

BOULDER VALLEY

ECONOMIC

PROFILE
2009

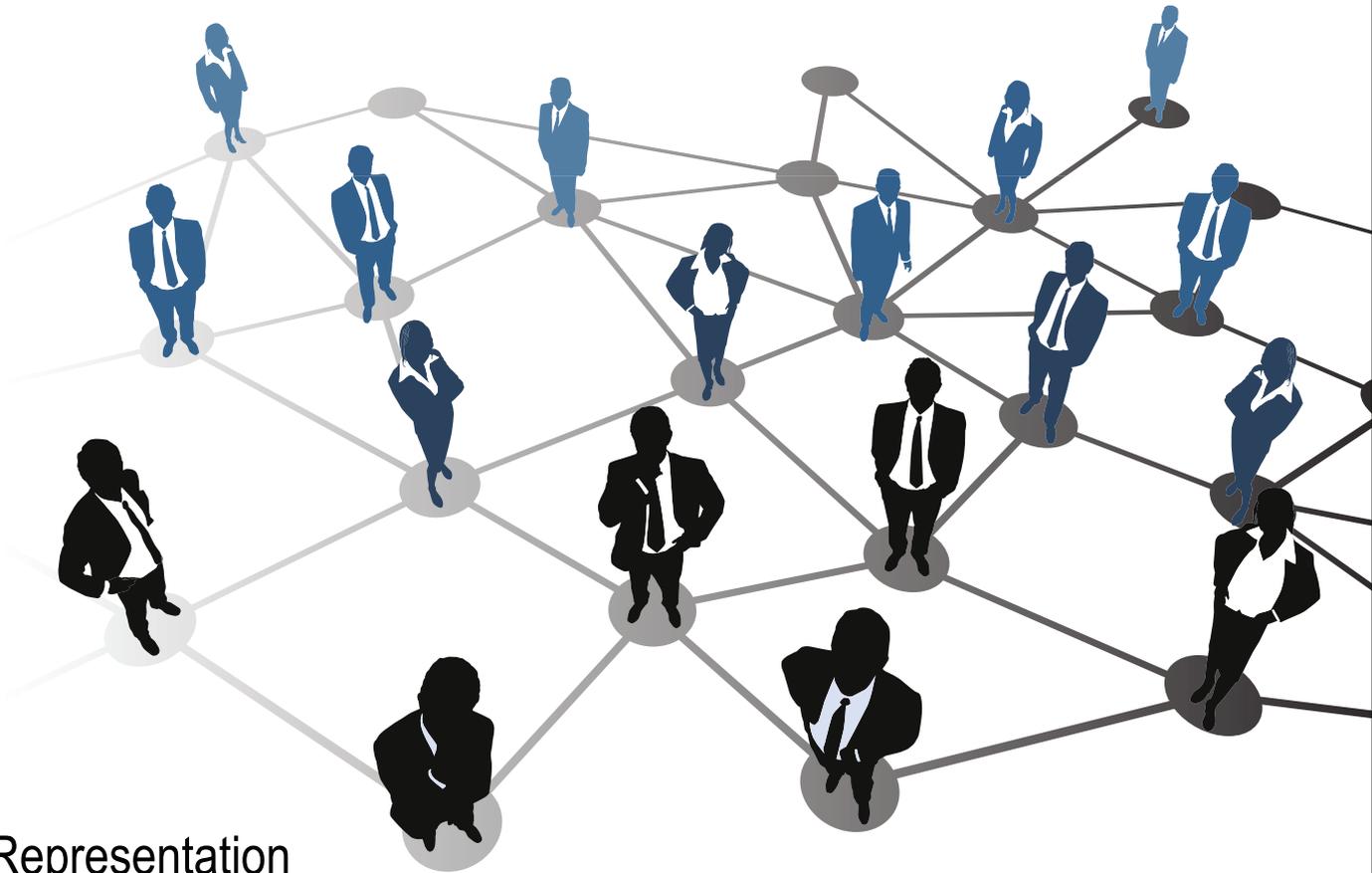


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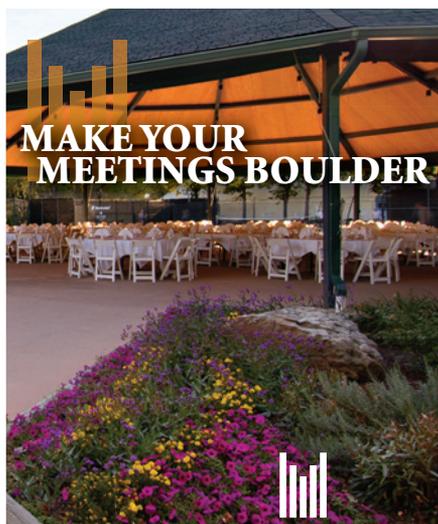
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ON THE COVER: Long Lake at Indian Peaks by David Clucas, worker at National Institute of Standards and Technology in Boulder by David Clucas, office building at Interlocken Advanced Technology Environment business park in Broomfield by David Clucas, clean room worker at Seagate Technology LLC in Longmont, courtesy Seagate

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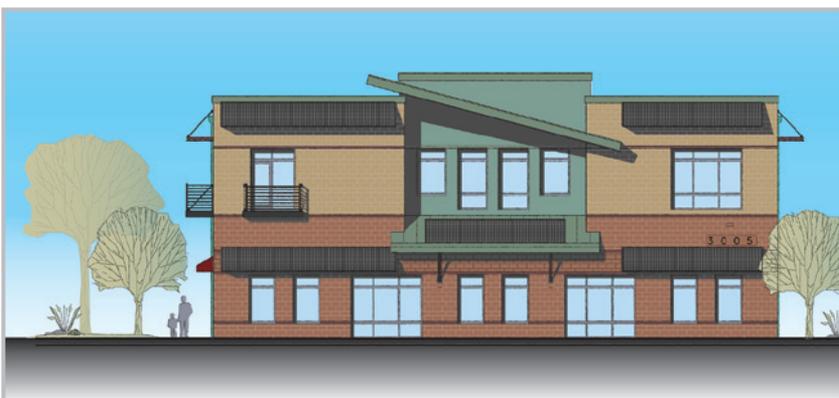


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Boulder Valley's economic climate is ideal for relocation, expansion

Few areas of the country can claim the level of entrepreneurship that we enjoy in the Boulder Valley.

From Boulder to Broomfield, Longmont to Superior, Lafayette to Louisville and Erie, this region ranks as one of the nation's hubs for bioscience, clean energy, data storage, high technology and many other sectors.

Companies and individuals are drawn to Boulder and Broomfield counties by the highly educated work force, a world-class research university, federal laboratories and an entrepreneurial climate that is among the most dynamic anywhere. (Oh, and the natural beauty doesn't hurt, either.)

This Economic Profile, published by the Boulder County Business Report — the region's best source for business news and information — provides a snapshot of the region's economy. It's intended as a guide for both companies and individuals looking to this area for relocation or expansion, or for companies already here who want information relevant to expansion or retention.

In these pages, readers will find articles on each of the above communities, complete with contact information for economic-development officials. Additionally, we've provided snapshots of 15 major industries of importance, along with demographic information and articles on lifestyle, transportation, etc.

We're very grateful to officials at our city governments, economic-

development agencies and chambers of commerce for their contributions and guidance in the preparation of the Economic Profile.

This magazine will be distributed in various ways, including by those agencies, and at events produced year-round by the Boulder County Business Report.

Remember, this publication is intended as a snapshot of the region. If you would like more information about expansion or relocation options or incentive programs, please contact one of the economic-development agencies or city officials mentioned throughout this publication.

If you represent a company looking to enter this region, this publication should offer a taste of the dynamism that is the Boulder Valley. If you represent a company that's already here, it should remind you of what drew you to the region in the first place, and why the Boulder Valley should remain your No. 1 choice for expansion.



Chris Wood

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NOTEBOOK



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BOULDER VALLEY PROVIDES PERFECT BALANCE OF BUSINESS OPPORTUNITIES, OUTDOOR ALLURE

**Highly creative, educated work force
committed to economic development**

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

The area encompassing Boulder and Broomfield counties is home to about 350,000 people and 200,000 jobs. 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 south. 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 is 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 well serviced by Regional Transportation District bus routes, with connections to the entire 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, bioscience, energy and the outdoors. IBM Corp., Sun Microsystems Inc., Seagate Technology LLC, Roche and Amgen Inc. all have a major presence here.

ConocoPhillips is planning a new alternative-energy and global training campus in the region, which has attracted numerous other firms such as Siemens Energy, GE Energy and Vestas Wind Systems A/S to bring more green jobs to the area. Numerous 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., Ball Corp., Array

Biopharma Inc., and Vail Resorts call the Boulder Valley home. Ten locally based companies are publicly traded over the New York Stock Exchange or Nasdaq market. Many other public companies have a presence 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 33 financial institutions 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. 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 30,000 students at the University of Colorado at Boulder. It is the largest university in the state and supports an effective technology-transfer program to the private sector. At the K-12 level, the Boulder Valley School District and St. Vrain Valley School District teach about 50,000 students in 100 schools, employing 7,000 people. There also are numerous private schools and universities 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 (NCAR), the National Institute of Standards & Technology (NIST), the National Oceanic and Atmospheric Administration (NOAA), the Cooperative Institute for Research in Environmental Sciences (CIRES), the National Telecommunications and Information Administration (NTIA) and the Institute of Telecommunications (ITS).

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 work forces.

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 is 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 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 loom behind us.

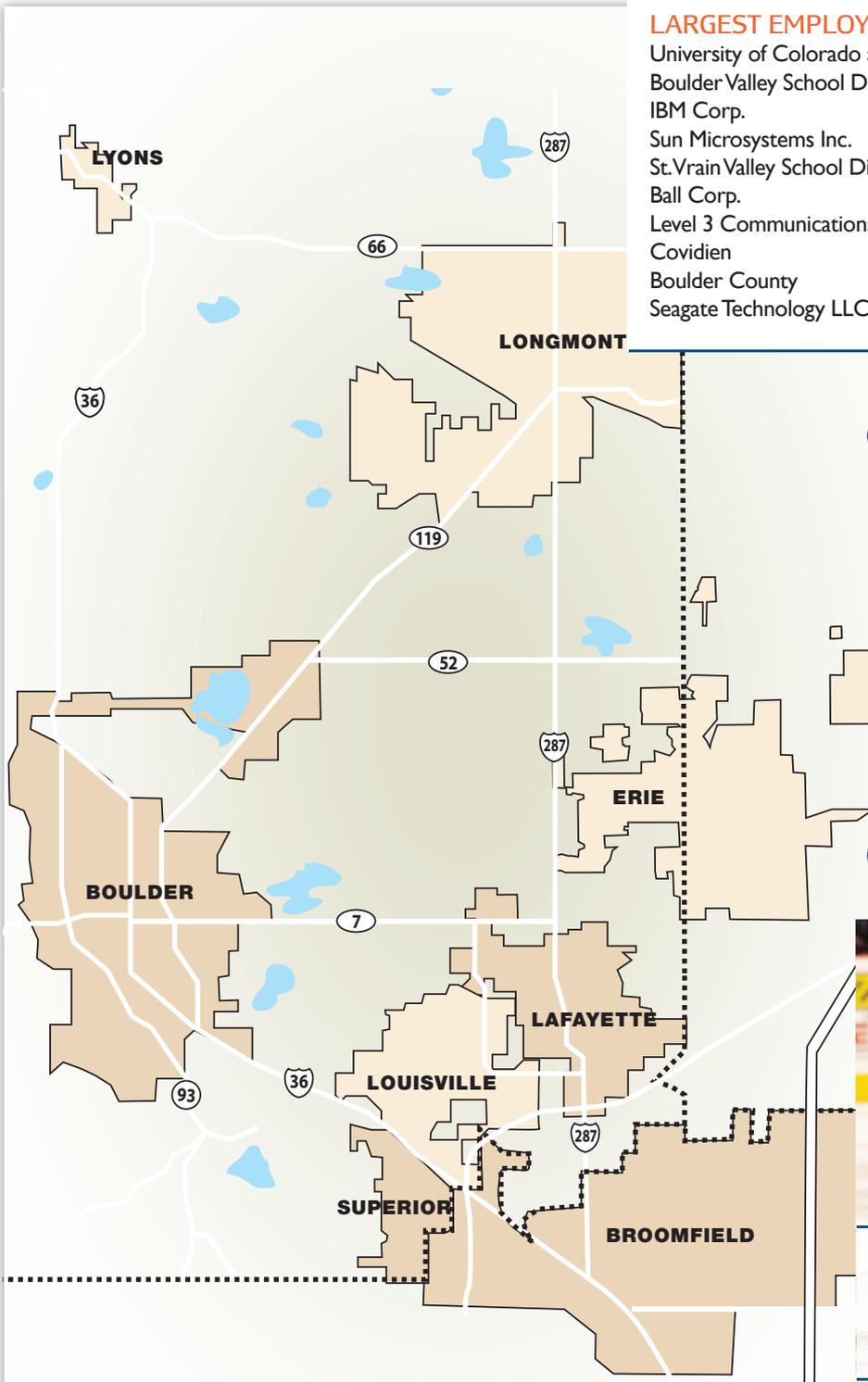
The Boulder Valley provides a wide range of living options – from rentals to home ownership. There are affordable single-family homes in the mountains or plains, and there are million-dollar urban lofts in the center of downtown.

