facility.

Longmont has also realized a data-center concentration in recent years. American Honda Motor Corp.

## LONGMONT PROFILE

**Square miles:** 22.3

**Population:** 87,850

**Households:** 35,000

**Median household income:** \$57,060

**Median home sales price:** \$220,000

**Median age:** 34

**School districts:** St. Vrain Valley School District

**City, county, state sales taxes:** 8.025%

**Top private employer:** Longmont United Hospital (1,238)

**Top public employer:** St. Vrain Valley School District (2,238)

**Electricity:** Longmont Power & Communications

has one of its main data-storage facilities here. West Corp., Xilinx Inc., and Ongoing Operations have set up data centers and Dallas-based Broadband Utilities Inc. recently built three new 50,000-square-foot data-storage centers.

Longmont also hosts numerous other big-name national firms such as Amgen Inc., DigitalGlobe Inc., STMicroelectronics and GE Energy.

Technology companies favor Longmont for its educated work force, economic incentives, lower real estate prices and electric rates.

Longmont is 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, the soon-to-be-redeveloped Twin Peaks Mall, and big-box stores such as Walmart, Target, Best Buy, Home Depot and Lowe’s spread throughout the city.

The city has its own recreation center, cultural theater, 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, provides 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 here.

Longmont is serviced by the Regional Transportation District bus service and eventually may be served by its FasTracks commuter-rail service. FLEX buses operated by the city of Fort Collins’ TransFort system connect Longmont and RTD commuters with Berthoud, Loveland and Fort Collins.



Longmont, the Boulder Valley’s second-largest city, has several historic buildings in the downtown area along Main Street.

## ONLINE RESOURCES

- City of Longmont: [www.ci.longmont.co.us](http://www.ci.longmont.co.us)
- Longmont Area Chamber of Commerce: [www.longmontchamber.org](http://www.longmontchamber.org)
- Longmont Area Economic Council: [www.longmont.org](http://www.longmont.org)

## ECONOMIC DEVELOPMENT CONTACT/INCENTIVES

- John Cody, Longmont Area Economic Council. President, CEO  
303-651-0128 or [laec@longmont.org](mailto:laec@longmont.org)
- Brad Power, director of economic development for city of Longmont  
303-651-8481 or [brad.power@ci.longmont.co.us](mailto:brad.power@ci.longmont.co.us)

The city of Longmont 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.

# Broomfield

**Broomfield has infrastructure, amenities to handle growing businesses, population**



New buildings have been constructed in the Interlocken business park in Broomfield to meet demand for Class A office space. Here is the EOS building, built by Hines, a Houston-based real-estate investment and development company.

It might be too early to say that Broomfield is booming, but the city clearly is back in business.

New luxury apartments, new Class A office buildings and new corporate headquarters are sprouting up in Broomfield.

Broomfield is a major player in the Boulder Valley's economy. It is the third-largest city in the area and has the distinction of being its own county.

It houses some of the area's largest private-sector companies, with the majority of the region's class A office space. It has its own small arena, the 1stBank Center, and its population continues to climb with a mix of high-end and affordable living options.

Broomfield's midway location along U.S. Highway 36 allows it to easily attract a labor

## BROOMFIELD PROFILE

**Square miles:** 33.6

**Population:** 55,889

**Households:** 21,414

**Median household income:** \$75,590

**Median home sales price:** \$276,750

**Median age:** 37

**School districts:** Adams 12, Boulder Valley, Brighton, Jefferson county and Weld county school districts

**City, county, state sales taxes:** Varies by location — 8.25 percent to 8.45 percent

**Top private employer:** Oracle Corp. (2,068)

**Top public employer:** City and County of Broomfield (581)

**Electricity:** Xcel Energy and United Power



force from both Boulder and Denver. The city also stretches east to access Interstate 25, and Northwest Parkway to Denver International Airport.

During the past decade, developers have built up Broomfield's western side and along U.S. 36 into a mix of first-class office parks, hotels, apartments, shopping and entertainment.

The Interlocken Advanced Technology Environment is the area's premier office park, with a variety of real estate on 900 acres. It includes the soon-to-be completed Eos at Interlocken, a Class A building with 186,000 rentable square feet and LEED Gold pre-certification.

Originally developed in the 1980s, Interlocken hit its stride during the late-1990s tech boom. The park is home to the headquarters of Level 3 Communications Inc. (NYSE: LFLT), Vail Resorts Inc. (NYSE: MTN) and Webroot Software Inc. Oracle Corp. (Nasdaq: ORCL) and Staples Inc. (Nasdaq: SPLS) 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 along U.S. 36 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 is the latest development along U.S. 36. It 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.

The area already includes a 140-room, 5,658 square-foot boutique hotel, the Aloft Hotel, that opened mid-2009.

On the northern edge of Broomfield, along I-25, Northern Colorado-based developer McWhinney is in the process of developing its 932 acres of land within the Anthem neighborhood. The developer envisions a 20- to 40-year buildout 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 RTD bus routes and is slated to have a FasTracks commuter-rail station in the future.

With ConocoPhillips Co. constructing a 2.5-million-square-foot campus in nearby Louisville, other developments are in the works to help accommodate the growth.

## ONLINE RESOURCES

City and County of Broomfield: [www.broomfield.org](http://www.broomfield.org)

Broomfield Chamber of Commerce: [www.broomfieldchamber.com](http://www.broomfieldchamber.com)

Broomfield Economic Development Corp.: [www.broomfieldedc.com](http://www.broomfieldedc.com)

## ECONOMIC DEVELOPMENT CONTACT/INCENTIVES

Stephanie Salazar, Broomfield Economic Development Corp., president, CEO  
303-469-7645 or [stephanie@broomfieldedc.com](mailto:stephanie@broomfieldedc.com)

Bo Martinez, Director of Economic Development, City and County of Broomfield  
303-464-5579 or [bmartinez@broomfield.org](mailto:bmartinez@broomfield.org)

Broomfield evaluates economic incentives for businesses on a case-by-case basis. Incentives include use and personal property tax rebates and assistance in expediting projects through the city's and county's approval process. Officials will consider jobs, salaries and quality of developments in their decision-making process.

**Central Park Tower is another new addition to the Class A office space market in the Interlocken business park in Broomfield. It was completed in the summer of 2010.**



DOUG STORUM

# Louisville



The city of Louisville ranks high as a great place to live and to do business. The Old Town section of Louisville has a relaxing small-town atmosphere.

BCBR FILE PHOTOGRAPH

## Louisville ranks high as 'livable' city

There's no better place to live and/or raise your family in the United States than Louisville, according to several national editors.

In the last few years, Louisville has been named the No. 1 best place to live in the United States. In 2006, authors Bert Sperling and Peter Sander asserted that Louisville was the No. 1 best place to raise your family. And in 2009, Money Magazine ranked it the No. 1 place to live.

The city also is a great place to do business.

Louisville touts its location along U.S. Highway 36 with quick access to Denver, Boulder and Denver International Airport via the Northwest Parkway.

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 400-acre Colorado Technology Center is home to variety of small and large businesses and developers continue to help built-out the business park. The Centennial Valley Business Park on the west side of the city has about 80 acres left to de-

see LOUISVILLE, 19

### LOUISVILLE PROFILE

**Square miles:** 7.9

**Population:** 19,400

**Households:** 7,728

**Median household income:** \$69,945

**Median home sales price:** \$359,000

**Median age:** 37

**School district:** Boulder Valley School District

**City, county, state sales tax:** 8.25 percent

**Top private employer:** Avista Adventist Hospital (635)

**Top public employer:** city of Louisville (153)

**Electricity:** Xcel Energy

# Lafayette Lafayette keeps small-town feel while offering big-time amenities



Lafayette's Corporate Campus is a 119-acre office park located just south of Exempla Good Samaritan Medical Center.

and services related to the hospital. Another 20 acres of land farther away from 287 is set aside for office and commercial business park uses, as well as buildings that house services for seniors.

So far, the Prana 264-unit apartment complex has been built on the site, and another 240-unit complex named Prasana is coming soon. A Dairy Queen/Orange Julius restaurant is open closer to 287, and the city is building a fire station nearby.

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 114 acres open for development of industrial and flex office building space.

Just south of Exempla, 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 also has established history with its Old Town Lafayette Main Street area, featuring local shops and restaurants. Locals and visitors enjoy annual festivals that speak to the hometown nature of Lafayette, 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 of Lafayette has a major hospital, several big-name retailers and office and industrial business parks.

The city's business-friendly amenities support a great place to live — mostly single-family neighborhoods surrounded by parks and the Indian Peaks Golf Course, an 18-hole, Hale Irwin-designed public course.

The Exempla Good Samaritan Medical

Center has spurred commercial growth in the southeast portion of the city. The full-service hospital has more than 200 beds and room to grow. The first new medical building on the hospital campus opened in the first half of 2012. It features a new infusion treatment center for cancer patients.

Just to the north of Exempla, along U.S. 287, is 82 acres of undeveloped land known as the SoLa development (south of Lafayette). Two hotel sites have been approved for the 28 acres of commercial land closest to 287. Future phases of the project are expected to include a mix of retail, restaurants and medical offices

## LAFAYETTE PROFILE

- Square miles:** 9.3
- Population:** 24,453\*
- Households:** 10,306\*
- Median household income:** \$62,079\*
- Median home sales price:** \$304,000
- Median age:** 36\*
- School district:** Boulder Valley School District
- City, county, state sales taxes:** 8.25 percent
- Top private employer:** Exempla Good Samaritan Medical Center (1,310)
- Top public employer:** City of Lafayette (300)
- Electricity:** Xcel Energy

\*City of Lafayette Community Profile 2012

## ONLINE RESOURCES

- City of Lafayette: [www.cityoflafayette.com](http://www.cityoflafayette.com)
- Lafayette Chamber of Commerce: [www.lafayettecolorado.com](http://www.lafayettecolorado.com)

## ECONOMIC DEVELOPMENT CONTACT/ INCENTIVES

- Phillip Patterson, community development director
- 303-665-5588 x3330 or [phillipp@cityoflafayette.com](mailto:phillipp@cityoflafayette.com)

Lafayette officials work with representatives from companies one-on-one to discuss potential economic incentives. There is no set package of economic incentives for new or existing employers.

# Superior

## Superior plans Town Center to house mixed-use projects



A conceptual rendering shows what the Superior Town Center might look like. Plans for the 160-acre mixed-use urban area have been in the works for more than 15 years, but the town believes the time is getting near to start the project.



COURTESY TOWN OF SUPERIOR

### SUPERIOR PROFILE

- Square miles:** 4.3
- Population:** 12,483
- Households:** 4,496
- Median household income:** \$96,130
- Median home sales price:** \$361,700
- Median age:** 32.5
- School districts:** Boulder Valley School District
- City, county, state sales taxes:** 8.26 percent
- Top private employer:** Key Equipment Finance (285)
- Top public employer:** Boulder Valley School District
- Electricity:** Xcel Energy

### ONLINE RESOURCES

- Town of Superior: [www.superiorcolorado.gov](http://www.superiorcolorado.gov)
- Superior Chamber of Commerce: [www.superiorchamber.com](http://www.superiorchamber.com)

### ECONOMIC DEVELOPMENT CONTACT/INCENTIVES

Matthew G. Magley, town manager  
303-499-3675 or [mattm@superiorcolorado.gov](mailto:mattm@superiorcolorado.gov)

The town of Superior has adopted a financial incentive policy that offers financial assistance to new and existing businesses that generate a minimum of \$250,000 in new annual revenue to the town or create a minimum of 25 new jobs.

For the first century or so of its existence, Superior was a quaint little town. Now, after two decades of rapid growth, Superior continues to remake itself.

Superior was one of the fastest growing communities in the 1990s, as the Rock Creek Ranch subdivision was built. The residential development added more than 4,000 homes, raising the town's population from about 250 in the early 1990s to more than 12,000 residents today.

As the town grows, residents and leaders are looking to diversify its economy and develop a central business district. Plans

for the Superior Town Center, a 160-acre mixed-use urban area, have been in the works for more than 15 years.