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.

THIS PAGE

Sunsets over the mountains like this one are commonplace in the Boulder Valley.

QUICK FACTS



LARGEST EMPLOYERS

University of Colorado at Boulder	6,902
Boulder Valley School District	4,296
IBM Corp.	2,800
Sun Microsystems Inc.	3,200
St.Vrain Valley School District	3,164
Ball Corp.	3,100
Level 3 Communications Inc.	2,100
Covidien	1,750
Boulder County	1,700
Seagate Technology LLC	1,605



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ROCKY MOUNTAIN NATIONAL PARK

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PROSPECT NEW TOWN

New-urbanist neighborhood, in Longmont, which won 1996 Governor's Smart Growth Award

BOULDER CREEK PATH

Seven miles of a multiuse path along Boulder Creek. The creek is open to kayaking, tubing and fishing.



BROOMFIELD EVENT CENTER

The 6,000-seat arena, home to the Rocky Mountain Rage, above, and the Colorado 14ers.

DAVID CLUCAS

TAXES

Colorado has some of the nation's lowest tax rates, and none of the Boulder Valley's cities collect income tax.

State corporate income tax: 4.63 percent

State individual income tax: 4.63 percent

Sales tax:Varies by location from 6.4 percent to 8.45 percent

City/county/regional property taxes:Taxes on commercial and industrial property are levied at an assessed value, which is calculated as 29 percent of actual value. Rates vary by location from about 69 to 100 mills.



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INDIAN PEAKS WILDERNESS AREA

110 miles of trails, 13,000-foot peaks, and more than 50 mountain lakes across 77,000 acres.

PEARL STREET MALL

Outdoor shopping in historic downtown Boulder

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Premier office business park with two four-star hotels and 27-hole championship golf course

NATIONAL CENTER FOR ATMOSPHERIC RESEARCH LABORATORY

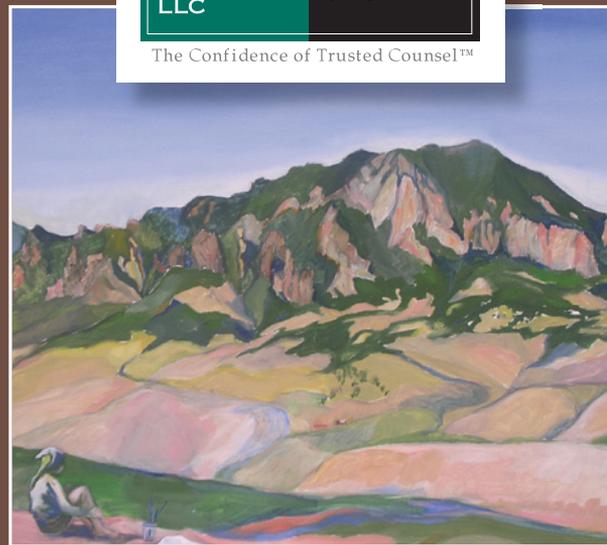
Learn more about the Earth's atmosphere and super computers that track it at the free and public museum.



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CLIMATE

Month	Avg. highs (degrees F)	Avg. lows (degrees F)	Precipitation (inches)
January	45	19	0.61
February	48	23	0.75
March	54	28	1.66
April	63	36	2.16
May	72	44	3.00
June	82	53	2.22
July	88	59	2.03
August	85	57	1.31
September	77	48	1.89
October	67	39	1.30
November	53	29	1.06
December	46	22	0.83



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BOULDER'S vibrant community, highly educated work force serve as hub of popular region

The city of Boulder is the valley's largest and most vibrant. Nestled directly below the Rocky Mountain foothills along U.S. 36, Boulder offers the perfect mix of city and nature, work and play. It is home to about 100,000 residents.

The city has a high concentration of companies in the aerospace, bioscience, data-storage and software industries, including Ball Aerospace, Lockheed Martin, Covidien, Roche, IBM, Webroot and Google. The city also has a major concentration of companies in professional and technical services and is a center for clean-technology, active-living, and natural and organic businesses.

Boulder's natural attributes and support from peer companies draw many entrepreneurs to the city. Here, they start and grow new

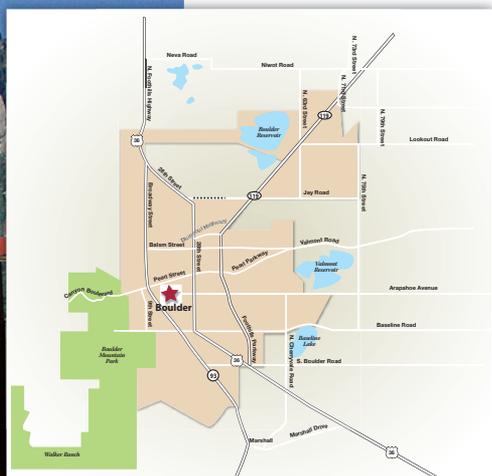
businesses, attracting most startup and venture capital funds.

The presence of these companies also reflects the intellectual energy found in Boulder; which is supported by the University of Colorado, major federal 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.

Boulder's vibrant historic downtown features the Pearl Street



ECONOMIC *Development Contact/Incentives*

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The city of Boulder's Economic Vitality Program uses 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 employee discounts. The city is looking to begin industry cluster initiatives to attract natural-product, active-living and clean-technology businesses.

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

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

which as several locations within the city.

On the edge of all 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.

The city has a long history of being an environmental leader and is receiving international attention as the world's first fully integrated SmartGrid City. The innovative design represents a \$100 million investment by Xcel Energy and its partners, and is expected to provide significant environmental, financial and operational benefits.

BELOW

The Pearl Street Mall in downtown Boulder provides local shopping, dining and entertainment amenities.

FACING PAGE

Boulder features a mix of mountains and urban centers.

BOULDER *Profile*

Square miles: 25.5

Population: 102,569

Households: 43,687

Median household income: \$52,759

Median home sales price: \$538,000

Median age: 30

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 at Boulder (6,902)

Electricity: Xcel Energy

ONLINE *Resources*

City of Boulder: www.bouldercolorado.gov

Boulder Chamber: www.boulderchamber.com

Boulder Economic Council: www.boulderbusiness.org



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Top firms take advantage of LONGMONT'S high-tech work force, cost of doing business

Longmont is the Boulder Valley's second-most populous city, yet 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 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 20 other IT hardware companies, including Dot Hill Systems Corp., COPAN Systems Inc. and Intel Corp. Longmont also has several industry clusters with employment over 500, including software, biotech, business services, semiconductor and food processing.

Longmont has also realized a data-center concentration in recent years. American Honda Motor Corp. has one of its main data-storage facilities here. West Corp., Xilinx Inc., and Ongoing Operations have set up data centers recently and Dallas-based Broadband Utilities Inc. plans to build three new 50,000-square-foot data-storage centers beginning in 2009. Longmont also hosts numerous other big-name national firms such

THIS PAGE

Beyond its economic attractions, Longmont also offers community and cultural amenities.

FACING PAGE

Main Street in downtown Longmont.





DOUG STORUM

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 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 Twin Peaks Mall, which is slated to be redeveloped, and big-box stores such as Wal-Mart, Target, Best Buy 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

LONGMONT *Profile*

Square miles: 22.3
 Population: 87,000
 Households: 35,000
 Median household income: \$55,296
 Median home sales price: \$220,000
 Median age: 34
 School districts: St. Vrain Valley School District
 City, county, state sales tax: 8.025%
 Top private employer: Seagate Technology LLC (1,480)
 Top public employer: St. Vrain Valley School District (2,400)
 Electricity: Longmont Power & Communications

ONLINE *Resources*

City of Longmont: www.ci.longmont.co.us
 Longmont Area Chamber of Commerce: www.longmontchamber.org
 Longmont Area Economic Council: www.longmont.org

ECONOMIC *Development Contact/Incentives*

JOHN CODY

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

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.

Range Community College's Boulder County campus is based here.

Longmont is serviced by the Regional Transportation District bus service and is slated to be the final stop of the future FasTracks commuter-rail service.





BROOMFIELD houses large private-sector companies with room to attract more

DOUG STORUM

Broomfield is the Boulder Valley's third-largest city and has the advantage of being its own county. Together, Broomfield and Boulder counties make up the Boulder Valley.

In many ways, Broomfield is becoming a regional powerhouse in the Boulder Valley. It houses the area's largest private-sector companies, with the majority of the region's class A office space. It has its own event center and minor-league teams. And its population continues to climb with a mix of high-end and affordable living options.

Broomfield's midway location along U.S. 36 allows it to easily attract a labor force from both Boulder and Denver. The city also stretches east to access Interstate 25, and the new Northwest Parkway to Denver International Airport.

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

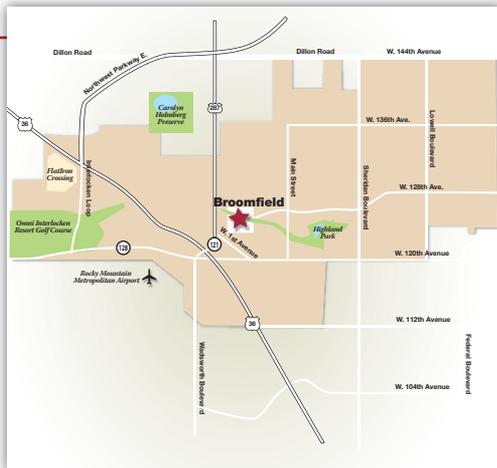
The Interlocken Advanced Technology Environment is the city's premier office park, with a variety of real estate on 900 acres, including 10-story, class A office buildings, built less than a decade ago. Built originally for the region's tech boom in the late 1990s, Interlocken has become headquarters to a variety of businesses, including Vail Resorts Inc. and WhiteWave Foods Co. The business

ABOVE

Broomfield has adequate housing for its large work force.

FACING PAGE

Class A office space is available at several sites in the Interlocken Advanced Technology Environment office park in Broomfield.



park also includes two four-star hotels – the Omni Interlocken Resort and Renaissance Boulder Suites at Flatiron Hotel – 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 and dining opportunities, including Nordstrom, Dillard's, Macy's, Dicks Sporting Goods, Best Buy, and Wal-Mart Supercenter. 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 6,000-seat Broomfield Event Center, which hosts the minor-league Rocky Mountain Rage hockey team and NBA development league Colorado 14ers. The surrounding neighborhood eventually will 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.

ONLINE Resources

City and County of Broomfield: www.ci.broomfield.co.us

Broomfield Chamber of Commerce: www.broomfieldchamber.com

Broomfield Economic Development Corp.: www.broomfieldeddc.com

ECONOMIC Development Contact / Incentives

DON DUNSHEE

Broomfield Economic Development Corp., president, chief executive
303-469-7645 or don@broomfieldbusiness.com

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 and county's approval process. Officials will consider jobs, salaries and quality of developments in their decision-making process.

The western side of Broomfield is also home to the city's largest employers — including Sun Microsystems Inc. (3,400 employees), Level 3 Communications Inc. (2,100 employees) and Hunter Douglas (900 employees).

On the eastern edge of Broomfield, along I-25, Northern Colorado-based developer McWhinney recently purchased 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, which could break ground in early 2010. The residential portion of Anthem is being developed by Del Webb Corp. and Pulte Homes Inc., and is slated to include up to 3,100 homes.

Broomfield has next-door access to the Rocky Mountain Metropolitan Airport in Jefferson County with corporate jet services. The city is part of the Regional Transportation District bus route, and is slated to have a FasTracks commuter-rail station in the future.

BROOMFIELD Profile

Square miles: 33.6

Population: 55,000

Households: 20,533

Median household income: \$71,790

Median home sales price: \$338,000

Median age: 35

School districts: Boulder Valley, Adams 12, Adams-Broomfield 50, Jefferson County, St. Vrain, Brighton, and Weld County school districts

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

Top private employer: Sun Microsystems Inc. (3,000)

Top public employer: City and County of Broomfield (600)

Electricity: Xcel Energy and United Power



DAVID CLUCAS



DESIREE HOLTZ

LOUISVILLE maintains small-town appeal while developing strong business climate

ABOVE

Louisville maintains a quaint charm with its small-town ambiance.

The city of Louisville strives to preserve a sense of community and small-town ambiance, while promoting a vibrant, diverse and sustainable business environment.

In 2007, the city was recognized by Money Magazine as the No. 3 best place to live in the United States.

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

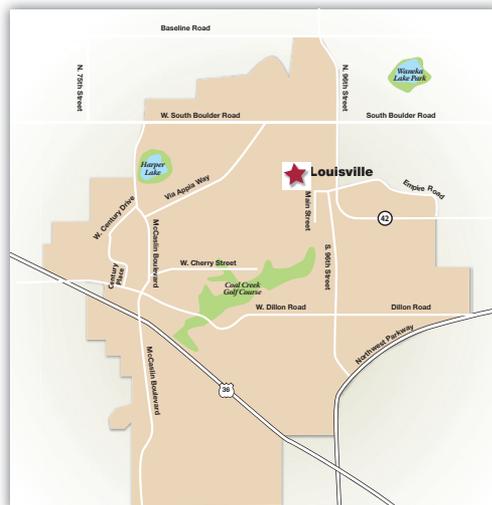
The city has two major business parks with a range of buildings for high-end corporate use to research and development industrial operations. Both parks have room to grow. The 400-acre Colorado Technology Center has about 120 acres left to develop, and it is home to variety of small and large businesses such as Lockheed Martin, Kiosk Information Systems, SpaceDev and Promotech. The 400-acre Centennial Valley Business Park

on the west side of the city has about 82 acres left to develop and contains Global Healthcare Exchange, the National Institute for Trial Advocacy, Idol Minds, Spyder and Transfirst.