The project would sit southeast of the U.S. Highway 36 and McCaslin Boulevard interchange. Proposals and concept plans have been created, and the planning commission and town board will be reviewing them later this year.

The population boost starting in the 1990s helped give rise to the 600,000-square-foot Superior Marketplace retail center, southwest of U.S. 36 and McCaslin Boulevard. 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.

And nearby, the Rock Creek Village, anchored by Safeway, has a mix of restaurants and retail businesses.

It's not all about development in Superior though. The town along the Front Range mountain foothills has about 60 acres of open space, more than a handful of parks and 29 miles of trails.

# Erie

## Environmentally friendly town works with oil, gas developers

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

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

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

According to the town, Erie is also committed to sustainability. Eco-friendly civic development and environmentally "green" practices include a town-wide interconnecting trail system, a water-saving irrigation system



With its single, 4,800-foot paved runway, Erie Municipal 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.

in its public parks and a thermal solar system installation at the Erie Community Center. Erie Community Park, a 41-acre "green" area, was opened in 2010.

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

Encana Oil and Gas, an energy producer

### ERIE PROFILE

**Square miles:** Planning square miles – 48  
Incorporated square miles - 18  
**Population:** 20,000  
**Labor force:** 8,723 (2010 Census)  
**Employment:** 8,444 (2010 Census)  
**Per capita income:** \$38,688 (2010 Census)  
**Median household income:** \$100,288 (2010 Census)  
**Households:** 6,797; with an additional 4,105 units approved

### RESOURCES

Erie Chamber of Commerce – [www.eriechamber.org](http://www.eriechamber.org)  
Town of Erie – [www.ci.erie.co.us](http://www.ci.erie.co.us)  
Upstate Colorado Economic Development – [www.upstatecolorado.org](http://www.upstatecolorado.org)

with natural gas wells in Erie, has received a lot of pushback from Erie residents over drilling in the area, most notably a site between two elementary schools called Canyon Creek.

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

from LOUISVILLE, 16

velop.

Along with its strong business climate, Louisville maintains a strong sense of community, which helps attract its national accolades as great place to live.

Louisville has a historic downtown, with shops, unique restaurants and quality office space. 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 is also home to one of four hospitals in the Boulder Valley – Avista Adventist Hospital.

### ONLINE RESOURCES

City of Louisville: [www.louisvilleco.gov](http://www.louisvilleco.gov)  
Louisville Chamber of Commerce: [www.louisvillechamber.com](http://www.louisvillechamber.com)  
Louisville Economic Development: [www.louisvillecolorado.biz](http://www.louisvillecolorado.biz)

### ECONOMIC DEVELOPMENT CONTACT/ INCENTIVES

Aaron DeJong, economic development director  
303-335-4531 or [aarond@louisvilleco.gov](mailto:aarond@louisvilleco.gov)

The city of Louisville customizes business assistance to the needs of the company. Forms of assistance may include permit-fee rebates, construction-use-tax rebates, and sales-tax rebates. All rebates are based on new dollars generated by the project at move-in and/or during the first three to five years of operation. Assistance is based upon need, high-quality development, retaining jobs, creating new jobs with average salaries above the city average, retaining existing sales tax, creating new sales tax, bringing industry or retail diversity, or using an existing building.

# Agriculture

*Boulder Valley Farms: Where wheat, corn and barley make their mark*

## Crops

Commodity	County	Acres planted, all purposes	Acres harvested	Yield	Production
Winter Wheat	Boulder	4,100	4,000	53.8	250,000
Winter Wheat	Broomfield	n/a	n/a	n/a	n/a
Corn for grain (irrigated)	Boulder	3,000	2,900	155.2	450,000
Corn for grain (irrigated)	Broomfield	n/a	n/a	n/a	n/a
Barley	Boulder	1,800	1,800	91.7	165,000
Barley	Broomfield	n/a	n/a	n/a	n/a
Sugarbeets	Boulder	600	600	27.5	16,500
Sugarbeets	Broomfield	n/a	n/a	n/a	n/a
Sunflower seed, non-oil use	Boulder	n/a			
Sunflower seed, non-oil use	Broomfield	n/a			
Hay, alfalfa	Boulder	n/a	10,000	3.2	31,800
Hay, alfalfa	Broomfield	n/a	n/a	n/a	
Hay, other (dry)	Boulder	n/a	12,000	1.7	20,000 tons
Hay, other (dry)	Broomfield	n/a	n/a	n/a	

Source: National Agricultural Statistics Service 2011

## Cattle

Region	Cattle All	Beef Cows	Milk Cows
Boulder	10,400	4,000	n/a
Broomfield	300	n/a	n/a

Source: National Agriculture Statistics Service 2011

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

	Boulder	Broomfield	Colorado
	\$34,037	\$958	\$6,061,134
<b>Average per farm (dollars)</b>	\$45,625	\$39,928	\$163,576

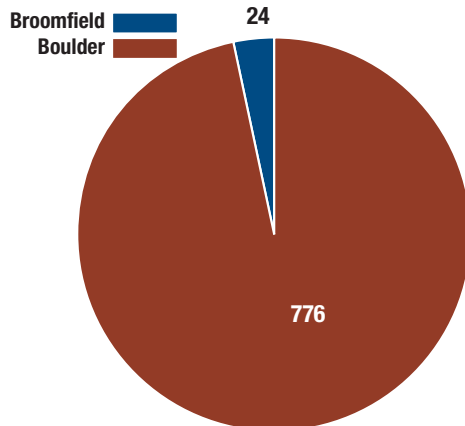
Source: 2007 Census of Agriculture, U.S. Department of Agriculture Updated 2009

## Farms (Boulder, Broomfield and Colorado)

	Boulder	Broomfield	Colorado
<b>No. of farms</b>	746	24	37,054

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

## No. of Farms



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

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

	Boulder	Broomfield	Colorado
	\$25,993	\$497	\$1,981,399
<b>Livestock, poultry, and their products (\$000s)</b>	\$8,044	\$461	\$4,079,735

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

## Estimated market value of land and buildings

	Boulder	Broomfield	Colorado
<b>Average per farm</b>	\$588,668	\$431,533	\$892,170
<b>Average per acre</b>	\$3,190	\$1,657	\$1,046

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

## Estimated market value of all machinery and equipment

	Boulder	Broomfield	Colorado
<b>Average per farm</b>	\$66,628	\$50,167	\$99,344

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

### Farms by size

	Boulder	Broomfield	Colorado
1 to 9 acres	165	8	4,276
10 to 49 acres	336	8	9,359
50 to 179 acres	128	4	8,476
180 to 499 acres	69	1	5,501
500 to 999 acres	24	1	3,185
1,000 acres or more	24	2	6,257

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

	Boulder	Broomfield	Colorado
Total cropland (farms)	557	16	24,938
Total cropland (acres)	54,425	4,494	11,483,936

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

	Boulder	Broomfield	Colorado
Harvested cropland (farms)	488	14	17,899
Harvested cropland (acres)	37,363	3,011	5,888,926

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

	Boulder	Broomfield	Colorado
Irrigated land (farms)	480	9	15,774
Irrigated land (acres)	33,871	959	2,867,957

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

### Land in farms (acres)

	Boulder	Broomfield	Colorado
	137,668	6,250	31,604,911
Average size of farm (acres)	185	250	853
Median size of farm (acres)	30	18	109

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

### Farms by value of sales

	Boulder	Broomfield	Colorado
Less than \$2,500	329	15	17,566
\$2,500 to \$4,999	79	5	3,002
\$5,000 to \$9,999	105	1	3,122
\$10,000 to \$24,999	96	0	3,600
\$25,000 to \$49,999	44	1	2,383
\$50,000 to \$99,999	42	0	2,283
\$100,000 or more	51	2	5,098

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

	Boulder	Broomfield	Colorado
Government payments (farms)	83	6	11,572
Government payments (\$000s)	\$376	\$20	\$155,980

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



**Simplify Your  
Business  
- And Your  
Budget**

**Dependable IT Service And Support With  
Predictable Monthly Costs**

- IT Support and Management
- IT Consulting and Projects
- Cloud Services
- VOIP Solutions

**YOUR IT SOLUTIONS PARTNER**



Call us or go online today  
**303-447-8398**  
[www.dngnet.com](http://www.dngnet.com)

# Banking



Mile High Banks in Longmont is one of two community banks based in the Boulder Valley. Mile High and Flatirons Bank in Boulder compete with 28 other banks and two savings institutions that are based elsewhere.

DOUG STORUM

## National banks dominate share of local market

**B**anking in the Boulder Valley has been about consolidation in recent years — just as it has been across the nation.

Only two local community banks now are based in Boulder County:

Flatirons Bank in Boulder and Mile High Banks in Longmont. AMG National Trust Bank's commercial banking headquarters also is in Boulder. AMG's wealth-management headquarters is in Denver as is its parent holding company AMG National Corp.

The combining of FirstBank of Boulder and FirstBank of Longmont charters into FirstBank of Colorado in 2011 was one of the biggest bank stories of recent memo-

ry. The two local charters were combined with 24 other charters in the state to become part of Lakewood-based FirstBank of Colorado. The measure helps the bank become more efficient in meeting federal reporting requirements, officials said at the time.

Previous to that, FirstBank of Boulder had a 7.97 percent share of the market in 2011, according to the Federal Deposit Insurance Corp., a federal institution that



regulates and insures banks; FirstBank of Longmont had a 5.19 percent market share. The bank has nine branch locations altogether in the Boulder Valley.

National banks dominate the local market when it comes to market share.

Heavyweight Wells Fargo Bank tops the region with a 27 percent market share. JP Morgan Chase Bank follows at 15 percent; and Mile High Banks is at 8 percent.

Wells Fargo held \$1.6 billion in deposits at its 14 locations as of June 30, 2011. No. 2 JPMorgan Chase saw \$925 million in deposits for the same time period. Mile High Banks had \$626 million in deposits.

The former FirstBank of Boulder and FirstBank of Longmont came in at No. 4 and No. 5 in terms of market share. They

were followed by South Dakota-based Great Western Bank, with a 4.7 percent market share. Great Western bought 20 First Community Bank branches in Colorado in 2009, including 11 in the Boulder Valley: Three in Longmont, two each in Boulder, Louisville and Lafayette, and one each in Broomfield and Erie.

Finally, Colorado Community Bank entered the Boulder Valley market in 2010 with a branch in Longmont.

Total deposits for Boulder and Broomfield counties have been rising every year since 2005, reaching \$6.7 billion as of June 30, 2011.

Credit unions also are gaining ground in the Boulder Valley. While the customer-owned financial institutions are not tracked by the FDIC, nine of them com-

pete for customer deposits in Boulder and Broomfield counties, according to the Boulder County Business Report database.

Of those, Elevations Credit Union in Boulder is the largest, with more than \$1.09 billion in assets. Elevations is followed by Premier Members Federal Credit Union in Boulder, with \$392 million in assets, followed by Boulder Valley Credit Union in Boulder at No. 3 with \$227 million in assets.

Credit unions report to the National Credit Union Administration, a federal agency that charters and supervises federal credit unions. The NCUA also insures savings at federal and most state-chartered credit unions around the nation, with an insurance fund backed by the federal government.

### Top banks operating in Boulder County based on inside market deposits (\$000)

Wells Fargo Bank NA	1,811,400
JPMorgan Chase Bank NA	1,020,675
FirstBank	869,571
Mile High Banks	553,424
Great Western Bank	315,435
U.S. Bank NA	284,797
First National Bank of Omaha	281,697
Bank of the West	236,635
Guaranty Bank and Trust Co.	222,472
AMG National Trust Bank	209,937

Source: Federal Deposit Insurance Corp.

### Top banks operating in Boulder County based on inside market deposits (\$000)

Wells Fargo Bank NA	27.01%
JPMorgan Chase Bank NA	15.22%
FirstBank	12.97%
Mile High Banks	8.25%
Great Western Bank	4.70%
U.S. Bank NA	4.25%
First National Bank of Omaha	4.20%
Bank of the West	3.53%
Guaranty Bank and Trust Co.	3.32%
AMG National Trust Bank	3.13%

Source: Federal Deposit Insurance Corp.