Louisville's historic Main Street has shops, restaurants and offices downtown. The area hosts the Friday Street Faire every week during the summer and is slated to be the site of the FasTracks commuter rail station. A new 32,500-square-foot library was built downtown in 2006.

The biggest upcoming development for Louisville is the ConocoPhillips alternative energy and global training center campus on 432 acres. The Houston-based energy company purchased the land in early 2008 with plans to open in 2013 and employ up to 7,000 people on the site within the next 30 years.

Louisville has nearly 8,000 households in a mix of mostly single-family home neighborhoods. The city offers residents a variety of retail opportunities – from unique



TO PAGE 20

LAFAYETTE growing office, industrial parks

During the past few years, the city of Lafayette has grown into a self-sustainable community.

Located in eastern Boulder County at the crossroads of Colorado 7, U.S. 287 and the Northwest Parkway, the city recently added a new major hospital, several big-name retailers and grew its office and industrial business parks. And a new 82-acre mixed-use development with a hotel, office and restaurants is on the way.

All of that development will go to support a great place to live with mostly single-family neighborhoods surrounded by parks and an 18-hole, Hale Irwin-designed public golf course.

The new Exempla Good Samaritan Medical Center has spurred commercial growth in the southeast portion of the city. The full-service hospital — with more than 200 beds and room to grow — is the newest of the four major hospitals in the Boulder Valley.

Just to the north of Exempla, along U.S. 287, Illinois based Raufeisen Development Co. has received final approval for the first phase of the mixed-use project called SoLa. The initial phase will include a 102-room hotel, retail, restaurant and office space on the 29 acres nearest to U.S. 287. The future phases of SoLa are slated to include 30 acres of high-density residential, 20 acres of senior assisted-living homes, and 11 acres of institutional

TO PAGE 20

THIS PAGE

The Lafayette Public Library.



LAFAYETTE Profile

Square miles: 9.3

Population: 25,945

Households: 12,244

Median household income: \$58,348

Median home sales price: \$311,500

Median age: 37

School district: Boulder Valley School District

City, county, state sales taxes: 8.25 percent

Top private employer: Exempla Good Samaritan Medical Center (1,300)

Top public employer: Boulder Valley School District
Electricity: Xcel





DESIREE HOLTZ

ABOVE

The city of Louisville's community attributes and quality services provide a good environment to grow a business.

locally owned shops and restaurants on Main Street to big-box retailers like Lowe's, Home Depot, Sam's Club and Kohl's. The city is also home to one of four hospitals in the Boulder Valley – Avista Adventist Hospital.

For recreation Louisville offers a 57,000-square-foot recreation center; lighted sports complex, in-line skating rink, skate park, bocci ball and tennis courts, dog parks the 18-hole public Coal Creek Golf Course, and 391 acres of parks and more than 3,300 acres of dedicated open space in and surrounding the city.

LOUISVILLE *Profile*

Square miles: 7.9
Population: 19,379
Households: 7,728
Median household income: \$69,945
Median home sales price: \$352,500
Median age: 37
School district: Boulder Valley School District
City, county, state sales tax: 8.25 percent
Top private employer: Avista Adventist Hospital (550)
Top public employer: City of Louisville (225)
Electricity: Xcel Energy

ONLINE *Resources*

City of Louisville: www.ci.louisville.co.us
Louisville Chamber of Commerce: www.louisvillechamber.com
Louisville Economic Development: www.louisvillecolorado.biz

ECONOMIC *Development Contact / Incentives*

BONNIE STAR
 economic development director
 303-335-4531 or starb@ci.louisville.co.us

The city of Louisville provides business assistance generally in the form of building 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 five years of operation. Projects can be approved for high-quality development, retaining jobs, creating new jobs with average salaries above \$79,169, retaining existing sales tax, creating new sales tax, bringing industry or retail diversity, or using an existing building.

businesses.

Class A office space is available throughout the city, including the new Creekside Offices at Old Laramie Trail. The distinctive 8,500- and 4,500-square-foot buildings feature a lot of natural stone, glass and vaulted roofs in a grand Colorado ski-lodge style. On the east side of the city, Vista Business Park has about 70 acres open for development of industrial and flex spaces.

With its recent focus on attracting businesses, Lafayette is home to marketing database firm Abacus, employing about 500 people, and expedition vehicle manufacturer EarthRoamer.

Lafayette also has established history with its Old Town Lafayette main street area, featuring local shops and restaurants. Annual festivals include the Quaker Oatmeal Festival, Summer Fun Fest, Peach Fest, Celebrate Lafayette and Home for the Holidays.



DAVID CLUCAS

ABOVE

Office space available at the Creekside Offices at Old Laramie Trail in Lafayette.

ONLINE *Resources*

City of Lafayette: www.cityoflafayette.com
Lafayette Chamber of Commerce: www.lafayettecolorado.com

ECONOMIC *Development Contact / Incentives*

PHILLIP PATTERSON
 community development director
 303-665-5588 x3330 or phillipp@cityoflafayette.com

Lafayette officials are willing to work with businesses on an individual basis to assist them with possible economic incentives. There are no set or blanket incentives.

SUPERIOR embraces growth with well-rounded vision



DAVID CLUCAS

ABOVE

Superior Marketplace features retailers like Costco, Super Target, Whole Foods and PetsMart.

The town of Superior was one of the nation's fastest-growing by population in the 1990s, and today it has the opportunity – at more than 100 years old – to be developing its first central business district, to be known as the Town Center:

Town officials have completed a visioning process for the 160-acre mixed-use urban area, and are seeking private developers to take on the project. The new downtown Superior would sit on 160 acres southeast of the U.S. 36 and McCaslin Boulevard interchange.

The conceptual plan calls for more than 1 million square feet of commercial office and retail space, along with up to 2,300 residential units, 300 of which would be senior residences.

Commercial buildings as high as 12 stories tall would be allowed along the U.S. 36 corridor, accompanied by more of a “main street” mixed-use development farther away from the highway. The Town Center will incorporate numerous sustainable or “green” initiatives, promote multi-modal transit and include extraordinary public gathering and open spaces.

SUPERIOR Profile

- Square miles:** 4.26
- Population:** 14,000
- Households:** 6,000
- Median household income:** \$92,946
- Median home sales price:** \$405,000
- Median age:** 31
- School districts:** Boulder Valley School District
- City, county, state sales taxes:** 8.21 percent
- Top private employer:** Key Equipment Finance (322)
- Top public employer:** Boulder Valley School District
- Electricity:** Xcel Energy



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ERIE provides stable environment



COURTESY TOWN OF ERIE

ABOVE

The new 63,000-square-foot Erie community center features an indoor pool.

The town of Erie is a full-service community that provides some of the newest and most up-to-date infrastructure in the area to support its corporate and retail business partners. With 17.5 incorporated square miles, and a planning area spanning 48 square miles, Erie opens the window of opportunity for businesses looking to secure prime positioning in this thriving community.

Located in both Boulder and Weld counties, Erie is just west of Interstate 25, which provides easy access to Interstate 70, Denver International Airport and the rest of Colorado’s Front Range.

Erie’s population of 17,500 consists of young professionals, growing families and active seniors and is educated and affluent—half of its residents are college graduates, and the median household income is more than \$87,000.

The growing community features two new schools, a new public library, a championship golf course, the Colorado National Golf Club, and

the new 63,000-square-foot Erie Community Center.

Erie’s water supply and distribution network ensures a stable environment for current and future commercial development within the town’s planning area, including along I-25 and Highway 52. Erie’s micro-filtration water-treatment facility has a current firm capacity of 9.9 million gallons per day. With the recent completion of Erie’s \$15 million eight-mile long raw water pipeline and pump station project, the town’s water distribution network is fully in place and operational.

Along with its strategic access along I-25, Erie also provides transportation amenities such as a public bus route within the community and to the rest of Boulder County. Erie Municipal Airport, located off Highway 7, is open for year-round business and personal use. Services available include aircraft rental, fuel sales, tie-down and flight training.

Xcel Energy and United Power provide the town with a reliable



ECONOMIC Development Contact / Incentives

ONLINE Resources

FRED DIEHL
assistant to the town administrator
303-926-2764 or fdiehl@erieco.gov

Town of Erie: www.erieco.gov/economic_development
Erie Chamber of Commerce: www.eriechamber.org
Erie Economic Development Council: www.erieedc.org

The town of Erie has created an economic development liaison and business assistance function to assist companies with business issues and serve as the point of contact for all types of development. The town has adopted an incentives ordinance, which addresses both indirect and direct economic development incentives, which may be applied to offset the costs of constructing public improvements built for the eligible economic entity’s use.

SUPERIOR FROM 21

RIGHT

Inside the Discovery Office Park building in Superior:

Town officials predict a 10-year buildout for the project, and construction could begin within a year after a developer came in with a plan.

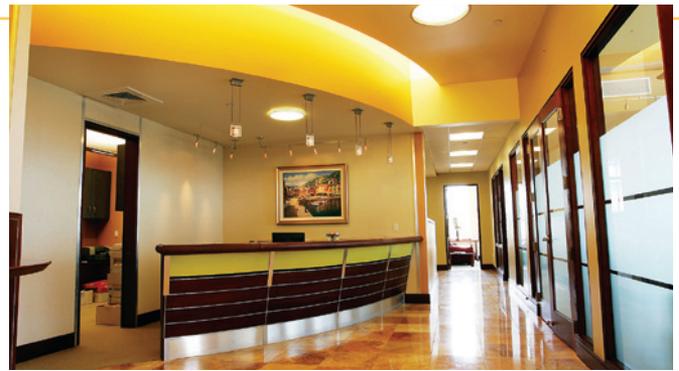
Superior saw its population skyrocket in the 1990s with the addition of the Rock Creek Ranch subdivision. The residential development added more than 4,000 homes, raising the town's population from about 250 in the early 1990s to about 14,000 residents today.

The population boost 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. It has an occupancy rate of 97 percent, with a couple of small-tenant and pad sites available.

On the western edge of town, officials are considering annexation of several properties totaling about 50 acres for possible future office-, flex- and storage-type developments.

On the southern end of town, several private developers are building a mix of projects including office, retail, hotel and residential developments, with some land still available.

It's not all about development in Superior. The town along the Front Range mountain foothills has 594 acres of open space and parks with 27 trails.



DAVID CLUCAS

ONLINE Resources

- Town of Superior: www.townofsuperior.com
- Superior Chamber of Commerce: www.superiorchamber.com
- Superior Economic Development: www.superiordevelopments.com

ECONOMIC Development Contact / Incentives

SCOTT RANDALL
town manager
303-499-3675 or scottr@townofsuperior.com

The Town of Superior has adopted a new 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..

ERIE FROM 22

supply of electrical service including the recently completed 230 kV electrical substation located in Erie.

In 2008, the town approved approximately 100,000 square feet of new commercial/retail space. The total amount of existing commercial and industrial space is approximately 700,000 square feet.

Coal Creek Center, a new retail/office development under construction near the new Erie Community Center, is approximately 34 acres and includes a new 14,000-square-foot Walgreens Pharmacy and two commercial buildings of approximately 18,000 square feet.

Regency Centers, one of the country's largest developers of grocery-

anchored retail shopping centers, recently purchased about 20 acres of land at the northwest corner of LAW Parkway and County Line Road.

Erie Commons includes the construction of five new commercial buildings on Briggs Street totaling approximately 34,000 square feet. The new Summit Bank & Trust Building also located in Erie Commons includes second-floor office space for a total of 9,000 square feet.

Commercial development located along State Highway 7 covers approximately 53 acres and includes approximately 30,000 square feet of new retail space constructed or under construction and 17,000 square feet of commercial space recently approved.

BELOW

The new Erie Public Library.