### Top banks operating in Broomfield County based on inside market deposits \$000

Wells Fargo Bank NA	412,590
U.S. Bank NA	119,541
First National Bank of Omaha	57,750
FirstBank	52,490
Summit Bank & Trust	51,714
Bank of the West	36,035
Great Western Bank	31,940
JPMorgan Chase Bank NA	27,943
Vectra Bank NA	26,438
KeyBank NA	22,952

Source: Federal Deposit Insurance Corp.

### Top banks operating in Broomfield County based on market share

Wells Fargo Bank NA	47.50%
U.S. Bank NA	13.76%
First National Bank of Omaha	6.65%
FirstBank	6.04%
Summit Bank & Trust	5.95%
Bank of the West	4.15%
Great Western Bank	3.68%
JPMorgan Chase Bank NA	3.22%
Vectra Bank NA	3.04%
KeyBank NA	2.64%

Source: Federal Deposit Insurance Corp.

Boulder Valley Banks: Financial power players by the numbers

Boulder deposits

Institution Name	State (HQ)	Bank Class	State/Federal Charter	No. Offices (Outside Market)	Deposits \$000 (Outside Market)	No. Offices (inside market)	Deposits \$000 (Inside Market)	Market Share
Wells Fargo Bank NA	SD	N	Federal	6,369	759,342,602	13	1,811,400	27.01%
JPMorgan Chase Bank NA	OH	N	Federal	5,417	742,247,325	14	1,020,675	15.22%
FirstBank	CO	SM	State	119	9,176,172	9	869,571	12.97%
Mile High Banks	CO	NM	State	9	507,133	4	553,424	8.25%
Great Western Bank	SD	NM	State	182	5,985,575	8	315,435	4.70%
U.S. Bank NA	OH	N	Federal	3,128	198,122,764	10	284,797	4.25%
First National Bank of Omaha	NE	N	Federal	99	9,693,272	4	281,697	4.20%
Bank of the West	CA	NM	State	647	39,201,408	8	236,635	3.53%
Guaranty Bank and Trust Co.	CO	SM	State	28	1,142,137	6	222,472	3.32%
AMG National Trust Bank	CO	N	Federal	5	0	1	209,937	3.13%
CoBiz Bank	CO	SM	State	18	1,629,789	2	194,006	2.89%
Compass Bank	AL	SM	State	714	45,329,425	4	102,350	1.53%
Advantage Bank	CO	NM	State	3	241,306	1	91,191	1.36%
Vectra Bank NA	NM	N	Federal	36	1,794,969	3	87,647	1.31%
Flatirons Bank	CO	NM	State	0	0	2	78,919	1.18%
KeyBank NA	OH	N	Federal	1,055	59,701,001	4	63,458	0.95%
First Western Trust Bank	CO	NM	State	5	394,973	1	50,499	0.75%
Mutual of Omaha Bank	NE	SA	Federal	43	4,296,493	1	37,822	0.56%
BOKF NA	OK	N	Federal	185	16,748,302	1	34,895	0.52%
American National Bank	CO	N	Federal	36	1,361,900	1	23,541	0.35%
TCF National Bank	SD	N	Federal	442	11,970,963	1	21,731	0.32%
First-Citizens Bank & Trust Co.	NC	NM	State	428	17,655,509	1	19,724	0.29%
Colorado Community Bank	CO	SM	State	17	445,646	1	19,503	0.29%
Vallen Bank & Trust	CO	NM	State	9	192,980	1	16,709	0.25%
Colorado Capital Bank	CO	NM	State	7	619,147	1	16,055	0.24%
Amfirst Bank NA	NE	N	Federal	4	200,132	1	13,497	0.20%
First National Bank of Estes Park	CO	N	Federal	2	81,246	1	10,159	0.15%
Liberty Savings Bank FSB	OH	SA	Federal	32	808,332	1	7,436	0.11%
The Rawlins National Bank	WY	N	Federal	4	115,332	1	6,416	0.10%
Academy Bank NA	CO	N	Federal	52	219,897	2	3,576	0.05%
<b>Totals</b>				<b>19,095</b>	<b>1,929,225,730</b>	<b>108</b>	<b>6,705,177</b>	<b>100.00%</b>

\* Deposit Market Share data as of June 30, 2011

Source: Federal Deposit Insurance Corp.

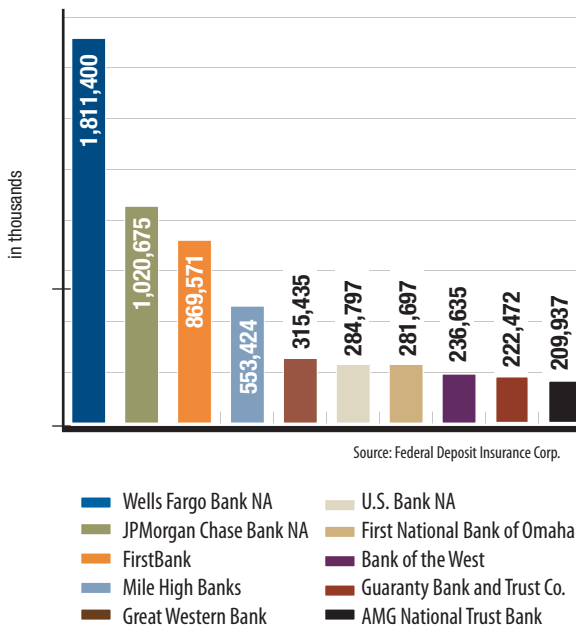
### Broomfield deposits

Institution Name	State (HQ)	Bank Class	State/Federal Charter	No. Offices (Outside Market)	Deposits \$000 (Outside Market)	No. Offices (Inside Market)	Deposits \$000 (Inside Market)	Market Share
Wells Fargo Bank NA	SD	N	Federal	6,380	760,741,412	2	412,590	47.50%
U.S. Bank NA	OH	N	Federal	3,133	198,288,020	5	119,541	13.76%
First National Bank of Omaha	NE	N	Federal	100	9,917,219	3	57,750	6.65%
FirstBank	CO	SM	State	126	9,993,253	2	52,490	6.04%
Summit Bank & Trust	CO	NM	State	2	29,079	1	51,714	5.95%
Bank of the West	CA	NM	State	654	39,402,008	1	36,035	4.15%
Great Western Bank	SD	NM	State	189	6,269,070	1	31,940	3.68%
JPMorgan Chase Bank NA	OH	N	Federal	5,430	743,240,057	1	27,943	3.22%
Vectra Bank NA	NM	N	Federal	38	1,856,178	1	26,438	3.04%
KeyBank NA	OH	N	Federal	1,058	59,741,507	1	22,952	2.64%
TCF National Bank	SD	N	Federal	442	11,973,592	1	19,102	2.20%
North Valley Bank	CO	NM	State	2	111,322	1	8,545	0.98%
Academy Bank NA	CO	N	Federal	53	221,969	1	1,504	0.17%
<b>Totals</b>				<b>17,607</b>	<b>1,841,784,686</b>	<b>21</b>	<b>868,544</b>	<b>100.00%</b>

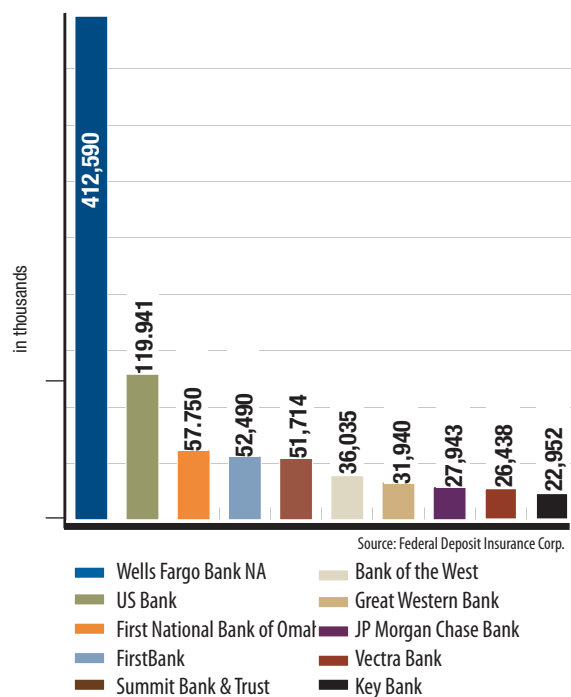
\* Deposit Market Share data as of June 30, 2011

Source: Federal Deposit Insurance Corp.

### Top 10 Boulder Banks by Deposits (inside of market)



### Top 10 Broomfield Banks by Deposits (inside market)



# Bioscience

## Biotech firms at forefront of discoveries

**B**ioscience companies have a long history in the Boulder area, and local researchers, companies and academic institutions are determined to ensure the industry has a prosperous future.

The roster of bioscience companies based in the Boulder Valley or with facilities here is extensive, and includes major international pharmaceutical manufacturers Amgen Inc. and Sandoz Inc.

Amgen is based in Thousand Oaks, California, but its local ties run deep. University of Colorado professor Marvin Caruthers was a member of Amgen's first scientific advisory board, and helped establish the company's local research and development center in the early 1980s. Research led by Caruthers helped create the drugs that would turn Amgen into a company capable of posting \$15.6 billion in revenue in 2011.

Amgen has facilities in Longmont and Boulder, and about 725 of the company's 17,000 employees work at the two facilities. They are key manufacturing and research centers for the company, producing treatments for several conditions, including chemotherapy side effects, anemia in patients with chronic kidney disease and osteoarthritis.

Boulder is home to Corden Pharma Colorado, a subsidiary of Corden Pharma Group. The German company is a contract manufacturer for pharmaceutical and biotech companies, and its Boulder facility conducts research, development and manufacturing.

Corden Pharma acquired its



**Bioscience companies in the Boulder Valley run the gamut from pharmaceutical manufacturers to designers of equipment used in medical research. In this file photo, Katie Todorof, a research associate with Boulder-based mBio Diagnostics, a subsidiary of Precision Photonics Corp., tests a device with a laptop that can provide rapid point-of-care medical test results without having to send information off to a laboratory.**

**BCBR FILE PHOTOGRAPH**

Boulder facility in 2011, when it purchased Boulder-based Roche Colorado Corp., which was a subsidiary of Switzerland-based F. Hoffmann-La Roche AG. Corden Pharma Colorado employs about 200 people locally.

Big drug companies also have a big presence in Broomfield, where Sandoz has about 600 employees. Sandoz is a developer and manufacturer of specialty generic pharmaceuticals. It is a subsidiary of Novartis AG, a drug manufacturer headquartered in Basel, Switzerland.

Sandoz's 637,000-square-foot Broomfield campus develops products and makes drugs that can be consumed orally. According to Sandoz, it is the largest solid-dose manufacturing facility in the world, with the capability of producing 10 billion units annually.

Big biotech and pharmaceutical companies are not alone in the Boulder Valley. In the past decade, the area has seen a number of startups launch and evolve into

thriving companies.

Clovis Oncology Inc. is one example. Clovis acquires, develops and commercializes anti-cancer agents, and the Boulder-based company went public in 2011, only two years after its founding. Clovis raised \$130 million in its initial public offering and has 57 full-time employees.

The Boulder Valley also remains a strong center for academic research. In 2012, the University of Colorado-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 will share ideas and research facilities with local firms.

The institute is in the new Jennie Smoly Caruthers Biotechnology Building, a 336,800-square-foot research and teaching facility on CU-Boulder's East Campus. More than more than 60 faculty and 500 researchers and staff are housed in the building.

### Medical/Pharmaceutical firms small but growing in Northern Colorado

#### Bioscience, nine-county metropolitan area

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

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

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

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

\*Growth figure is from 2009-2010

#### Colorado counties that host the most bioscience employees/companies

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

New bioscience company data from Bioscience Colorado 2012/2013

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

# Education

Boulder Valley Schools lead the state, graduation rates among the highest in Colorado

## Educational Attainment for ages 25 and over

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

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

## Higher Education

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

Degrees awarded data for summer 2010 to spring 2011.

Source: CSU, CU-Boulder, UNC, FRCC

## School Districts

District	County	Pupils	Graduation Rate
Boulder Valley RE 2	Boulder	29,526	89.1%
St. Vrain Valley RE 1J	Boulder	27,379	80.4%
Poudre R-1	Larimer	26,923	86.6%
Greeley 6	Weld	19,623	74.7%
Thompson R2-J	Larimer	15,310	82.5%
Windsor RE-4	Weld	4,364	90.8%
Johnstown-Milliken RE-5J	Weld	3,138	82.2%
Weld County S/D RE-8	Weld	2,403	76.1%
Keenesburg RE-3 (J)	Weld	2,276	87.5%
Weld County RE-1	Weld	1,986	90.4%
Eaton RE-2	Weld	1,749	89.2%
Park (Estes Park) R-3	Larimer	1,159	84.9%
Platte Valley RE-7	Weld	1,057	90.0%
Ault-Highland RE-9	Weld	846	83.5%
Prairie RE-11	Weld	174	100.0%
Briggsdale RE-10	Weld	157	90.9%
Pawnee RE-12	Weld	75	100.0%

Source: Colorado Department of Education, 2010-2011 (2011-2012 Data not available)

## Schools

District	County	Elementary	Middle/Junior	Senior High	Total	Alternative	Charter	Vocational	Special Ed	Online
Boulder Valley RE 2	Boulder	33	9	13	55	3	5	0	1	1
St. Vrain Valley RE 1J	Boulder	28	9	12	49	2	5	0	0	0
Poudre R-1	Larimer	32	9	10	51	3	2	0	0	1
Greeley 6	Weld	16	4	7	27	1	3	0	0	0
Thompson R2-J	Larimer	22	5	6	33	1	1	0	0	1
Windsor RE-4	Weld	6	2	1	9	0	1	0	0	0
Johnstown-Milliken RE-5J	Weld	4	1	1	6	0	1	0	0	0
Weld County S/D RE-8	Weld	2	1	1	4	0	0	0	0	0
Keenesburg RE-3 (J)	Weld	4	1	1	6	0	1	0	0	0
Weld County RE-1	Weld	3	2	1	6	0	0	0	0	0
Eaton RE-2	Weld	3	1	1	5	0	0	0	0	0
Park (Estes Park) R-3	Larimer	1	1	2	4	1	0	0	0	0
Platte Valley RE-7	Weld	1	1	1	3	0	0	0	0	0
Ault-Highland RE-9	Weld	1	1	1	3	0	0	0	0	0
Prairie RE-11	Weld	1	0	1	2	0	0	0	0	0
Briggsdale RE-10	Weld	1	0	1	2	0	0	0	0	0
Pawnee RE-12	Weld	1	0	1	2	0	0	0	0	0

Source: Colorado Department of Education

# Employment

Professionals, scientists and technology workers dominate the employment ranks in the Boulder Valley

## Colorado Industries

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

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

## Wages by Occupation 2011, Boulder-Longmont MSA

Occupation	Employment	Entry level	Mean (Avg.)	Median	Experienced
Architecture and Engineering	5,620	\$49,606	\$87,655	\$81,095	\$106,680
Business and Financial Operations	9,930	\$38,990	\$73,038	\$65,251	\$90,062
Computer and Mathematical	11,600	\$47,838	\$87,349	\$83,042	\$107,105
Construction and Extraction	3,470	\$27,913	\$42,114	\$38,721	\$49,215
Education, Training, and Library	10,660	\$28,305	\$52,855	\$49,027	\$65,130
Farming, Fishing, and Forestry	250	\$23,684	\$30,862	\$30,330	\$34,451
Healthcare Practitioners and Technical	8,200	\$38,802	\$74,361	\$65,021	\$92,140
Legal	1,090	\$42,684	\$88,162	\$72,253	\$110,901
Management	7,450	\$64,541	\$122,956	\$110,737	\$152,163
Sales and Related	16,780	\$18,860	\$44,934	\$30,240	\$57,971
Transportation and Material Moving	5,220	\$20,696	\$38,243	\$29,499	\$47,017
<b>Total</b>	<b>155,460</b>	<b>\$22,198</b>	<b>\$53,750</b>	<b>\$40,951</b>	<b>\$69,527</b>

Source: Colorado Department of Labor & Employment

## Wages by Occupation 2011, Colorado

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

Source: Colorado Department of Labor & Employment

## Consumer Price Index

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

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

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

## Weekly Wages, Wage distribution, Q4 2011

County/state	Rank among counties	Average hourly wage	Average weekly wage	Average annual wage
Boulder	3	\$27.85	\$1,114	\$57,928
Broomfield	1	\$30.18	\$1,207	\$62,764
Colorado		\$24.38	\$975	\$50,700

Source: Colorado Department of Labor & Employment

## Weekly Wages: Colorado, Wage distribution, Q4 2011

Average hourly wage	Average weekly wage	Average annual wage
\$21.43	\$857	\$44,564
\$20.23	\$809	\$42,068
\$24.38	\$975	\$50,700

Source: Colorado Department of Labor & Employment

# Energy

## Wind, sun power area's energy-sector outlook

**T**he important place of the energy industry in Boulder Valley's economy is as obvious as the giant wind turbines that loom over the south part of the county.

The turbines are at the National Wind Technology Center, a federally funded research facility, and their prominence is indicative of how the Boulder Valley is becoming a crucial research center for alternative energy.

Turbine manufacturers have located their headquarters or research centers in the area. Boulder is the home of the headquarters of juwi Wind LLC, a subsidiary of juwi Group, a German company that develops renewable energy technology. Turbine manufacturer Vestas Wind Systems AG has a turbine research and development center in Louisville. The headquarters of Renewable Energy Systems Americas Inc., which develops, constructs and operates wind farms and solar projects, is in Broomfield.

Smaller wind-power companies also call the area home. Boulder Wind Power Inc. is a startup developing turbine technology that uses magnets and not gears to generate power. The company, now based in Louisville, was founded in 2009 to commercialize technology developed at the National Renewable Energy Laboratory in Golden. Boulder Wind Power already has raised \$43 million in venture capital.

In 2011, Southwest Windpower Inc. relocated its headquarters to Broomfield. The company develops small wind turbines that can generate electricity for remote homes and industrial sites.

The solar industry also has a strong local presence. juwi Solar Inc., a developer and operator of utility-scale solar projects and another part of the juwi Group, is headquartered in Boulder. Prominent solar installers Namaste Solar Electric Inc. is based in Boulder, and Bella Energy Inc. is based in Louisville.

While the renewable-energy industry continues to show promise, the economic downturn has taken a toll. Abound Solar Inc., a builder of photovoltaic panels, operated a large manufacturing plant just outside Longmont, but the company went bankrupt in 2012.

The recession also impacted ConocoPhillips Co., one of the giants of the oil and natural gas industry. The Houston-based company owns 432 acres in Louisville and planned to build a training and research center there. The development of the center has been put on hold as ConocoPhillips spun its refining, distribution and marketing operations into Phillips 66. The company has not announced when the project will be started.

The most noticeable change at the National Wind Technology Center in recent years is the addition of multi-megawatt wind turbines used for a wide variety of research and development activities in collaboration with industry partners.

COURTESY NREL/DENNIS SCHROEDER



Northern Colorado energy producers power on, with traditional companies growing as alternative energy firms gain ground

### Active Wells Active oil and gas wells, as of May 2012

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

Source: Colorado Oil and Gas Conservation Commission

### Oil and Gas Drilling Activity Drilling activity by county, 2011-2012

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

\* As of 5.7.12

Source: Colorado Oil and Gas Conservation Commission

### Boulder Valley energy industry, fossil-based and others, providing strength to the job market

Operator name	No. of permits	Type of permit	Objective formations	Field
Encana Oil & Gas (USA) Inc.	73	DR	Codell, J Sand, Niobrara,	Wattenberg
Noble Energy Inc.	3	DR	Niobrara	Wattenberg

Source: Colorado Oil and Gas Conservation Commission

### Approved drilling permits, Broomfield County May-Oct. 2011

Operator name	No. of permits	Type of permit	Objective formations	Field
Encana Oil & Gas (USA) Inc.	6	DR	Codell, J Sand, Niobrara	Wattenberg
Noble Energy Inc.	1	RC	Codell, J Sand, Niobrara	Wattenberg

Note: DR=Drill, RC=Recomplete

Source: Colorado Oil and Gas Conservation Commission

Note: 2012 data through April.

### Cleantech energy companies, a sampling

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

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

## Production Data Annual production by operator, Boulder County 2011-2012

Operator	Year	Oil production (barrels)	Oil sales (barrels)	Gas production (MCF)	Gas sales (MCF)	Water production (barrels)
BLUE CHIP OIL INC - #8840						
BLUE CHIP OIL INC - #8840	2011	158	179	1,252	1,252	
FOUNDATION ENERGY MANAGEMENT LLC - #10112	2012	14		398	398	
FOUNDATION ENERGY MANAGEMENT LLC - #10112	2011	70		235		
NOBLE ENERGY PRODUCTION INC - #10120	2012	5		36		
SYNERGY RESOURCES CORPORATION - #10311	2011	12,209	12,991	184,170	184,170	2,958
SYNERGY RESOURCES CORPORATION - #10311	2011	179		1,883	1,883	
CDM OIL & GAS - #14740	2012	52	161	681	681	
CDM OIL & GAS - #14740	2011	1,476	1,410	3,610	2,922	
COLTON LIMITED LIABILITY CO - #18795	2012	206		487	393	
	2011	4,510	4,628	72,538	72,538	1,229

Note: 2012 production through March.

Source: Colorado Oil and Gas Conservation Commission

## Annual production by operator, Broomfield County 2011-2012

Operator	Year	Oil production (barrels)	Oil sales (barrels)	Gas production (MCF)	Gas sales (MCF)	Water production (barrels)
BLUE CHIP OIL INC - #8840	2011	1,083	899	35,128	35,128	404
BLUE CHIP OIL INC - #8840	2012	368	174	7,558	6,872	160
CHANDLER DJ BASIN LLC - #10040	2011	1,054	902	9,565	9,565	
CHANDLER DJ BASIN LLC - #10040	2012	138	172	1,104	1,104	
NOBLE ENERGY PRODUCTION INC - #10120	2011	1,328	1,368	27,000	27,000	1,282
CCOB OIL INVESTMENTS LLC - #10293	2011	306	311	15,575	15,575	
NATURAL RESOURCE GROUP INC - #10369	2011	153		3,676	3,624	
SOVEREIGN OPERATING COMPANY LLC - #10383	2011	57	185	1,626	1,626	
SOVEREIGN OPERATING COMPANY LLC - #10383	2012	535	167	8,491	8,491	
COLTON LIMITED LIABILITY CO - #18795	2011	404	403	12,086	12,086	510

Note: 2012 production through March.

Source: Colorado Oil and Gas Conservation Commission

## Fossil Fuel v. Cleantech Employment Stats Energy employment, 2011

### Fossil fuels

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

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

### Cleantech

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

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

# Federal Laboratories

NCAR technician Andrew Watt works on instrumentation for the HIPPO field project. The HIPPO project takes airborne samples of carbon dioxide and other greenhouse gases in the atmosphere, from the Arctic to the Antarctic. Study results will help scientists understand in greater detail the behavior of carbon dioxide and greenhouse gases in the atmosphere and eventually lead to improved predictions about climate change.



COURTESY UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH

## Federal labs add high-paying jobs to area's economy

The Boulder Valley helps set the standard in the scientific world, largely because of the presence of several leading research laboratories supported by the federal government.

Probably the best known federal laboratory in the area is the National Institute of Standards and Technology, or NIST. The institute's famed U.S. Atomic Clock is located in Boulder.

Technologies and standards developed by NIST power the atomic clock as well as automated teller machines, mammograms, semiconductors and innumerable other products and services.