ERIE Profile

- Square miles: 17.5
- Population: 17,500
- Households: 6,396
- Median household income: \$87,284
- Median home sales price: \$306,645
- Median age: 32
- School districts: St. Vrain Valley and Boulder Valley School districts
- City, county, state sales tax: Varies by location- 6.4 percent to 8.25 percent
- Top private employer: Safeway (180)
- Top public employer: Town of Erie (135)
- Electricity: Xcel Energy and United Power



COURTESY TOWN OF ERIE

Boulder Valley Economic Scoreboard

REAL ESTATE	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder/Broomfield counties existing home sales	216	177	22.0%	286	-24.5%	393	-26.1%	02/09
Boulder County new homes sales	21	28	-25.0%	26	-19.2%	21	-19.2%	01/09
Boulder County residential and commercial property sales	\$73,306,100	\$97,537,800	-24.8%	N/A	N/A	\$170,843,900	N/A	02/09
Boulder/Broomfield counties foreclosures	118	98	20.4%	129	-8.5%	216	-6.1%	02/09
Boulder County annual home appreciation rate	2.38%	2.51%	-0.13%	3.02%	-0.64%	N/A	N/A	3Q/08
Boulder County residential building permits	73	140	-47.9%	138	-47.1%	294	-18.1%	3Q/08
Boulder County residential building permits value	\$21,057,000	\$30,726,631	-31.5%	\$34,398,436	-38.8%	\$74,878,206	-16.5%	3Q/08
Boulder County commercial building permits	17	36	-52.8%	28	-39.3%	74	-2.6%	3Q/08
Boulder County commercial building permits value	\$12,050,000	\$133,245,000	-91.0%	\$20,816,000	-42.1%	\$192,610,000	81.7%	3Q/08
BOULDER VALLEY VACANCY RATES	Latest	Previous	Change from previous	Year ago	Change from year ago	Total space surveyed (s.f.)	Change in total space surveyed (s.f.)	Last updated
Office	14.2%	12.5%	1.7%	10.8%	3.4%	10,899,931	0.8%	4Q/09
Flex	10.9%	10.9%	0%	14%	-3.1%	12,273,282	6.7%	4Q/09
Industrial	5.5%	4.4%	1.1%	6.7%	-1.2%	19,950,825	-1.2%	4Q/09
GROSS CONSUMER SALES	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder	\$1,314,698,581	\$1,175,831,686	11.8%	\$1,274,802,734	3.1%	\$3,687,281,451	6.1%	3Q/08
Broomfield	\$552,673,171	\$569,223,022	-2.9%	\$570,075,659	-3.1%	\$1,656,922,739	-5.2%	3Q/08
Erie	\$15,809,680	\$15,419,180	2.5%	\$14,558,808	8.6%	\$45,879,477	4.1%	3Q/08
Lafayette	\$168,611,674	\$276,475,191	-39.0%	\$217,044,457	-22.3%	\$585,238,472	19.0%	3Q/08
Longmont	\$602,421,792	\$623,700,255	-3.4%	\$583,801,588	3.2%	\$1,800,225,290	4.7%	3Q/08
Louisville	\$202,592,631	\$198,524,054	2.0%	\$188,484,231	7.5%	\$597,284,896	2.5%	3Q/08
Lyons	\$20,571,501	\$22,622,125	-9.1%	\$18,994,891	8.3%	\$63,772,024	-0.5%	3Q/08
Nederland	\$9,026,509	\$7,902,670	14.2%	\$8,121,334	11.1%	\$24,453,600	-1.8%	3Q/08
Niwot	\$23,122,609	\$12,431,676	86.0%	\$64,299,550	-64.0%	\$44,690,067	-50.3%	3Q/08
Superior	\$98,317,885	\$87,411,548	12.5%	\$86,732,317	13.4%	\$275,229,852	4.9%	3Q/08
Ward	\$249,687	\$149,651	66.8%	\$1,203,193	-79.2%	\$584,301	-74.3%	3Q/08
Unincorporated Boulder County	\$241,033,050	\$212,907,680	13.2%	\$160,889,684	49.8%	\$706,918,714	25.0%	3Q/08
Total	\$3,249,128,770	\$3,202,598,738	1.5%	\$3,189,008,446	1.9%	\$9,488,480,883	4.6%	3Q/08
JOBS	Latest	Previous	Change from previous	Year ago	Change from year ago	Unemployment rate	Change in unemployment rate	Last updated
Boulder County	171,585	172,482	-0.5%	171,665	0.0%	4.8%	0.0%	12/08
Broomfield County	24,917	25,228	-1.2%	25,356	-1.7%	6.0%	0.4%	12/08
Colorado	2,579,975	2,593,254	-0.5%	2,623,806	-1.2%	5.9%	0.2%	12/08
United States	142,099,000	143,338,000	-0.9%	N/A	N/A	7.6%	0.4%	01/09
VENTURE CAPITAL	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder/Broomfield counties	\$57,190,200	\$26,859,100	112.9%	\$50,820,700	12.5%	\$444,140,100	37.6%	4Q/08
Colorado	\$127,600,000	\$196,001,100	-34.9%	\$102,448,900	24.5%	\$812,700,000	41.2%	4Q/08
United States	\$5,400,000,000	\$7,100,000,000	-23.9%	\$7,000,000,000	-22.8%	\$28,300,000,000	-8.0%	4Q/08
LOCALLY BASED BANKS	Total assets	Yearly change in assets	Total deposits	Yearly change in deposits	Total loans	Yearly change in loans	Quarterly income	Last updated
AMG National Trust Bank	\$172,546,000	N/A	\$155,270,000	N/A	\$20,981,000	N/A	\$2,508,000	4Q/08
FirstBank of Boulder	\$512,834,000	10%	\$443,286,000	5.4%	\$202,680,000	22.3%	\$6,467,000	4Q/08
FirstBank of Longmont	\$417,101,000	6.7%	\$344,879,000	3.1%	\$131,074,000	10.9%	\$4,906,000	4Q/08
FirstTier Bank	\$784,186,000	62.3%	\$606,104,000	38.1%	\$717,076,000	62.6%	\$3,732,000	4Q/08
Flatirons Bank	\$65,429,000	33.5%	\$32,393,000	-16.4%	\$37,827,000	6.3%	-\$19,000	4Q/08
Mile High Banks	\$1,320,238,000	8.9%	\$1,068,813,000	3.3%	\$1,239,220,000	7.6%	\$6,780,000	4Q/08
Summit Bank & Trust	\$77,624,000	66.4%	\$60,277,000	95.3%	\$60,719,000	121.2%	-\$2,754,000	4Q/08
LOCALLY BASED CREDIT UNIONS	Total assets	Yearly change in assets	Total deposits	Yearly change in deposits	Total loans	Yearly change in loans	Quarterly income	Last updated
Ashoka Credit Union	\$2,296,651	8.9%	\$2,049,919	9.3%	\$1,982,416	14.8%	\$1,064	4Q/08
Boulder Municipal Employees Credit Union	\$54,478,572	5%	\$49,568,398	8.5%	\$39,027,630	-1.0%	\$76,253	4Q/08
Boulder Valley Credit Union	\$173,079,236	8.8%	\$154,543,878	9.7%	\$109,770,329	-1.9	\$521,372	4Q/08
Community Financial Credit Union	\$107,567,722	6.7%	\$91,724,181	7.1%	\$69,402,647	10.0%	-\$142,768	4Q/08
Elevations Credit Union	\$898,908,820	18.6%	\$807,460,065	18%	\$605,623,265	15.2%	-\$1,061,134	4Q/08
Premier Members Credit Union	\$304,153,429	8%	\$266,583,683	7.6%	\$246,155,219	13.1%	-\$662,190	4Q/08
St. Vrain Valley Credit Union	\$77,746,528	9.3%	\$70,214,509	9.9%	\$59,836,138	2.8%	\$30,908	4Q/08



DAVID CLUCAS

BIOSCIENCE

With the University of Colorado at Boulder and many other higher education institutes in the area, Boulder Valley is a very sought after location by many bioscience and pharmaceutical companies.

Whether creating drugs to help treat cancer patients or developing technology to guide a neurosurgeon through the brain, bioscience companies love working in the area.

With more than 3,000 people employed locally, the bioscience industry draws educated workers from not only CU but around the country. Not only do local companies employ a well-educated work force, they retain a highly paid group of employees.

Boulder Valley's bioscience and pharmaceutical companies continue to grow through technological advancements, advanced drugs and acquisitions.

Companies such as Roche Colorado Corp., Sandoz Inc., Array BioPharma Inc. and Amgen Inc. are among the largest biotech businesses in the area that enjoy having the Flatirons as their backdrop.

Boulder-based Roche Colorado Corp., a subsidiary of Switzerland-based F. Hoffmann-La Roche AG, develops and produces pharmaceuticals and manufactures peptides. With about 300 employees locally, Roche Colorado's parent company saw \$39.4 billion in 2008 revenue.

The company is known to support its local community through sponsoring events like Walk & Bike Month, and it encourages employees to lead healthy lifestyles.

The company reimburses employees' health club initiation fees and a portion of monthly membership fees, reimburses employees' participation fees for running and biking races as well as sports teams, and supports bike commuters by having covered bike parking and showers at its Boulder campus.

Just south on U.S. 36 in Broomfield is the local campus of Germany-based Sandoz Inc., which also helps sponsor Walk & Bike Month.

The 665-employee campus is one of three U.S. manufacturing facilities for the pharmaceutical company. Sandoz specializes in manufacturing generic drugs such as psychotherapeutics, anti-infectives, anti-arthritis and more.

Heading back north to Boulder is Array BioPharma Inc., another substantial biotech company.

The publicly held Boulder-based company develops and produces small

molecule drugs to help treat cancer; inflammatory diseases and pain. Some of its drugs include MEK inhibitors, which help reduce inflammation. In 2008 Array, which employs about 300 people, saw \$27.2 million in revenue.

Another large pharmaceutical company, Amgen Inc., has operations in Boulder and Longmont. The California-based company employs about workers locally, and generated \$15 billion in revenue for 2008. The company produces drugs such as denosumab, which is suspected to inhibit bone deterioration especially in postmenopausal women.

Beyond some of the large biotech companies, Boulder Valley has a host of smaller companies that are no less significant. Companies like Insmed Inc., OPX Biotechnologies Inc., 3QMatrix Inc. all have offices in the area.

ABOVE

Array BioPharma Inc. in Boulder develops and produces drugs to help fight cancer.

BELOW

Roche Colorado Corp. manufactures peptides in Boulder where it has 300 employees.



DOUG STORUM

AEROSPACE

The aerospace industry in the Boulder Valley is one of the largest in the state and region.

The combination of the University of Colorado, the federal laboratories and several major aerospace private companies help foster the local aerospace hub.

The University of Colorado helped design some of the first space-observing rockets in the 1950s and will help lead a NASA mission to Mars in 2013.

CU is home to the Laboratory of Atmospheric and Space Physics (LASP), the Center for Astrophysics and Space Astronomy (CASA), and the Joint Institute for Laboratory Astrophysics (JILA). The university also works in close collaboration with the federal laboratories in Boulder such as the National Center for Atmospheric Research (NCAR), the National Oceanic and Atmospheric Administration (NOAA) and the National Institute of Standards and Technology.

All these laboratories and institutes provide support, technology and assistance to the private-sector aerospace industry.

Broomfield-based Ball Corp. and its subsidiary Boulder-based Ball Aerospace & Technologies Corp. have been working with CU to build some of its spacecraft since the 1950s.

Ball Aerospace employs 2,900 people in the Boulder Valley, and helped build the famous Hubble Space Telescope. Today it is working on the Hubble's successor, the James Webb Space Telescope and numerous other aerospace contracts.

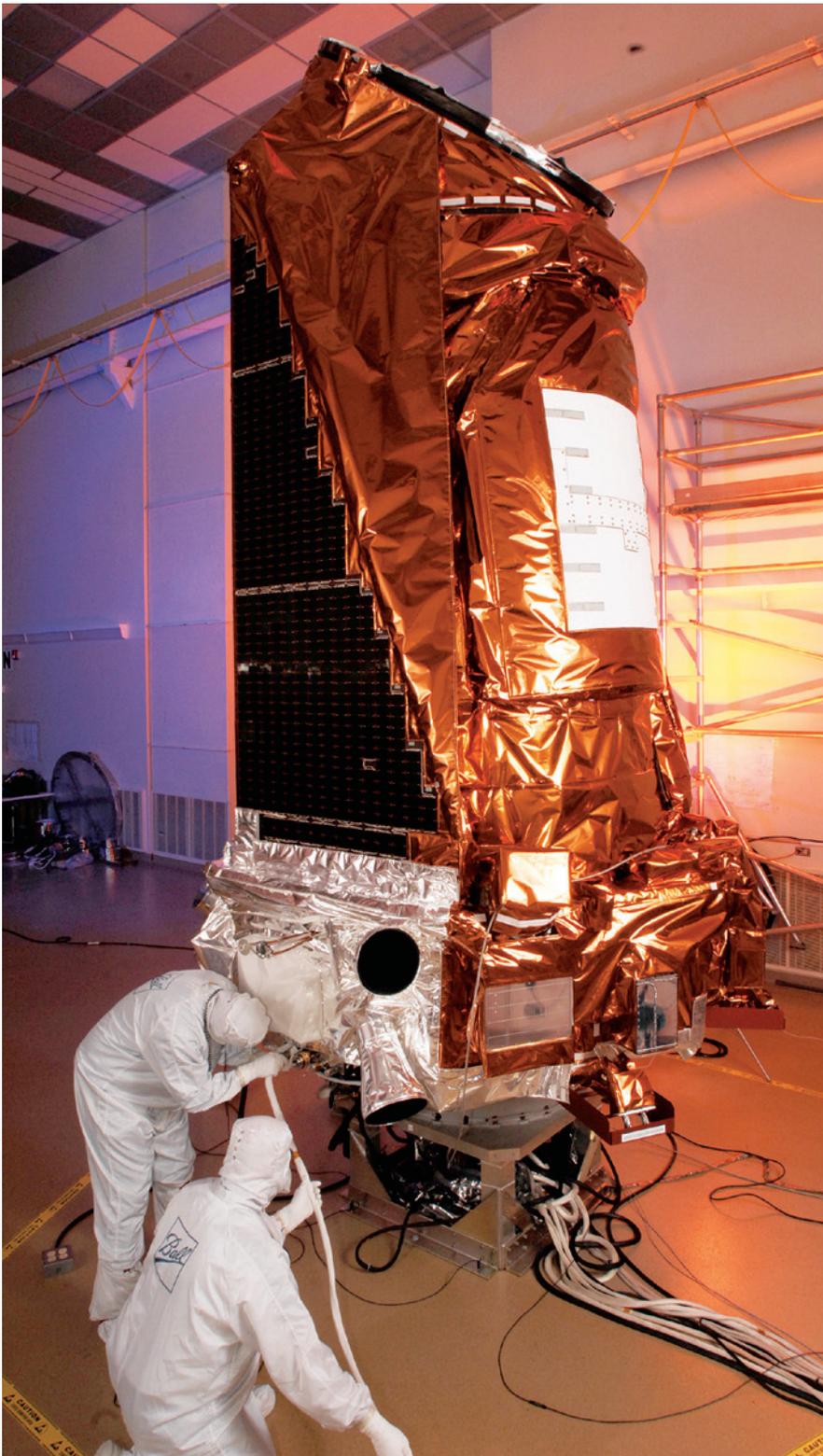
The Southwest Research Institute operates its Space Science Department office in Boulder, employing about 50 people. The institute provides research in planetary science, solar physics and astronomy. The office also handles the institute's mission operations and instrumentation activities.