The National Center for Atmospheric

Research, or NCAR, based in Boulder, is a federally funded laboratory independently operated by a consortium of universities under the nonprofit University Corporation for Atmospheric Research, also headquartered in Boulder.

NCAR allows the nation's scientists to gain access to high-performance supercomputers, aircraft and radar to improve the understanding of atmospheric- and Earth-system processes.

The National Oceanic and Atmospheric Administration, or NOAA, has offices in Boulder, which focus on atmospheric studies that help provide the data for the National Weather Service.

The National Telecommunications and Information Administration, NTIA, has its Institute of Telecommunications based in Boulder. The laboratory promotes advanced telecommunications and information infrastructure development in the United States along with the enhancement of domestic competitiveness, improvement of foreign trade opportunities for U.S. telecommunica-

tions firms, and facilitation of more efficient and effective use of the radio spectrum.

The National Ecological Observatory Network, or NEON, has grown fast in Boulder during the past several years. NEON is developing a national network of observatories to collect data and issue forecasts on how land use, climate change and invasive species will affect environmental ecosystems.

Many of the region's federal laboratories work in close collaboration with the University of Colorado-Boulder. NOAA and CU jointly operate the Cooperative Institute for Research in Environmental Sciences, or CIRES, in Boulder. The institute studies how natural and human-made disturbances impact Earth and how to best to meet societal needs with limited impact.

The many discoveries made at these labs in the Boulder Valley translate into new ideas, profits and efficiencies for the private sector. The labs help solidify the area as a high-tech region, along with providing economic stability.

## Employment at federal laboratories

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

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

Compensation includes salary and benefits.

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

## Expenditures at federal laboratories

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

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

## Federal Laboratories

### Impact of federal laboratories on Boulder County, FY 2009-2010

#### Economic benefits

Source	FY 2009	FY 2010
<b>Construction</b>	\$11,091	\$35,846
<b>Operations</b>	\$267,742	\$282,220
<b>Employees (off site)</b>	\$61,054	\$64,655
<b>Indirect</b>	\$70,285	\$88,965
<b>Visitors</b>	\$1,807	\$1,825
<b>Total</b>	<b>\$411,979</b>	<b>\$473,511</b>

Note: NA = not available

#### Public revenues

Source	FY 2009	FY 2010
<b>Construction</b>	\$442	\$1,389
<b>Operations</b>	NA	NA
<b>Employees (off site)</b>	\$7,878	\$8,063
<b>Visitors</b>	\$20	\$21
<b>Total</b>	<b>\$8,340</b>	<b>\$9,474</b>

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

#### Public costs

Source	FY 2009	FY 2010
<b>Construction</b>	NA	NA
<b>Operations</b>	\$1,751	\$1,900
<b>Employees (off site)</b>	\$5,644	\$6,128
<b>Visitors</b>	NA	NA
<b>Total</b>	<b>\$7,394</b>	<b>\$8,029</b>

Source	FY 2009	FY 2010
<b>Net economic benefits</b>	\$402,872	\$463,755

# Health Care



Hospitals, clinics and wide variety of alternative medicine offices in the Boulder Valley support nearly any ailment via traditional or nontraditional means. Quality of care is a top priority in the region, with area hospitals and clinics receiving top scores in a variety of independent rankings.

MICHAEL MYERS

## Area hospitals, clinics receive top scores in independent rankings

With one of the fittest populations in the country, the Boulder Valley has an abundance of medical facilities. Hospitals, clinics and wide variety of alternative medicine offices support nearly any ailment via traditional or nontraditional means.

Quality of care is a top priority in the region, with area hospitals and clinics receiving top scores in a variety of independent rankings.

Four general hospitals serve the region — Boulder Community Hospital in Boulder, Exempla Good Samaritan Medical Center in Lafayette, Longmont United Hospital in Longmont and Avista Adventist Hospital in Louisville. The Children's Hospital Colorado Therapy Care Center operates in Broomfield.

Boulder Community Hospital is the larg-

est hospital in the area with 265 licensed inpatient beds. The hospital had 9,952 inpatient visits and 574,549 outpatient visits in 2011. It has more than 2,350 employees and 607 physicians on its medical staff representing 54 specialties.

The hospital has been recognized for its quality of care for pneumonia and stroke patients by an independent grader Health Grades Inc., based in Denver. Boulder Community also received good grades in cardiac care, critical care and general surgery.

Exempla Good Samaritan Medical Center is the second-largest hospital in the region. It can accommodate up to 234 inpatients at once. The hospital cared for 13,058 inpatients and 104,278 outpatients in 2011. It employs 1,445 associates and has 1,025 physicians in 38 specialties.

The nonprofit hospital receives good grades in cardiac and pulmonary care, which were the only two categories on which the hospital was graded by Health Grades. The hospital also offers specialty care in things like occupational therapy and neurosurgery, trauma and gynecology.

About 30 minutes north of Lafayette is Longmont United Hospital, with 201 inpa-

tient beds. With more than 1,200 employees and 315 physicians in 34 specialty areas, Longmont United also has received high marks from Health Grades.

Perhaps more important to those who work there, as well as to patients, the hospital also was named a Planetree Designated Patient-Centered Hospital by the nonprofit consumer group Planetree Inc. in Derby, Connecticut, in 2010. The designation is related to a set of standards of how patients are cared for.

Longmont United had more than 84,000 patient visits and an additional 32,000 emergency room visits in 2011.

Separately, the hospital received a Cardiac Excellence Award for cardiac care. It also received high marks for both pulmonary care and cardiac excellence in 2011 from Health Grades. The nonprofit Health Grades also scored the hospital well on other services, including stroke, respiratory failure and hip fracture repair.

On a more pint-sized scale, the Boulder Valley is home to The Children's Hospital North Campus in Broomfield which has about 46,000 square feet of space.

While it doesn't have any inpatient beds,

the hospital has 58 full-time employees specializes in behavioral science, audiology, sports medicine and adolescent gynecology and has a surgery center. It serves about 40,000 patients every year.

Broomfield also has the Children's Hospital Colorado Therapy Care Center, a 20,000-square-foot facility. The center offers

physical, occupational and speech therapy for children, as well as neurologic and psychiatric treatment. The center is expected to see more than 22,000 patients per year, according to Children's Colorado.

In addition to the hospitals, the Boulder Valley has a wide variety of acupuncture, audiology, and chiropractic clinics as well as

physical, occupational and massage therapy practices and specialty cardiology facilities.

Founded in 1975, The Boulder College of Massage Therapy might be the most well-known facility. Students at the not-for-profit massage therapy school do about 7,000 discounted massages annually as they go through a certificate program.

***Boulder Valley Health Care System expanding, as challenges loom...number of uninsured rising***

**Health Professionals**

	Boulder	Broomfield	Larimer	Weld	Colorado*
<b>Physicians</b>	1,159	128	816	349	19,086
<b>Physician Assistant</b>	199	64	204	87	2,164
<b>Registered Nurses</b>	3,619	1,675	4,824	3,129	62,410
<b>Physical Therapist</b>	481	157	491	182	6,441
<b>Occupational Therapist</b>	209	64	379	115	2,749
<b>Dentists</b>	301	85	290	153	4,562
<b>Dental Hygienist</b>	202	105	303	198	4,065
<b>Pharmacist</b>	319	175	439	219	6,863
<b>Optometrist</b>	77	37	90	41	1,240
<b>Nurse Practitioner</b>	206	73	223	153	3,044
<b>Certified Nurses Aide</b>	1,340	667	2,716	2,889	36,853

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

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

**Hospitals**

Hospital name	City	County	System	Licensed Beds	Inpatient Discharges Total	Inpatient Patient Days Total	Births Total	Emergency Dept. Visits Total	Total Outpatient Visits
<b>Avista Adventist Hospital</b>	Louisville	Boulder	Centura Health	114	4,387	14,153	2,159	11,246	44,067
<b>Boulder Community Hospital</b>	Boulder	Boulder	Nonprofit	265	8,730	37,784	1,198	31,993	418,370
<b>Estes Park Medical Center</b>	Estes Park	Larimer	N/A	25	914	14,023	76	4,400	57,212
<b>Exempla Good Samaritan Medical Center</b>	Lafayette	Boulder	Exempla	234	13,022	50,627	2,296	32,443	111,071
<b>Longmont United Hospital</b>	Longmont	Boulder	N/A	186	7,892	32,945	1,103	26,688	85,594
<b>McKee Medical Center</b>	Loveland	Larimer	Banner Health System	115	6,197	19,725	833	23,299	232,098
<b>Medical Center of the Rockies</b>	Loveland	Larimer	Poudre Valley Health System	136	7,124	27,397	497	19,477	138,682
<b>North Colorado Medical Center</b>	Greeley	Weld	Banner Health System	381	15,393	61,818	2,026	45,635	487,423
<b>Platte Valley Medical Center</b>	Brighton	Adams	N/A	98	3,165	9,360	977	19,107	72,494
<b>Poudre Valley Hospital</b>	Fort Collins	Larimer	Poudre Valley Health System	281	15,183	63,498	2,449	44,728	494,407

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

## Nursing Homes

Facility Name	Location	County	Licensed Beds	Medicare 18	Medicare HMO	Medicaid 19	Medicaid HMO	Other	Total Census	% of Capacity	Vacant Beds
<b>Applewood Living Center</b>	Longmont	Boulder	120	7	3	52	0	26	88	73.3%	32
<b>Balfour Retirement Community of Boulder County</b>	Louisville	Boulder	76	0	0	0	0	74	74	97.4%	2
<b>Boulder Manor</b>	Boulder	Boulder	165	10	3	62	0	23	98	59.4%	67
<b>Broomfield Skilled Nursing and Rehabilitation Center</b>	Broomfield	Broomfield	210	21	23	105	0	45	194	92.4%	16
<b>Cottonwood Care Center</b>	Brighton	Adams	117	4	0	96	0	2	102	87.2%	15
<b>Columbine West Health &amp; Rehab Facility</b>	Fort Collins	Larimer	102	8	0	40	0	43	91	89.2%	11
<b>Frasier Meadows Health Care Center</b>	Boulder	Boulder	108	9	1	0	31	56	97	89.8%	11
<b>Life Care Center of Longmont</b>	Longmont	Boulder	187	30	0	89	0	35	154	82.4%	33
<b>Longmont United Hospital TCU</b>	Longmont	Boulder	15	4	0	0	0	3	7	46.7%	8
<b>Manorcare Health Services-Boulder</b>	Boulder	Boulder	150	19	15	47	0	23	104	69.3%	46
<b>Mesa Vista of Boulder</b>	Boulder	Boulder	162	6	0	118	0	22	146	90.1%	16
<b>The Peaks Care Center</b>	Longmont	Boulder	94	12	9	41	0	23	85	90.4%	9
<b>Prospect Park Living Center</b>	Estes Park	Larimer	60	0	0	22	0	10	32	53.3%	28

- Medicare 18: Patients that receive their benefits through Medicare.
- Medicare HMO: Patients enrolled in an HMO program that provides Medicare benefits to residents.
- Medicaid 19: Patients that receive their benefits through Medicaid.
- Medicaid HMO: Patients enrolled in an HMO program that provides Medicaid benefits to residents.
- Other: Insurance or private-pay patients.

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

## Uninsured

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

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

# Hospitality and Tourism

*Boulder Valley Restaurants see sales rise*

## Restaurant revenue in Colorado Q2 2011 compared to Q2 2010

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

## Colorado Restaurant Industry at a Glance

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

## Craft Brewing Fun Facts

The small beer world just keeps getting bigger. In the Boulder Valley alone, from Longmont to Louisville, to Erie and Lafayette and Boulder, there are 29 small breweries and brew pubs and the numbers just keep rising, according to the Brewers Association.

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

Going strong....According to Colorado State University, the small-beer world is in boom mode. In Larimer County alone, for instance, employment growth at breweries outpaced that of

the rest of the county between 2000 and 2010, with brewers adding employees at a rate of 22 percent, while other county employers added jobs at a rate of just 6.3 percent.

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

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

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

## Boulder Valley Brewers

Brewer	Location
Asher Brewing	Boulder
Avery	Boulder
BJ's Restaurant & Brewery	Boulder
Black Cat Brewery	Boulder
BootStrap Brewing Co.	Boulder
Boulder Beer	Boulder
BRU Boulder	Boulder
Crystal Springs Brewing Co.	Boulder
J Wells Brewery	Boulder
Mountain Sun	Boulder
New Planet Beer Co.	Boulder
Red Stone Meadery	Boulder
Shine Restaurant and Gathering	Boulder
Southern Sun	Boulder
Twelve Degrees Brewing	Boulder
Twisted Pine Brewing Co.	Boulder
Upslope Brewing	Boulder
Walnut Brewery	Boulder
Big Choice Brewing	Broomfield
CB&Pots	Broomfield
Gordon Biersch	Broomfield
Atom Brewing	Erie
ArtScience Brewery	Lafayette
Left Hand Brewing Co.	Longmont
Nostalgic Brewing Co.	Longmont
Oskar Blues	Longmont
Pumphouse Brewing	Longmont
Gravity Brewing	Louisville
Oskar Blues	Lyons
Wild Mountain	Nederland

Source: Colorado Brewers Guild, Brewers Association

## Room at the Inn: Boulder Valley occupancy rates lag state average

### Lodging Occupancy and Room Rates

City	Occupancy Rate	Average Daily Rate
Boulder	45.40%	\$102.27
Highway 36 Corridor	47.20%	\$94.17

Source: Rocky Mountain Lodging Report, December 2011

### Lodging Occupancy and Room Rates, Colorado

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

Source: Rocky Mountain Lodging Report, December 2011

## Boulder Valley Retail by the Numbers

### Retail Sales: Boulder and Broomfield counties Fiscal year 2011, July 1, 2010-June 30, 2011 Boulder

	Gross sales	Retail sales	Taxable sales	Net sales tax
<b>Boulder County</b>	<b>\$11,614,756,635</b>	<b>\$8,864,840,656</b>	<b>\$3,925,666,554</b>	<b>\$114,262,223</b>
Boulder	5,779,479,306	4,098,446,024	1,934,608,169	56,306,724
Erie	129,910,051	125,140,736	22,691,861	656,981
Lafayette	705,530,939	599,034,851	188,873,050	5,501,164
Longmont	2,529,177,540	2,127,327,507	960,334,632	27,959,971
Louisville	914,927,693	667,805,903	320,982,746	9,340,372
Lyons	38,555,183	35,668,604	14,795,015	428,578
Nederland	40,649,501	35,921,214	20,774,447	602,407
Niwot	47,941,605	36,994,316	16,452,332	477,374
Superior	375,141,845	360,960,627	172,292,902	4,995,131
Ward	2,454,720	2,236,821	366,425	10,606
Remainder of cities	1,050,988,253	775,304,052	273,494,976	7,982,919

Source: Colorado Department of Revenue

## Broomfield

	Gross sales	Retail sales	Taxable sales	Net sales tax
<b>Broomfield County</b>	<b>\$2,411,436,517</b>	<b>\$1,738,219,140</b>	<b>\$1,019,354,939</b>	<b>\$29,947,228</b>
Broomfield	2,411,436,517	1,738,219,140	1,019,354,939	29,947,228



# Infrastructure

## Boulder Valley Transportation: Major improvements on tap

### Aviation fund revenues and allocations in Colorado, FY 2012

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

\* Note: Allocation recipients receive funds from multiple sources. Source: Colorado Department of Transportation (CDOT)  
For example, airport refunds come from both types of jet fuel revenues.

## AIP grants to Colorado airports, 2002-2009 (AIP stands for the federal government's Airport Improvement Program.)

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

Source: Colorado Department of Transportation (CDOT)

## Enplanements at primary Colorado airports, 2009-2010

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

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

NR=Not ranked

Source: Federal Aviation Administration (FAA)

## Northeast Colorado Highway Construction/Major Arteries Projects

CDOT Northeast Colorado construction projects, 2012

Project	Location	Completion	Cost
I-25/S.H. 392 interchange	Windsor & Fort Collins	Spring 2013	\$17,500,000
I-76 Brush to Atwood resurfacing	Brush/Atwood	July 2012	\$6,200,000
S.H. 7/Cherryvale project	Boulder	Summer 2014	\$18,000,000
S.H. 14/Cameron Pass slide repairs	Cameron Pass	Aug. 2012	\$2,500,000
U.S. 6 Sterling overpass sidewalk repair	Sterling	Aug. 2012	\$673,000
U.S. 37/Mall Road intersection	Estes Park	June 2012	\$464,000
U.S. 85 cable rail	Brighton to Fort Lupton	June 2012	\$1,900,000
U.S. 85 bypass from U.S. 34 to Fifth St.	Greeley	Summer 2013	\$12,400,000
S.H. 392 resurfacing	Windsor	Oct. 2012	\$5,500,000
I-25 frontage road over the Little Thompson River	Mead/Johnstown	June 2013	\$1,300,000
U.S. 34 resurfacing	Greeley	Jan. 2013	\$5,500,000
U.S. 85/C.R. 16 intersection safety improvements	Fort Lupton	NA	\$3,000,000
U.S. 85 resurfacing	Brighton to Fort Lupton	Aug. 2012	\$3,300,000
S.H. 119 Jay/Niwot intersection reconstruction	Boulder County	March 2013	\$5,500,000
S.H. 157 bridge deck replacement over U.S. 36	Boulder	Jan. 2013	\$1,900,000
U.S. 34 bridge replacement	Wray/Laird	Oct. 2012	\$3,000,000
<b>Total</b>			<b>\$88,637,000</b>

Source: Colorado Department of Transportation (CDOT)

## Highways/Major Arteries 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

### U.S. highways

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

## State highways (Northeastern Colorado)

	From/To	Length (miles)
S.H. 1	U.S. 287 Fort Collins/I-25 Wellington	9.96
S.H. 42	U.S. 287 Louisville/Baseline Rd. Lafayette	4.87
S.H. 52	S.H. 119 Niwot/S.H. 14 Raymer	111.00
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	NA
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)

## Highways/Dollars Spent on Maintenance CDOT maintenance budget, FY2012

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

Source: Colorado Department of Transportation (CDOT)

# Manufacturing



**UQM Technologies Inc. makes components and power drives for electric motors at its manufacturing facility east of Longmont.**

JONATHAN CASTNER

## Variety of products made by companies in Boulder Valley

**M**anufacturing companies run the gamut in the Boulder Valley and make everything from tea to fine furniture to circuit boards and electric motors.

Many companies chose the area for its weather and close proximity to an educated workforce, and several said the ease of transportation was an important draw.

Newcomer to the area UQM Technologies Inc. makes components and power drives for electric motors at its manufacturing facility east of Longmont.

There also is a hub of medical-device makers, led by Covidien and Mountainside Medical.

Natural product manufacturers have a large presence in Boulder, and leading the way is Celestial Seasonings Inc. — an herbal and specialty tea manufacturer. The company employs about 225 its operations on Sleepytime Drive.

Corden Pharma, Martek Biosciences

Corp., Rudi's Organic Bakery, Pharmaca Integrative Pharmacy and Eco-Products Inc. also add to the manufacturing segment of Boulder.

Boulder is home to a long list of sports and recreational equipment manufacturers. GoLite LLC, a popular outdoor clothing and equipment company, calls Boulder its home, as does Kely Inc. The sector is assisted by the presence of the Outdoor Industry Association, a trade association for companies in the active outdoor recreation business.

The city and county of Broomfield has about 160 manufacturers varying from a one-person operation like Tri City Tool, to the 600-plus employee Sandoz Inc. Perhaps the most well-known manufacturer in the area is Ball Corp. in Broomfield, best known for making beverage containers.

The Boulder Valley also is home to WhiteWave Foods Co. a producer of organic milk and dairy.

While Lafayette's presence in the sports and recreational equipment manufacturing segment is smaller than Boulder's, it is home to Lafuma America Inc., a manufacturer of sleeping bags, outdoor apparel, backpacks, camping furniture and footwear. Lafuma's parent company is based in France.

In Longmont, contract manufacturing

is the name of the game.

By far the biggest industry segment in the city, contract manufacturing employs approximately 400 people. Longmont also is home to Woodley's, a manufacturer of high-end wood furniture.

### Fast Facts

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

## Manufacturing Boulder and Broomfield counties

Manufactured goods in the Boulder Valley top \$5.9 billion in value

### Boulder County

Manufacturing classification/NAICS code	No. of establishments	Establishments with 20+ employees	No. of employees	Annual payroll (\$000)	Total cost of materials (\$000)	Total value of shipments (\$000)	Total capital expenditures (\$000)
<b>Manufacturing 31-33</b>	534	146	16,791	\$896,896	\$1,330,984	\$3,855,872	\$133,147
<b>Food manufacturing 311</b>	45	11	1,786	58,967	177,436	392,642	8,041
<b>Printing/related activities 323</b>	53	10	1,049	D	D	D	D
<b>Chemical manufacturing 325</b>	20	10	2,268	169,957	210,888	557,498	43,342
<b>Fabricated metal manufacturing 332</b>	54	11	933	39,259	78,865	176,752	4,308
<b>Machinery manufacturing 333</b>	47	16	1,081	55,828	60,616	183,818	6,446
<b>Computer/electronic product manufacturing 334</b>	109	41	i	D	D	D	D
<b>Miscellaneous manufacturing 339</b>	64	9	2,213	133,653	D	762,059	15,848

### Broomfield County

Manufacturing classification/NAICS code	No. of establishments	Establishments with 20+ employees	No. of employees	Annual payroll (\$000)	Total cost of materials (\$000)	Total value of shipments (\$000)	Total capital expenditures (\$000)
<b>Manufacturing 31-33</b>	85	25	3,939	\$192,924	\$837,679	\$2,255,472	\$32,504
<b>Textile product mills 314</b>	5	2	g	D	D	D	D
<b>Chemical manufacturing 325</b>	3	1	f	D	D	D	D

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

2007 Economic Census

Source: U.S. Census Bureau

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

## Colorado Metro Exports Performance CDOT Northeast Colorado construction projects, 2012

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

Source: Brookings Institution

# Natural and Organic Products

In recent years, a new crop of local natural and organic companies and products have started to make the big-time nationally, including Boulder-based Justin's Nut Butter LLC that makes all-natural nut butters and candy bars.



COURTESY JUSTIN'S NUT BUTTER LLC

## Cluster of organic product producers continues to grow

Some of the biggest pioneers in the natural and organic products industry have sprouted in the Boulder Valley - from WhiteWave Foods Co. Silk soy milk to Rudi's Organic Bakery products and Celestial Seasonings Inc.'s Sleepytime tea.

In recent years, a new crop of local natural and organic companies and products have started to make the big-time nationally, including 34 Degrees' crackers and Justin's Nut Butter LLC's nut butters and candy bars.

Vegetarian entrepreneur Steve Demos started the original WhiteWave tofu company in the late 1970s. But he likes to say that it was Silk soy milk flavors that were the rocketship that took the company to the moon. Demos sold White Wave to Dallas-based Dean Foods Co. in 2002. Today, the

WhiteWave Foods Co. division of Dean employs sells Silk soy milk and Horizon Organic milk, among its other food products. The division employs nearly 400 at its corporate headquarters in Broomfield and 1,300 nationwide.

Ever the entrepreneur, Demos started the Boulder-based NextFoods Inc. in 1995, which produces GoodBelly, a natural probiotic fruit drink product.

Celestial Seasonings Inc. is now owned by The Hain Celestial Group Inc. in Melville, New York, but you can still go on a tour of the company's local plant in Gunbarrel.

Grocery store shelves locally and nationally also now stock frozen food products from Phil's Fresh Food Products LLC, doing business as Evol Foods, spiced nuts from Olomomo Nut Co. LLC, and bottled water from Eldorado Artesian Springs Inc. The Boulder-based Tri-Us Inc., owner of the mix1 sports drink got an infusion of cash in 2012 from The Hershey Co. in Pennsylvania.