Aerospace and defense contract firm Lockheed Martin Integrated Systems & Solutions has offices in the Boulder Valley, and purposely keeps a low profile. SpaceDev Inc., which helps power and control spacecraft, has offices in Louisville.

Patrolling the Earth from space, commercial satellite company DigitalGlobe Inc. is based in Longmont – providing most of the images you see on Google Earth.

And numerous other companies, such as Lafayette-based Sporian Microsystems Inc., provide the high-tech instrumentation and sensors to the aerospace industry.

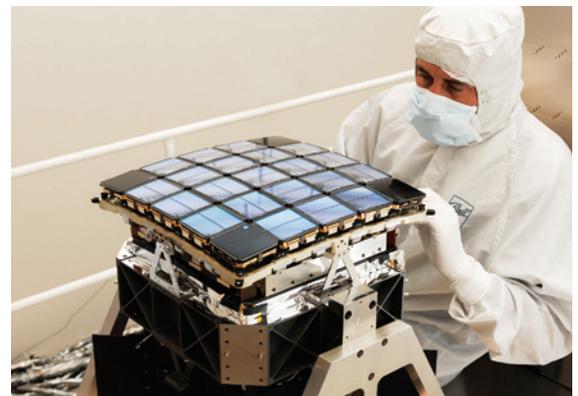
The local aerospace industry brings not only scientific prestige to the Boulder Valley, but also economic stability in down times. Its economic multiplier is significant in creating additional engineering and manufacturing jobs for the area.



COURTESY BALL AEROSPACE & TECHNOLOGIES

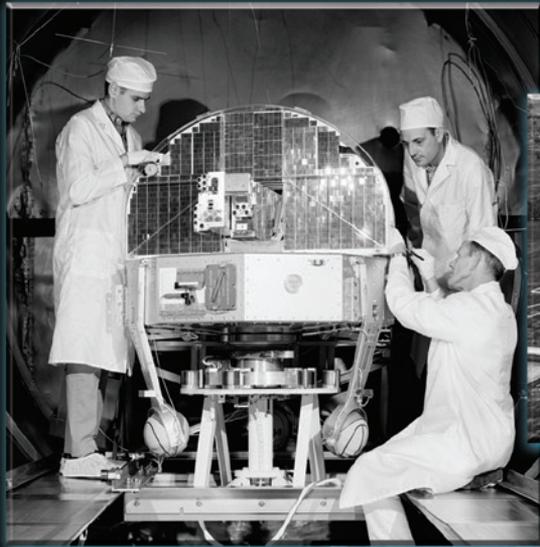
ABOVE AND RIGHT

Ball Aerospace & Technologies has a long history of working with NASA. Here, employees work on components used in NASA's Kepler mission to seek Earth-like planets.



COURTESY BALL AEROSPACE & TECHNOLOGIES

Celebrating Innovation



Since 1956, Ball Aerospace has been a world-class provider of spacecraft, payloads, systems and components. Founded and grown in Boulder, we are proud to be part of its creative spirit and commitment to innovation.



**Ball Aerospace
& Technologies Corp.**

www.ballaerospace.com

Agility to innovate, Strength to deliver



DAVID CLUCAS

PROFESSIONAL SERVICES

With a history of breeding successful entrepreneurs and businesses, the Boulder Valley has become a highly sought after market for banking, accounting, marketing, law, and real estate related firms.

These professional services provide the support to region's growing companies and their employees.

Seven banks and seven credit unions are based in the Boulder Valley, providing local investment financing and support. Another 33 national and regional financial intuitions like Chase and Wells Fargo have one or more branches here. Local bankers have developed the experience to work with entrepreneurs, small businesses and real estate.

The Boulder Valley has more than 75 law firms with offices in the area. Big national firms like Cooley Godward Kronish LLP, Faegre & Benson LLP, Holland & Hart LLP and Hogan & Hartson recognize the local opportunities, and have offices here. Similar to local bankers, local attorneys have become experts in the Boulder Valley's business industry clusters and issues.

Advertising, marketing and public relations firms both large and small call the Boulder Valley home. National advertising companies like Crispin Porter + Bogusky and the Sterling-Rice Group are based in Boulder. Many other smaller firms develop creative branding and marketing plans for local businesses. And being a high-tech focused area, some marketing firms have honed their skills toward the most effective Internet advertising.

With much of the Boulder Valley's land dedicated to open space and the mountains, real estate is like gold out here. The area's capable Realtors, brokers and tenant representatives can assist companies in finding the right space for the right price. Local developers, construction companies and architects design projects that take advantage of mountain views, sunny days and Colorado's natural flagstone, rocks and wood.

In today's energy-conscious times, the Boulder Valley provides numerous engineering and consulting firms who focus on sustainability and green building. And many new buildings being built in the Boulder Valley tend to seek some level of Leadership in Energy and Environmental Design

green building certification.

These professional services not only help support Boulder Valley businesses, but they provide good-paying jobs to region and further fuel economic growth.

ABOVE

Seven banks and seven credit unions are based in the Boulder Valley, along with 33 other national banks that have at least one branch here.

BELOW

Professional services companies, ranging from real estate to architectural firms such as Architectural Energy Corp. led by Michael Holtz, provide support to the Boulder Valley's entrepreneurs and established businesses.



JONATHAN CASTNER

SOFTWARE & INFORMATION TECHNOLOGY

There is an abundance of software - and information technology-related companies in the Boulder Valley. And it's no surprise that the University of Colorado at Boulder plays a big part in that. A well-educated work force and constant technological advancements, coupled with a superior quality of living makes this area a magnificent location for information technology companies to establish themselves.

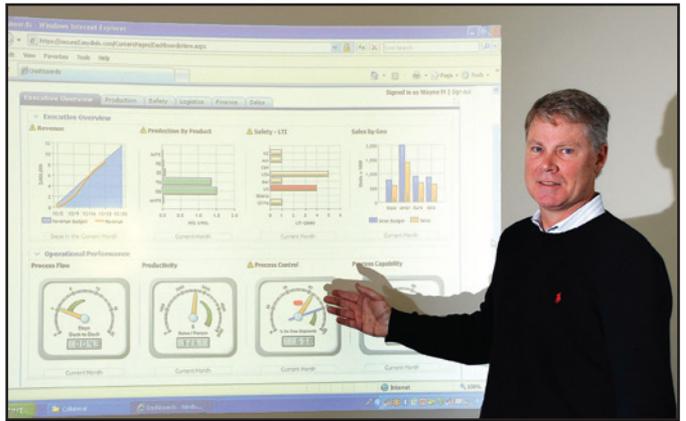
Perhaps the most amazing aspect of the local software and IT industries is their reach into the community. From small startups and spinoffs to large established corporations, from data-storage companies to IT consultants, the local industry is enormous.

Rally Software Development Corp. is one of those companies that continually is growing. The software development company that has about 165 employees has doubled its annual revenue for four years.

Rally, based in Boulder, offers software development tools that help developers manage their software development projects through a method known as Agile. Developers can track tests, requirements and defects in real time.

Rogue Wave Software Inc. is another development company that has its corporate headquarters in Boulder. Rogue Wave, which was founded in 1989, develops C++ components and infrastructure to help other groups design applications.

Boulder Labs Inc., based in Longmont, helps companies solve nearly any software related problem imaginable. Despite being a small company with about 10 employees, the group of software engineers is constantly working with companies to produce remarkable results.



PETER WAYNE

Other development companies with a Boulder Valley office include Filtrbox Inc., OneRiot Inc., Tech-X Corp. and even Google Inc. has a presence.

But with all the software developers in the area comes a need for IT consultants and data centers. We have a handful of large data centers in the Boulder Valley but a substantially larger amount of consultants.

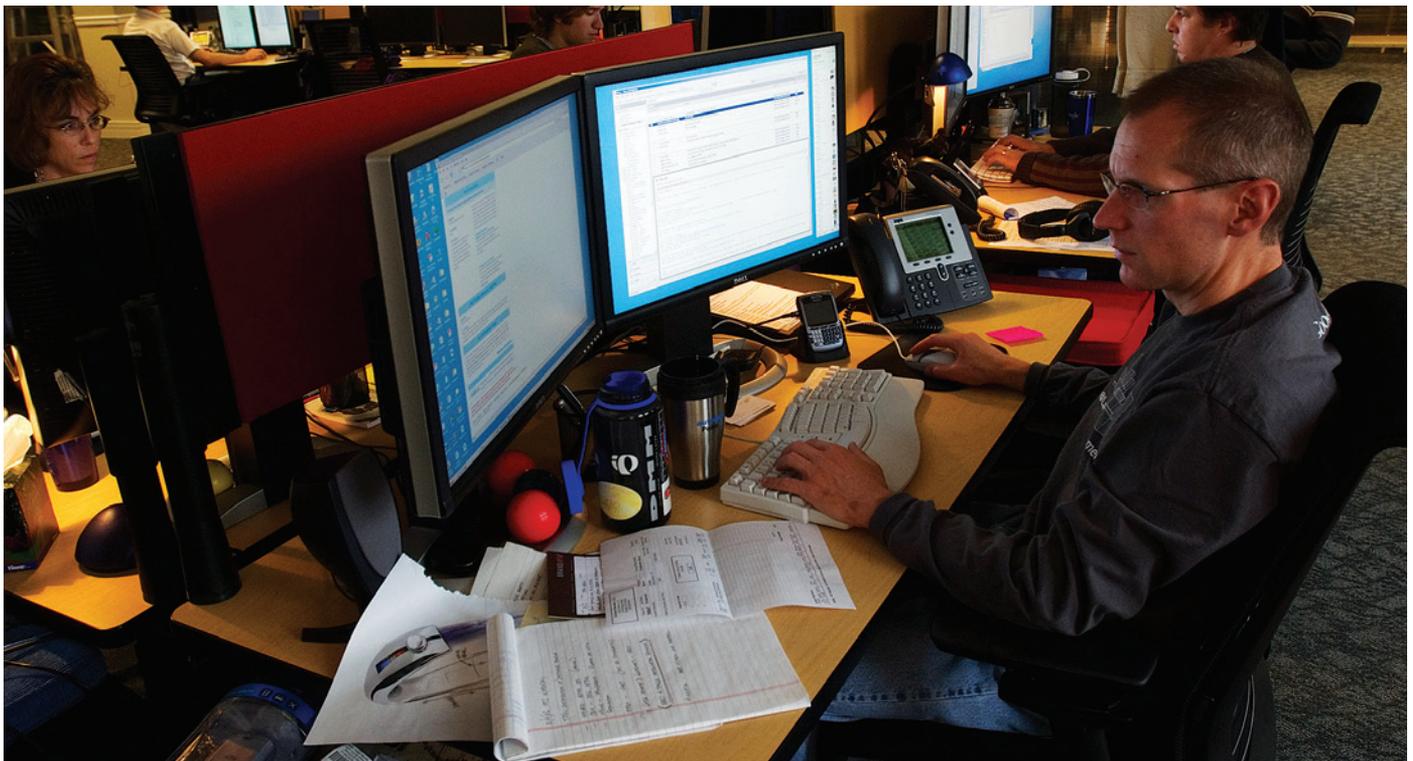
Companies such as Lewan & Associates Inc., Technology Integration Group and Applied Trust Engineering Inc. are among the companies that can help businesses manage the software and IT infrastructure that other local companies supply.

ABOVE

Louisville-based myDials creates dashboard reporting software to track and analyze a company's key performance indicators.

BELOW

Google established a presence in the Boulder Valley when it acquired @Last Software in Boulder; creators of SketchUp, a 3-D application used in Google Earth.



JONATHAN CASTNER

DATA STORAGE

As technology advances and the amount of data multiplies every year, the need for data storage increases with it. With numerous data centers and data storage companies in the area, Boulder Valley's technology hub is growing.

At the top of the giant list of data-related companies with a local presence is IBM Corp.

The New York-based computer giant has a sizable Boulder office with more than 3,000 employees helping to, among other operations, run the company's green data center that opened in June 2008.

The 115,000-square-foot, \$350 million center will provide data services for 16 clients – most of which haven't been disclosed.

But IBM is far from the only company with a local data center: Sun Microsystems Inc. unveiled its green data center in January. The Broomfield data center is the company's largest, most expensive and most complex.

In Longmont the Honda North America Data Center was completed in December 2007 and achieved Leadership in Energy and Environmental Design, or LEED, silver status. There are more centers in the works, too.

No matter where the data center is located or what company operates it, each cites similar reasons for building one in the Boulder Valley. It comes down to the area's moderate climate, proximity to Denver International Airport, quality utilities and local cities' willingness to work with companies. A highly educated, local work force is also appealing.

That work force helps entice large public data storage companies, such as Seagate Technology LLC, Western Digital Corp., and Dot Hill Systems Corp., as well as various-sized private ones, such as Spectra Logic Corp. and Rebit Inc., to Boulder and Broomfield counties.

Seagate's Longmont office is home to hundreds of engineers who help develop disk drives for external hard drives, laptop computers and more. Like Seagate, Western Digital's 42,000-square-foot Longmont



COURTESY SEAGATE

campus helps develop hard drives, while Dot Hill, also located in Longmont, designs and develops security, availability and data protection.

All three public companies bring substantial resources to the Boulder Valley, but there is a plethora of private data storage companies in the area as well.

Boulder-based Spectra Logic is one of them. The company, with about 250 local employees and about \$60 million in annual revenue, develops tape, disk and encryption libraries for various-sized companies as well as government agencies.

Longmont-based Rebit is known for its PC-based backup systems that require minimal or no maintenance. The roughly 20-person company develops hard drives that plug into a PC and backup the entire computer (up to six of them) while incorporating de-duplication and NeverFull features that help prevent it from overwriting important information.

Other companies like LeftHand Networks Inc., which was acquired by Palo Alto, Calif.-based Hewlett-Packard Development Company LP in 2008, and Boulder-based Tandberg Data Corp., Quantum Corp. and ProStor Systems Inc. also call Boulder Valley home.

ABOVE

Hard-drive manufacturer Seagate Technology LLC has many of its design engineers working at its operations in Longmont.

FACING PAGE

IBM maintains a 115,000-square-foot green data center at its campus in Boulder.



DAVID CLUCAS



DAVID CLUCAS

ENERGY

With energy at the forefront of today's economy and politics, the Boulder Valley has positioned itself as the capital of Colorado's alternative energy industry.

Local energy companies span from numerous entrepreneurial startups working with solar panels and biofuels to industry giants such as ConocoPhillips, GE Energy and Siemens looking to expand their alternative energy portfolios.

Recently, when President Barack Obama ushered in funding for alternative energy, Boulder-based Namaste Solar officials were at his side. When the Colorado State Capitol building installed solar panels, Louisville-based Bella Energy got the job.

Broomfield-based Range Fuels is helping turn biomass to energy and other local companies are working with plant genetics to create greater crop yields for biofuels.

Traditional energy companies have taken notice of the alternative energy push and are flocking to the Boulder Valley to tap a knowledgeable work force on both sides of the industry.

Houston-based ConocoPhillips recently purchased a 432-acre campus in Louisville to build its new alternative energy and global trainer center here. The company expects to start operation in 2013, and could hire 7,000 people within 20 years.

GE Energy recently chose Longmont as the global headquarters for its control solutions division bringing nearly 200 jobs. And Siemens Energy recently picked Boulder as the home for its new U.S. wind research and development center.

Boulder is also home to the United State's first SmartGridCity – a new electric grid being tested by Xcel Energy that uses the latest technologies to help manage, conserve and distribute power.

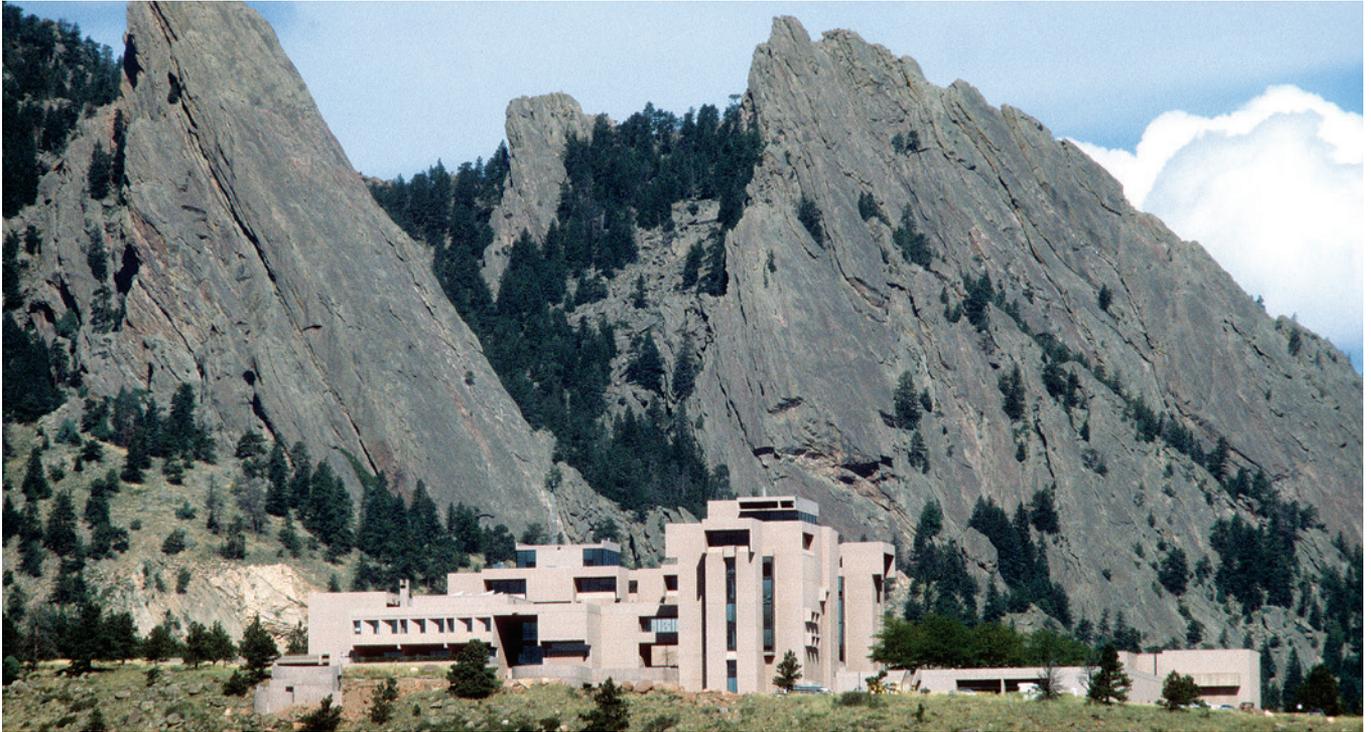
Many of the Boulder Valley's energy companies receive the added benefit of working closely with the latest energy research at the University of Colorado in Boulder and at the National Renewable Energy Laboratory (NREL) in nearby Golden.



COURTESY ENTEGRITY WIND SYSTEMS

TOP
The Boulder Valley's plentiful sunshine has made it a hub for solar-power companies.

RIGHT
Local wind energy companies benefit from testing their products at the National Renewable Energy Laboratory in nearby Golden.



COURTESY NCAR

FEDERAL LABORATORIES

The Boulder Valley economy greatly benefits from the funding, new ideas and prestige of several federal laboratories here. Perhaps best known as the home of the U.S. Atomic Clock, the National Institute of Standards & Technology (NIST) is based in Boulder. From the atomic clock and automated teller machines to mammograms and semiconductors, innumerable products and services rely in some way on the technology, measurement and standards provided by NIST.

The National Center for Atmospheric Research (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 (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 (ITS) 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. telecommunications firms, and facilitation of more efficient and effective use of the radio spectrum.

In many cases, the region's federal laboratories work in close collaboration with the University of Colorado in Boulder. NOAA and CU jointly operate the Cooperative Institute for Research in Environmental Sciences (CIRES) in Boulder. The institute researches how natural and humanmade disturbances impact Earth and how to best to meet societal needs with limited impact.



COURTESY NCAR

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

TOP

The National Center for Atmospheric Research is based in Boulder.

ABOVE

Numerous federally funded laboratories in the Boulder Valley bring in high-tech jobs and steady incomes.

MANUFACTURING

Manufacturing companies run the gamut in the Boulder Valley and make everything from tea to fine furniture to circuit boards.

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

In Boulder, there are more than 9,000 manufacturing jobs at a total of 295 firms. The sector represents 4.8 percent of the total companies in the city, and the average salary is more than \$63,000.

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 had more than \$900 million in revenue during 2007, and it employs 223 at its operations at 46000 Sleepytime Drive.

Martek Biosciences Corp., Rudi's Organic Bakery, Pharmaca Integrative Pharmacy and Eco-Products Inc. also add to the natural products 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 Keltly Inc., which had almost \$2 million in revenue in 2007. The sector is assisted by the presence of the Outdoor Industry Association, a trade association for companies in the active outdoor recreation business.

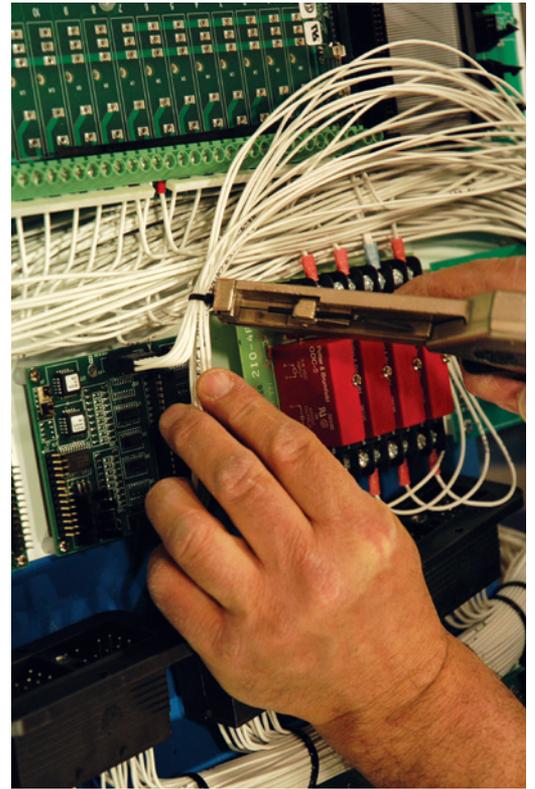
The city and county of Broomfield has 168 manufacturers varying from a one-person operation like Tri City Tool, to the 600-plus employee Sandoz Inc. Perhaps the most well-known manufacturer in the area is Ball Corp. in Broomfield, which has subsidiary Ball Aerospace & Technology Corp. set up in Boulder.

The Boulder Valley also is home to WhiteWave Foods Co. a producer of organic milk and dairy. Last year the company began producing a chilled fruit product called Fruit2Day in conjunction with Switzerland-based Hero Group. The 50-50 joint venture, called Hero/WhiteWave, is based in WhiteWave's Broomfield facility at 12002 Airport Way.

While Broomfield's presence in the sports and recreational equipment manufacturing segment is smaller than Boulder's, it is home to Lafuma America, 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 450 people. The largest contract manufacturer is Reliant Manufacturing LLC, which employs 120. The company does work on electronic prototypes and assembles circuit boards.

Longmont also is home to Woodley's, a manufacturer of high-end wood furniture.



BCBR FILE PHOTOGRAPH

ABOVE

The Boulder Valley is home to a variety of high-tech assembly plants.

BELOW

Woodley's Fine Furniture creates a line of high-end furniture at its plant in Longmont.



MICHAEL MYERS



COURTESY LONGMONT UNITED HOSPITAL

HEALTH CARE

The Boulder Valley has one of the fittest populations in the country, and the area's abundance of hospitals, clinics and other medical facilities supports that healthy lifestyle.

With four large general hospitals in the area, Boulder Community Hospital, Exempla Good Samaritan Medical Center, Longmont United Hospital and Avista Adventist Hospital, as well as one children's hospital and a host of clinics, it's easy to find quality care for nearly any ailment.

Boulder Community Hospital in Boulder is the largest in the area with 265 licensed inpatient beds. The hospital saw 10,751 inpatient visits and 405,862 outpatient visits in 2007. It employs more than 2,300 employees – 500 of which are physicians in nearly 50 specialties.

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

The second-largest hospital in the area is Exempla Good Samaritan hospital in Lafayette. It can accommodate up to 202 inpatients at once and cared for 11,455 inpatients and 84,429 outpatients in 2007. It employs about 1,300 employees and has 1,100 physicians in 37 specialties.

The nonprofit hospital received good grades in cardiac and pulmonary care, which were the only two categories on which the hospital was graded, by Health Grades, but specializes in everything from occupational therapy and neurosurgery to trauma, and gynecology.

About 30 minutes north of Lafayette is Longmont

United Hospital in Longmont. With more than 1,300 employees and 293 physicians in 36 specialty areas, Longmont United has received high marks from Health Grades. The medical center was awarded the Cardiac Excellence Award for its outstanding cardiac care.

The hospital also received high marks for pulmonary care and scored well for other services, such as stroke, reparatory failure and hip fracture repair, as well. Longmont United has 201 inpatient beds, and cared for 10,221 inpatients and 101,177 outpatients in 2007.