Food and drink aren't the only natural products around the Boulder Valley. Natural product retailer Pharmaca Integrative Phar-

macy is based in Boulder and employs about 150 people. Gaiam Inc. has become a video retailer of yoga and other healthy living products.

Boulder-based Eco-Products Inc. sells environmentally friendly business grocery and building materials mostly made out of natural products.

Boulder-based Pangea Organics produces a full line of organic body- and skin-care products.

With so many peer businesses and a healthy-minded population, the Boulder Valley continues to see a vibrant natural products scene.



# Real Estate

*Boulder Valley Real Estate: Stabilizing, with vacancy rates in certain sectors falling and rents on the rise*

## Apartment Vacancies/Lease Rates Boulder County

Market Area	Q4 2011 Vacancy rate	Q1 2012 Vacancy rate	Q4 2011 Avg. lease rate	Q1 2012 Avg. lease rate
Boulder (Non-university area)	3.5%	4.6%	\$1,140.39	\$1,180.41
Boulder (University area)	0.3%	0.1%	\$906.47	\$987.45
Broomfield	5.8%	4.8%	\$981.12	\$1,014.06
Longmont	4.9%	3.6%	\$924.41	\$909.41

Source: Colorado Division of Housing

## Residential Building Permits 2011 Boulder, unincorporated Boulder and Broomfield counties

County	Total units	1-family units	2-family units	3/4-family units	5-family units and more	Total construction cost
Boulder	115	59	0	3	53	\$25,438,197
Unincorporated Boulder	79	0	0	0	79	\$34,498,208
Broomfield	229	229	0	0	0	\$65,582,540

Source: U.S. Census Bureau

## Total Housing Units Boulder and Broomfield Counties

County	Housing units 2010	Homeownership rate 2006-2010	Median value owner-occupied units 2006-2010
Boulder	127,071	63.9%	\$353,300
Broomfield	22,646	74.4%	\$270,500

Source: U.S. Census Bureau

## Commercial Real Estate Vacancy and Lease Rates April 2012/2012 Boulder County

Market	Vacancy rate	Net absorption YTD (sq ft)	Gross rent range (psf/yr)	Avg. gross rent (psf/yr)
Boulder	9%/11%	154,127/(47,829)	\$10.42-\$46.66/\$5-\$60.36	\$20.47/\$20.41
Longmont	11%/11%	(25,524)/4,722	\$6-\$35.71/\$3.20-\$31.54	\$17.46/\$16.34

Note: psf = per square foot, NNN = triple net

Source: Sperry Van Ness/The Group Commercial LLC

## Industrial/flex buildings April 2012/2011

Market	Vacancy rate	Net absorption YTD (sq ft)	Warehouse rent range NNN (psf/yr)	Avg. warehouse rent NNN (psf/yr)
Boulder	7%/8%	1,169/64,340	\$3-\$13.50/\$3-\$13	\$6.25/\$6.19
Longmont	8%/8%	104,956/25,118	\$3.37-\$18/\$2.95-\$10.24	\$6.25/\$5.58

Market	Vacancy rate	Net absorption YTD (sq ft)	Rent range NNN (psf/yr)	Avg. retail rent NNN (psf/yr)
Boulder	8%/7%	(10,855)/26,050	\$8-\$42/\$5-\$42.75	\$16.64/\$16.45
Longmont	5%/6%	13,674/243,630	\$6.50-\$30/\$5-\$32	\$16.41/\$14.91

# Taxation

Tracking the tax man,  
from collections to rates

## Property Tax 2011 Boulder & Broomfield Counties Property tax assessed valuation by county, 2011

### Boulder

City	Vacant	Residential	Commercial	Industrial	Agricultural	Natural Resources	Producing Mines	Oil & Gas	State Assessed	Total
Boulder	\$37,418,384	\$1,205,568,990	\$976,299,446	\$225,979,164	\$78,729	\$212	\$0	\$0	\$62,220,270	\$2,507,565,195
Erie	\$4,783,897	\$73,860,728	\$7,251,830	\$394,976	\$138,872	\$1,856	\$0	\$9,841,890	\$3,188,558	\$99,462,607
Jamestown	\$248,501	\$2,750,301	\$79,093	\$29,335	\$0	\$7,511	\$0	\$0	\$57,783	\$3,172,524
Lafayette	\$17,405,382	\$203,835,336	\$102,125,457	\$24,706,420	\$16,102	\$3,946	\$0	\$1,270,348	\$8,346,808	\$357,709,799
Longmont	\$26,961,428	\$533,987,243	\$352,522,051	\$17,616,082	\$378,525	\$841	\$0	\$0	\$13,670,809	\$1,035,136,979
Louisville	\$19,509,953	\$197,030,711	\$163,845,209	\$48,727,078	\$31,369	\$3,335	\$0	\$0	\$8,740,612	\$437,888,267
Lyons	\$844,335	\$22,903,856	\$4,444,533	\$307,055	\$0	\$0	\$0	\$0	\$366,417	\$28,866,196
Nederland	\$2,646,540	\$14,621,864	\$4,503,781	\$353	\$0	\$87	\$0	\$0	\$619,799	\$22,392,424
Superior	\$3,521,436	\$118,143,302	\$38,009,352	\$12,380	\$6,765	\$377	\$0	\$0	\$2,585,744	\$162,279,356
Ward	\$121,945	\$1,057,241	\$20,260	\$0	\$0	\$2,291	\$0	\$0	\$198,144	\$1,399,881
<b>Total:</b>	<b>\$113,461,801</b>	<b>\$2,373,759,572</b>	<b>\$1,649,101,012</b>	<b>\$407,772,843</b>	<b>\$650,362</b>	<b>\$20,456</b>	<b>\$0</b>	<b>\$11,112,238</b>	<b>\$99,994,944</b>	<b>\$4,655,873,228</b>

Source: Colorado Division of Property Taxation

### Broomfield

City	Vacant	Residential	Commercial	Industrial	Agricultural	Natural Resources	Producing Mines	Oil & Gas	State Assessed	Total
Broomfield	\$44,445,530	\$431,069,291	\$439,436,450	\$80,462,000	\$919,820	\$9,310	\$0	\$10,097,240	\$53,518,400	\$1,059,958,041
<b>Total:</b>	<b>\$44,445,530</b>	<b>\$431,069,291</b>	<b>\$439,436,450</b>	<b>\$80,462,000</b>	<b>\$919,820</b>	<b>\$9,310</b>	<b>\$0</b>	<b>\$10,097,240</b>	<b>\$53,518,400</b>	<b>\$1,059,958,041</b>

Source: Colorado Division of Property Taxation

## Colorado tax rates Colorado taxes & fees at a glance, 2011

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

Source: Colorado Division of Property Taxation

## Cigarettes, other tobacco products

Type	Tax/fee
Cigarettes	\$84 cents per 20-count package
	42 mills per cigarette

Source: Colorado Department of Revenue 2011 Annual Report

Type	Tax/fee
Other products	40% of manufacturer's list price

Source: Colorado Department of Revenue 2011 Annual Report

## 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 2011 Annual Report

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

Source: Colorado Department of Revenue 2011 Annual Report

## 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 2011 Annual Report

## Driver's license & ID card fees Original/renewal of basic license

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

Source: Colorado Department of Revenue 2011 Annual Report

## Duplicate/reissue

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

Source: Colorado Department of Revenue 2011 Annual Report

## Income Tax Collections

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

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

Source: Colorado Department of Revenue, 2011 Annual Report

## Income tax returns filed, 2002-2011

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

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

Source: Colorado Department of Revenue, 2011 Annual Report

## Enterprise Zones

### Corporate income tax credits, 2010-2011

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

Source: Colorado Department of Revenue, 2011 Annual Report

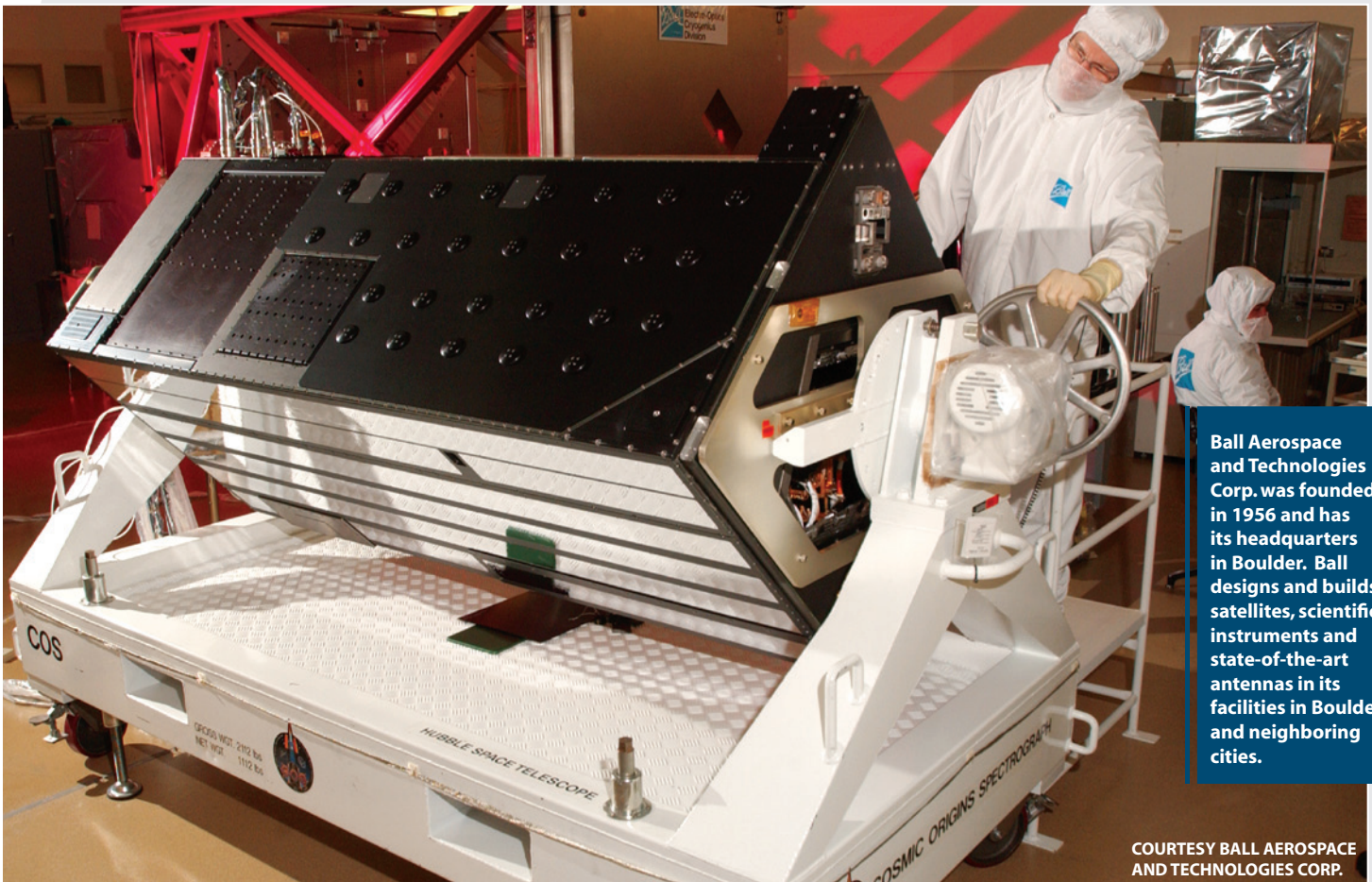
\* Includes credit for investment in both alternative fuel vehicles and refueling facilities.

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



# Technology

## Tech sector blend of new and old guards



Ball Aerospace and Technologies Corp. was founded in 1956 and has its headquarters in Boulder. Ball designs and builds satellites, scientific instruments and state-of-the-art antennas in its facilities in Boulder and neighboring cities.

COURTESY BALL AEROSPACE AND TECHNOLOGIES CORP.