The smallest general hospital in the area according to number of beds is Avista Adventist Hospital in Louisville. With 114 inpatient beds, the hospital cared for 5,357 inpatients and 35,794 outpatients in fiscal year 2007 that lasted from July 1, 2006 to June 30, 2007.

Avista has a large maternity services facility and received good grades from Health Grades for cardiac, pulmonary gastrointestinal and orthopedic care. Avista has about 620 employees and 71 physicians in about 50 specialties.

On a more pint-sized scale, Boulder Valley is home to The Children's Hospital North Campus in Broomfield. The children's hospital, which reopened in a new facility in October 2008 after moving from an outdated building in Broomfield, has about 46,000 square feet of space.

While it doesn't have any inpatient beds, the hospital with 53 full-time employees specializes in behavioral science, audiology, sports medicine and adolescent gynecology and has a surgery center and more.

Beyond hospitals, 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.

ABOVE

Longmont United Hospital receives high marks for its cardiac care.

BELOW

Boulder Community Hospital is the largest hospital in the Boulder Valley with 265 licensed patient beds.



COURTESY BOULDER COMMUNITY HOSPITAL

MEDICAL DEVICES

Medical device companies have found a good balance of talent and resources in the Boulder Valley. This combination has created a great deal of success.

The area offers medical device companies a comparatively reasonable tax system, accessibility to the research institutions such as the University of Colorado at Boulder; aggressive and business-friendly economic development efforts, and local and state government groups that are actively engaged in growing the industries.

The plethora of local angel and venture capital funding sources are also a draw.

Among medium-size metro areas, Boulder ranks No. 1 in the nation in its concentration of employment in the medical device sector: The city is one of 14 that has a specialization in three of the four bioscience subsectors.

Boulder and Broomfield counties are home to more than 50 medical device companies, and this number continues to rise.

Since the beginning of 2007 there has been about \$6.1 billion of acquisitions, and Series A through C financing deals. This figure does not include the \$130 million deal where Merck & Co. Inc. purchased Insmed Inc.'s Boulder facility in February 2009.

Longmont saw one of its medical devices companies receive significant backing when MicroPhage Inc., a development-stage medical products company, closed on a grand total of more than \$111 million by November 2007. Its diagnostic products, which are the company's first products, are expected to come to market in late 2009.

The largest medical device manufacturer in Boulder and Broomfield counties is Covidien Inc. The Bermuda-based company employs more than 1,000 individuals in their Boulder facility. Covidien (NYSE: COV) built a 55,000-square-foot building to increase the size of its Boulder campus in 2008.

Encision Inc. (OTCBB: ECIA), which is based in Boulder, recently reported higher revenues and profits for its fiscal third quarter 2009, ending Dec. 31. The company said its third-quarter revenue increased 4 percent from a year ago to \$3.27 million. Encision recorded a quarterly net income of \$233,000, or 4 cents per share. Through three quarters of its fiscal 2009, Encision reported revenues of \$9.7 million - a 9 percent increase from a year ago - and a net income of \$144,000.

Smaller medical device companies have been able to find success in the Boulder market as well. Otologics LLC, a Boulder-based hearing aid-device company, expanded its total leased space at 5445 and 5425 Airport Blvd. by 7,300 square feet for a total of 26,832 square feet in May 2008.

Research Electro-Optics Inc., a Boulder-based optics company, planned to add 85 to 100 jobs locally after purchasing the Auburn, Calif. optical component manufacturing assets of Santa Clara Calif.-based Coherent Inc. in April 2008.

The statewide industry average salary at the end of 2006 was \$67,300 for bioscience employees.



MICHAEL MYERS

ABOVE

Medivance in Louisville manufactures the Arctic Sun, a machine that helps slow metabolism and the body's demand for oxygen used for some cases of cardiac arrest and stroke.

BELOW

Covidien is one of the Boulder Valley's largest employers with more than 1,750 jobs in the medical devices field.



DAVID CLUCAS

OUTDOOR AND ACTIVE LIVING

The mountains and outdoors attract a majority of people to Colorado and the Boulder Valley.

Living here provides an escape from the urban rat race of the cities, and Mother Nature is right out your back door.

Outdoor and active living companies recognize these attributes, following their customers and setting up camp in the Boulder Valley.

The area is home to U.S. outdoor product companies such as Kelty, Sierra Designs, GoLite, Sea-to-Summit and Spyder, which manufacture a range of sports apparel, backpacks, tents, sleeping bags and camping gear.

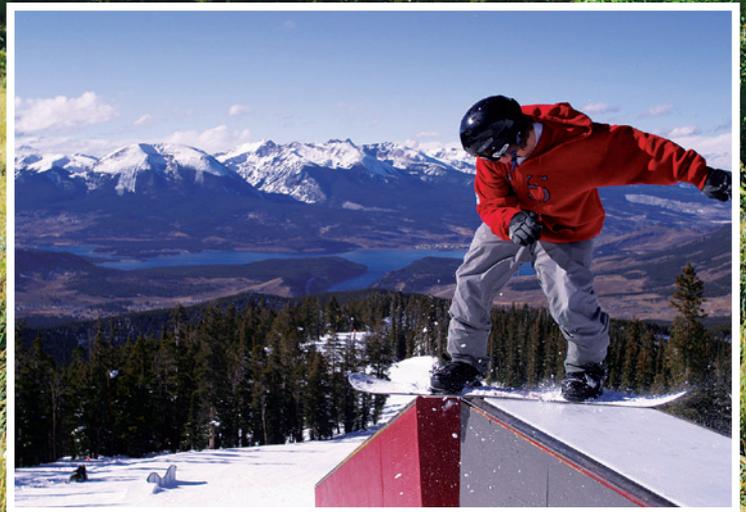
Foreign companies also recognize the Boulder Valley as the U.S. outdoor capital. Scarpa (Italy), Lafuma (France), Deuter (Germany) all have their U.S. headquarters here.

By locating in the Boulder Valley, outdoor companies can tap a young and active work force and customer base. They can test their products in the mountains and sponsor local outdoor events and athletes. And most importantly, they can feed off a synergy of support from peer outdoor companies and an outdoor enthusiastic community.

In addition to its outdoor attributes, the Boulder Valley also provides a central U.S. location for companies distributing products to the East and West coasts of the country.

Covering the outdoor industry, publications such as Backpacker Magazine, Ski Magazine and Warren Miller Entertainment are based here. Their presence gives local outdoor companies nearby visibility.

Surrounded by one of the nation's most fit and healthy populations, the Boulder Valley is home to several active lifestyle and healthy living companies. The largest of which is Louisville-based Gaiam Inc., which sells a range of healthy exercise products, apparel and training videos.



BCBR FILE PHOTOGRAPH

THIS PAGE

The Boulder Valley is home to many hiking trails leading to the foothills.

INSET

Winter recreation opportunities are plentiful in Colorado.

DESIREE HOLTZ

“I sell wine for a living, but I’m not big on the pretentious wine thing. Give me some friends a decent shiraz and I’m happy. I like things simple. And that’s why I love The Peloton. I can entertain a few people — or a lot of people — without needing a big sprawling house. We just head up to the rooftop pool, watch the sunset and enjoy a bottle of wine. Maybe two.”

- Ann, Peloton Resident, Wine Seller and Quintessential Hostess



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DAVID CLUCAS

TOURISM

The mountains and the University of Colorado draw a significant number of tourists to the Boulder Valley.

The area is a perfect starting point to access Rocky Mountain National Park or the Indian Peaks Wilderness area, and many parents come here to visit their children at the university.

Hiking, biking and kayaking are some of the most frequented outdoor activities here. A drive up Boulder Canyon to Nederland provides access to the Indian Peaks Wilderness area with mountain lakes and free access to trails. A drive up U.S. 36 through Lyons provides access to Rocky Mountain National Park and the 14,259-foot Long's Peak.

After a day in the mountains, returning to the Boulder Valley provides shopping, entertainment, restaurant and lodging options.

Tourists can stroll down the Pearl Street Mall, a pedestrian outdoor shopping district in historic downtown Boulder; to browse local shops and enjoy entertainment from street performers. Some of the city's best restaurants – such as The Kitchen and Frasca – with national notoriety line Pearl Street. Or talk to locals for numerous good eats off the beaten track.

Even while in the city, tourists can enjoy the outdoors with a walk or bike ride down the Boulder Creek Path. Visitors can also hike directly into the foothills of the mountains, which come right into the Boulder Valley's western cities. Chautauqua Park in Boulder is a good starting point with a range of short easy trails, to longer hikes to the peaks of Bear and Green mountains.

For tea lovers, the Boulder Dushanbe Teahouse offers an Eastern-inspired tea-drinking setting from Boulder's sister city in Tajikistan. Tea producer Celestial Seasonings is headquartered in Boulder and provides tours on daily basis. Combine the tour with a visit to The Leaning Tree Museum of Western Art next door.

In the summer Boulder draws music and theater buffs with its annual Colorado Music Festival – live classical music at the historic Chautauqua Auditorium – and its annual Colorado Shakespeare Festival – with live

ABOVE

The Boulder Valley's great outdoors draws visitors for a variety of reasons including picturesque landscapes.

outdoor performances. Boulder is also home to etown – live acoustic music performances broadcast on National Public Radio.

A visit to Boulder Valley's other cities can provide some different perspectives of the county. Broomfield boasts a 6,000-seat event center with hockey, basketball, concerts and events. Most of the area's cities host farmers' markets in the summer, along with frequent festivals celebrating arts, crafts and foods.

ONLINE HELP

For more tourist information online visit:

Boulder Convention & Visitors Bureau at www.bouldercoloradousa.com

Longmont Area Visitors Association at www.visitlongmont.org

Let's Talk Colorado at www.colorado.com/Louisville

Let's Talk Colorado at www.colorado.com/Lafayette

Shopping malls in the Boulder Valley include Flatiron Crossing and Main Street in Broomfield, Twenty Ninth Street in Boulder and Twin Peaks Mall and Harvest Junction in Longmont.

Lodging in the Boulder Valley ranges from cozy mountain bed and breakfasts to grand large hotels like the Omni Interlocken Resort Hotel in Broomfield and the St. Julien Hotel & Spa in Boulder. For an historic stay, visit the 100-year-old Hotel Boulderado in Boulder.



PETER WAYNE

LEFT

The Boulder Valley is home to many natural products company including Pangea Organics, a manufacturer of organic body and skin-care products founded by Joshua Onysko.

BELOW

The Boulder Valley's healthy environment creates synergy for a strong cluster of natural and organic products companies.

NATURAL AND ORGANIC PRODUCTS

Healthy living is a top goal for many people who choose to live in the Boulder Valley.

It can come from exercising but also from consuming a healthy diet. That mentality has bred a cluster of local businesses focusing on natural and organic products, mostly food.

Some of the big pioneers in the industry have sprouted in the Boulder Valley. Steve Demos, founder of WhiteWave Tofu and Silk Soymilk, began his business here in the late 1970s. He eventually sold the company to Dean Foods Co. in 2002. Dallas-based Dean recognized a good business environment by not only keeping the company in the Boulder Valley, but by adding to it other natural food and drink companies it acquired. Today the WhiteWave Foods Co. division of Dean employs nearly 400 at its corporate headquarters in Broomfield and 1,300 nationwide.

And for Demos, like many who live here, the entrepreneurial spirit lives on – in late 2005 he founded Boulder-based NextFoods, which produces natural probiotic fruit drinks.

Natural food and drink companies like Celestial Seasonings, Rudi's Organic Bakery and Izze Beverage Co. all call the Boulder Valley home.

The former Wild Oats natural and organic grocery chain was founded and based in Boulder, until its acquisition by Whole Foods Market Inc. in 2007. Whole Foods has kept a regional office in Boulder and together with its local stores, employs 365 people in the region.

Food and drinks aren't the only natural products around the Boulder Valley. Pharmaca Integrative Pharmacy, which sells natural health solutions, is based in Boulder and employs 145 people here. Boulder-based Eco-Products Inc., employs nearly 100 people locally, selling 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, employing 43 people here.

With support from many peer businesses and a healthy-minded population, the Boulder Valley is a more-than-healthy environment for natural and organic product companies.



COURTESY RUDI'S ORGANIC BAKERY, CELESTIAL SEASONINGS, JUSTIN'S NUT BUTTER

THE UNIVERSITY OF COLORADO



DAVID CLUCAS

The University of Colorado at Boulder brings great young minds to the area and provides local businesses with a future work force and innovative technologies.

The university has more than 32,000 students at the undergraduate and graduate level. About 6,000 students, primarily freshmen, live in 21 campus residence halls. While more than 60 percent of the student population comes from Colorado, the university boasts international students from more than 90 countries.

CU offers 85 majors at the bachelor's level, 70 at the master's level and 50 at the doctoral level. The university's main campus is on 600 acres in heart of Boulder.

The university is also well known for its research and development.

The Laboratory for Atmospheric and Space Physics (LASP), has operated more spacecraft than all other university-based organizations in the nation combined, and it employs about 125 undergraduate and graduate students in all areas of science, engineering and mission operations. LASP currently operates nine scientific instruments in space, including an \$8.7 million spectrometer, which flew within 125 miles of Mercury in January 2008 aboard NASA's MESSENGER mission. It also created a student-built "dust counter" aboard the New Horizons spacecraft bound for Pluto.