**H**igh-tech companies abound in the Boulder Valley and provide leadership in a diverse number of industries.

DigitalGlobe Inc. in Longmont, which owns and operates satellites that take high-resolution images from space, has become a world leader in its industry. It provides imagery to governments, the military and commercial users, including Google Maps.

Broomfield is the home of one of the biggest telecommunications companies in the world. Level 3 Communications Inc. is a Tier 1 telecommunications company that owns and operates “long haul” that span and connect continents. Level 3 also offers enterprise services for clients.

Just up the road in Louisville, Zayo Group LLC has emerged as a fast-growing telecom. Zayo builds regional and metro fiber networks that connect businesses,

schools, hospitals and other service providers.

Major software companies have offices in the area, including Oracle Corp., which has a major campus in Broomfield’s Interlocken office park and is one of the city’s major employers.

Rally Software Development Corp. is a homegrown, Boulder-based company that celebrated its 10th anniversary in 2012. Rally develops programs and training methods to help software engineers use agile development techniques to develop software.

The legacy of the data-storage industry lives on in the area. Hard drive manufacturer Seagate Technology LLC has a design and product development center in Longmont and is the city’s largest private employer.

Startups pioneering new data storage technology also call the area home. SolidFire Inc., which is based in Boulder, is developing high-performance solid-state drives for

cloud service providers. SolidFire has raised \$37 million from venture capitalists since incorporating in 2010.

Last but not least, there are the companies in the venerable “Old Guard” that have been major employers in the region for decades.

IBM Corp. employs about 2,800 people at its 500-acre campus on the Diagonal Highway. IBM started developing the campus in the 1960s, and it continues to grow. IBM’s greenest data center opened on the campus in 2008 and was part of the company’s \$350 million investment in Boulder.

Ball Aerospace and Technologies Corp. was founded in 1956 and has its headquarters in Boulder. Ball designs and builds satellites, scientific instruments and state-of-the-art antennas in its facilities in Boulder and neighboring cities. Ball Aerospace is a subsidiary of Broomfield-based Ball Corp.

# BUSINESS RESOURCES

## Boulder and Broomfield Counties

### **Boulder Chamber**

2440 Pearl St., Boulder, CO 80302  
303-442-1044/303-938-8837, [frontdesk@boulderchamber.com](mailto:frontdesk@boulderchamber.com),  
[www.boulderchamber.com](http://www.boulderchamber.com).

### **Boulder Convention & Visitors Bureau**

2440 Pearl St., Boulder, CO 80302  
303-442-2911/303-938-2098, [visitor@bouldercvb.com](mailto:visitor@bouldercvb.com),  
[www.bouldercoloradousa.com](http://www.bouldercoloradousa.com)

### **Boulder Economic Council,**

2440 Pearl St. Boulder, CO 80302  
303-442-1044, [bec@bouldereconomiccouncil.org](mailto:bec@bouldereconomiccouncil.org),  
[www.bouldereconomiccouncil.org](http://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](mailto:jj@boulderindependentbusiness.org), [www.boulderiba.org](http://www.boulderiba.org).

### **Boulder Innovation Center**

1155 Canyon Blvd., Suite 400, Boulder, CO 80302-5414  
303-444-2111/303-444-3111, [info@boulderinnovationcenter.com](mailto:info@boulderinnovationcenter.com),  
[www.boulderinnovationcenter.com](http://www.boulderinnovationcenter.com).

### **Boulder Small Business Development Center**

[sharon.king@boulderchamber.com](mailto:sharon.king@boulderchamber.com), [www.bouldersbdc.com](http://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](mailto:info@broomfieldchamber.com),  
[www.broomfieldchamber.com](http://www.broomfieldchamber.com)

### **Broomfield Economic Development Corp.**

2095 W. Sixth Ave., Suite 108, Broomfield, CO 80020  
303-469-7645/303-469-9183, [pr@broomfieldedc.com](mailto:pr@broomfieldedc.com),  
[www.broomfieldedc.com](http://www.broomfieldedc.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](http://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](mailto:hansonl@bouldercolorado.gov),  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov).

Offers programs in business retention, expansion, incentives, development and redevelopment, as well as industry cluster initiatives.

### **City of Longmont Department of Economic Development**

385 Kimbark St., Longmont, CO 80501  
303-651-8330/303-651-8696, [economic.vitality@ci.longmont.co.us](mailto:economic.vitality@ci.longmont.co.us),  
[www.ci.longmont.co.us](http://www.ci.longmont.co.us).

### **City of Louisville Business Retention & Development**

749 Main St., Louisville, CO 80027  
303-335-4531/303-335-4550,  
[aarond@louisvilleco.gov](mailto:aarond@louisvilleco.gov), [www.louisvilleco.gov](http://www.louisvilleco.gov).

### **Downtown Boulder Inc.**

1942 Broadway, Suite 301, Boulder, CO 80302  
303-449-3774/303-449-1582, [terri@dbi.org](mailto:terri@dbi.org),  
[www.boulderdowntown.com](http://www.boulderdowntown.com).

### **Erie Chamber of Commerce**

235 Wells St., Erie, CO 80516  
303-828-3440, [www.eriechamber.org](http://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](mailto:info@erieedc.org),  
<http://erieedc.com>.

### **Institute of Telecommunication Services (ITS)**

325 Broadway, Boulder, CO 80305-3337  
303-497-5216, [info@its.blrdroc.gov](mailto:info@its.blrdroc.gov), [www.its.blrdroc.gov](http://www.its.blrdroc.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](mailto:info@iceed.org), [www.iceed.org](http://www.iceed.org).  
ICEED is a nonprofit organization that provides information and research on global energy issues.

### **Lafayette Chamber of Commerce**

1290 S. Public Road, Lafayette, CO 80026  
303-666-9555/303-666-4392, [info@lafayettecolorado.com](mailto:info@lafayettecolorado.com),  
[www.lafayettecolorado.com](http://www.lafayettecolorado.com).

### **Longmont Area Chamber of Commerce**

528 Main St., Longmont, CO 80501  
303-776-5295/303-776-5657, [kharding@longmontchamber.org](mailto:kharding@longmontchamber.org),  
[www.longmontchamber.org](http://www.longmontchamber.org).

### **Longmont Area Economic Council**

528 Main St., Longmont, CO 80501  
303-651-0128, [www.longmont.org](http://www.longmont.org)

### **Louisville Chamber of Commerce**

901 Main St., Louisville, CO 80027  
303-666-5747/303-666-4285, [info@louisvillechamber.com](mailto:info@louisvillechamber.com),  
[www.louisvillechamber.com](http://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](http://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](mailto:do-webmaster@nist.gov), [www.boulder.nist.gov](http://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](mailto:Donald.R.Mock@noaa.gov),  
[www.boulder.noaa.gov](http://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](mailto:katrina@nederlandchamber.org),  
[www.nederlandchamber.org](http://www.nederlandchamber.org).

### **Superior Chamber of Commerce**

122 William St., Superior, CO 80027  
303-554-0789/303-499-1340, [info@superiorchamber.com](mailto:info@superiorchamber.com),  
[www.superiorchamber.com](http://www.superiorchamber.com)

### **Town of Superior Economic Development**

124 E. Coal Creek Drive, Superior, CO 80027  
303-499-3675/303-499-3677, [www.superiorcolorado.gov](http://www.superiorcolorado.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](mailto: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](mailto: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](mailto: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](mailto: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](mailto: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](mailto:Bahr-Torline@rmtaac.org),  
[www.rmtaac.org](http://www.rmtaac.org). RMTAAC is a federal grant program that helps U.S. businesses adversely affected by foreign imports.

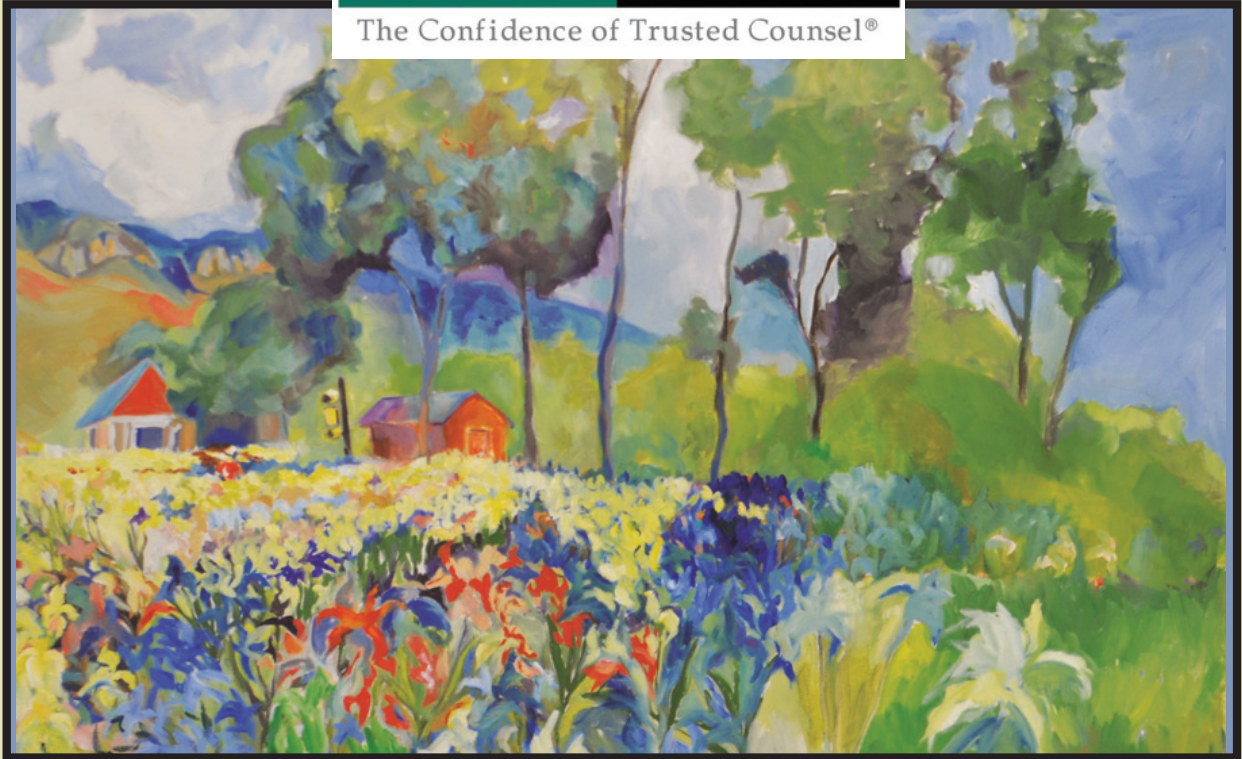
### **University Corporation for Atmospheric Research (UCAR)**

P.O. Box 3000, Boulder, CO 80307-3000  
303-497-1000, <https://www2.ucar.edu>.

**CAPLAN  
AND  
EARNEST  
LLC**

*Celebrating  
Over  
40 Years  
of Legal Service*

The Confidence of Trusted Counsel®



*There is a good reason why our clients are with us for many years, some for decades. Our diverse professional experience enables us to meet a wide variety of legal needs for individuals, families, and businesses.*

*No matter how straightforward or complex your legal issues, get the right answers from the right attorney.*

*The consequences of not having your personal and financial affairs in order can be catastrophic to you and your family.*

*Call us for assistance with Wills, Trusts, and Estate Planning, Real Estate, or Business matters.*



*Lynn D. Bird*



*Kristofer M. Simms*

**Phone: 303-443-8010 • [www.celaw.com](http://www.celaw.com)**

**One Boulder Plaza • 1800 Broadway, Suite 200 • Boulder, CO 80302-5289**

ARTWORK BY BETSY CAPLAN

# THE COMMUNITY EXPERTS

RE/MAX of Boulder Knows Real Estate  
and LOTS more!



Knowledge is Power.  
We offer Awareness, Skill, Negotiation,  
Expertise and Understanding.  
Call us before your next move.



**RE/MAX of Boulder inc.**

**303.449.7000 • [www.BoulderCO.com](http://www.BoulderCO.com)**  
2425 Canyon Blvd. #110  
Boulder, CO 80302