The laboratory was also granted the largest research contract ever awarded to the University of Colorado. LASP was selected by NASA to lead a \$485 million orbiting space mission slated to launch in 2013 to probe the past climate of Mars in September 2008.

Also at the university is the Technology Transfer Office (TTO), which licenses new technology to innovative companies and also creates significant economic development benefits. In its 2007-'08 report the TTO reported \$6.1 million in revenue, and it filed for more than 188 U.S. patents.

This coming year the TTO has a budget of more than \$5 million.

The Association of University Technology Managers recently released data for 161 U.S. universities for the 2007 fiscal year, and the TTO performed among the top 10 percent. CU is tied for seventh place for the number of startup companies created, 12th place for 2005-2007 inventions reported to TTO and 13th place for

2005-2007 cumulative income.

In the last 15 years, 83 companies have been formed based on intellectual property via CU. Just 12 are known to be nonoperational.

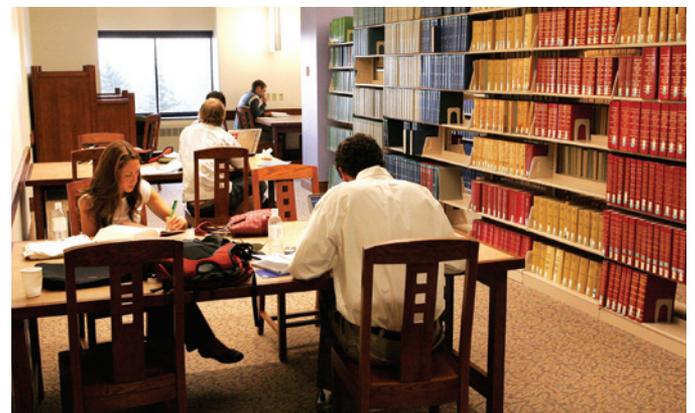
Of the 71 companies known to be operating, 67 have operations in Colorado (although the headquarters may be located out-of-state), 14 have received TTO proof of concept investments, five have gone public and 10 have been acquired by public companies.

ABOVE

The University of Colorado has more than 32,000 students at the undergraduate and graduate levels.

BELOW

The University of Colorado offers 85 majors at the bachelor's level, 70 at the master's level and 50 at the doctorate level.



DAVID CLUCAS



DOUG STORUM

SEMICONDUCTORS

While the economy has been less than stable the past year, semiconductor manufacturers are typically standing strong in the Boulder Valley.

The semiconductor industry has seen a great deal of success in Longmont, which has 12 companies in the area. The segment employs a total of 735 people in the city.

The city touts its strong data-storage cluster, labor force and business-friendly government as reasons to why semiconductor design companies locate in Longmont and succeed. Xilinx, Marvell Semiconductor, Intel and Texas Instruments are all major companies in the industry.

Marvell, which is based in California, has a dual presence in Longmont with locations at 1823 Sunset Place near the Twin Peaks Mall and 1951 South Fordham St. Texas Instruments also has its Longmont location near the mall.

In 2008, Analog Devices Inc., a semiconductor company based in Norwood, Mass., opened a development center in Longmont. Analog Devices (NYSE:ADI) develops high-performance semiconductors for signal-processing applications.

Boulder has a smaller contingency of semiconductor companies than Longmont. Advanced Power Technology Colorado, based in Boulder, has about 12 employees and has more than \$1 million in sales.

The Semiconductor Test Consortium Inc., an association based in Niwot, is comprised of about 80 members located worldwide. The organization, which was formed in 2003, is open to all companies throughout the semiconductor supply chain.

In Broomfield, NXP Semiconductors, located at 10901 W 120th Ave., is one of the larger companies in the business sector. NXP was founded by Philips more than 50 years ago. Headquartered in Europe, the company has about 30,000 employees working in more than 30 countries and posted sales of \$5.4 billion in 2008.

NXP creates semiconductors, system solutions and software in TVs, set-top boxes, identification applications, mobile phones, cars and a wide range of other electronic devices.

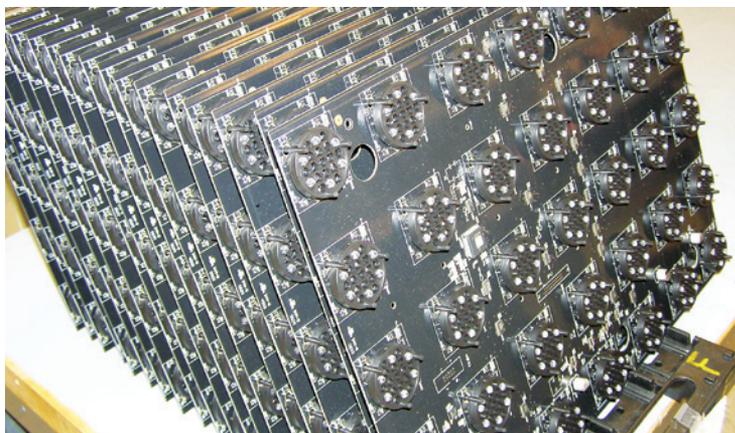
Also in Broomfield is Microsemi Corp. (Nasdaq: MSCC), which designs and manufactures semiconductor circuits for military, aerospace and medical purposes as well as for TVs, cell phones and other electronic devices. The operation in Broomfield, which has about 100 employees, specializes in medical semiconductors.

ABOVE

The Boulder Valley is home to many high-quality semiconductor assembly shops with a high concentration in Longmont including Premier Manufacturing.

BELOW

A skilled work force draws semiconductor companies to the Boulder Valley.



MICHAEL MYERS

BEVERAGES



COURTESY LEFT HAND BREWING CO.

Like much of the dry western United States, water is a precious resource in Boulder Valley.

But here, the H₂O is at nature's purest form – running fresh from the Rocky Mountain snowmelt. The city of Boulder even owns its own glacier – Arapahoe Glacier – as the original source of its water supply.

And since many drinks primarily are made of water, it's no surprise that beverage companies choose the Boulder Valley as their home to tap some nation's best drinking water.

Beer beverage companies top the list of our local beverage companies. While Golden, Colo. may be home to national brewing-giant Coors, the Boulder Valley is home to smaller, but more numerous microbrewers and brewpubs.

The creative, young and entrepreneurial work force of the Boulder Valley spurs our local beer brewers to move outside the box with their brewing styles. There's also a community of support among all the local brewers who gather at local events to show off their latest concoctions and share ideas.

Boulder Beer Co. – makers of Buffalo Gold, Singletrack and Hazed and Infused beers in Boulder – was Colorado's first microbrewer, starting the business in a goat shed. Fortunately, the business has been successful enough to move beyond those humble beginnings with the beer available in 30 states.

Boulder-based Avery Brewing Co. is known in national beer circles for its creativity in making beers. While the company is committed to its popular microbrews it also enjoys experimenting with limited-edition beers. Once a year, it issues a new beer – for one year only – and then its gone.

Other local brewers like Lyons-based Oskar Blues Inc., Longmont-based Left Hand Brewing, and Boulder-based Twisted Pine Brewing Co. all provide their creative microbrews to the area and a growing part of the nation.

Boulder is also home to the Brewers Association and American Homebrewers Association.

And if beer isn't your cup of tea, try our tea. Celestial Seasonings, one of the nation's largest herbal tea producers, was founded, and is headquartered, here.

Lactose-intolerants and organic health buffs can thank the Boulder Valley for milk they can drink. Silk, one of the nation's top-selling soymilks, and Horizon Organic, one of the nation's leading organic milks, were both founded here. Dean Foods Co. now owns both brands now but has kept the production and corporate facilities here in the Boulder Valley.

If you're just looking for a swig of plain ol' water, then as previously stated, its pretty darn good on its own here. Local companies like Eldorado Artesian Springs, Inc. take advantage the location to sell its spring water nationwide.

LEFT

Clear Rocky Mountain water makes the Boulder Valley the perfect spot for entrepreneurial microbrewers.

Work hard, play hard in the Boulder Valley

The Boulder Valley continuously attracts a young and well-educated work force through its lifestyle opportunities. People want to live here, and they're willing to work hard at their job to make it happen.

The mountains, outdoors and good weather are the region's main attractions. Boulder Valley residents can choose to live in the eastern plains, up against the foothills or deep into the mountains.

Like much of Colorado the weather cooperates with the Boulder Valley's active population. The sun shines an average of 300 days a year and rain rarely dampens weekend plans. And say goodbye to those sticky summer days – there's minimal humidity here, making it more comfortable to be outdoors and keeping the bugs at bay.

Skiing and snowboarding is 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 like Vail and Breckenridge. Snowshoeing through the local mountain forests is also a popular winter sport for locals.

But just because the mountains are here, don't think you're in for a long and cold winter:

You can easily ski one day, and play golf the next.

The Boulder Valley's main cities off the foothills and plains experience quite moderate temperatures during the winter months – many times it can be 50 to 60 degrees and sunny in the middle of January.

In the summer, hiking, biking, climbing, kayaking, and camping opportunities are plentiful. Take your pick of a leisurely stroll along Boulder Creek in the city, or head into the backcountry for a grueling climb to the top of Long's Peak at 14,259 feet.

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

In-town, the Boulder Valley's cities offer indoor and outdoor recreational facilities, running trails and urban bike routes. And there are more than 15 public golf courses to play at in the region.

Life here isn't always about being active, it's also about enjoying the moments you get to relax. Many local restaurants take advantage of the good weather and mountain views with year-round outdoor seating. And speaking of restaurants, the Boulder Valley has some good ones – from high-class vegetarian and organic meals, to rich Italian foods and Colorado-raised beef.

While the Boulder Valley's cities continue to grow, many pay tribute to their humble agricultural beginnings with summer festivals celebrating foods from peaches to oatmeal. There are also countless after-hours business, nonprofit and social networking events to attend during the week.

For watching sports, the 6,000 seat Broomfield Event Center hosts the minor league Rocky Mountain Rage hockey team and the NBA development league's Colorado 14'ers.

The event center also hosts numerous concerts throughout the year.



COURTESY SEAGATE

Bicycling is one of the top activities for residents in the Boulder Valley.

And the Boulder Valley in general hosts an array of music shows from rock at Fox Theatre in Boulder to bluegrass at the Lyons Bluegrass Festival, to classical at Colorado Music Festival at Boulder's historic Chautauqua Auditorium.

Life is good in the Boulder Valley, and your heart, health and mind will be better off.



COURTESY CITY OF LONGMONT

There are more than 15 public golf courses in the Boulder Valley.



DAVID CLUCAS

The Boulder Valley attracts an educated work force that can work with the latest technologies.

Educated and motivated employees drive innovation in Boulder Valley

Many businesses are attracted to the Boulder Valley to tap into one of the nation's most young and well-educated work forces.

There are approximately 200,000 jobs in the Boulder Valley, with an unemployment rate at about 5 percent as of early 2009.

With the University of Colorado at Boulder, the region draws a high concentration of science- and technology-educated talent. This has helped the Boulder Valley become a center for the aerospace, computer storage, software and energy industries.

The University of Colorado Health Sciences Center in Denver helps attract some of the nation's top medical and bioscience minds to the region, which many of them end up working in the Boulder Valley.

The Boulder Valley's progressive population also attracts those with creative and energetic minds, making the region a center for marketing, publishing and Internet social networking companies.

The area is known for having one of the most entrepreneurial work forces, which strive to come up with new ideas and create new businesses. With all the growing companies here, the region is also home to plenty of professional services in finance and law.

According to the U.S. Department of Labor, some of the top employment occupations in the Boulder Valley include computer and mathematical jobs, education and training jobs and business and financial jobs.

The average annual salary in the Boulder Valley is about \$53,000 higher than Colorado's \$44,000 average and the U.S.'s \$32,000 average.

U.S. Department of Labor top employment occupations in Boulder - Longmont MSA (Boulder County) and entry, median and average pay

Occupation	Employment	Entry-level pay	Median pay	Average pay
Office and administrative support	25,240	\$20,510	\$32,510	\$48,920
Sales and related	16,680	\$16,610	\$28,080	\$86,900
Food preparation and serving related	14,090	\$14,610	\$18,180	\$20,540
Computer and mathematical	12,280	\$44,010	\$81,250	\$42,400
Education, training, and library	10,690	\$22,640	\$44,710	\$60,750
Production	9,140	\$18,840	\$28,850	\$27,770
Business and financial operations	8,650	\$35,150	\$62,980	\$39,830
Management	8,100	\$45,750	\$100,470	\$76,980
Architecture and engineering	7,990	\$44,580	\$79,610	\$35,390
Healthcare practitioners and technical	7,390	\$32,730	\$60,910	\$112,570
Transportation and material moving	5,890	\$15,520	\$27,360	\$30,050
Life, physical, and social science	5,380	\$40,910	\$72,000	\$110,510
Retail salespersons	5,380	\$15,580	\$22,620	\$34,720
Installation, maintenance, and repair	4,710	\$22,130	\$39,520	\$65,200
Construction and extraction	4,580	\$23,220	\$37,400	\$98,310
Building and grounds cleaning and maintenance	4,470	\$17,150	\$24,580	\$17,810
Personal care and service	4,080	\$15,580	\$21,960	\$48,500
Cashiers	3,350	\$15,810	\$20,550	\$45,250
Healthcare support	3,140	\$20,620	\$29,150	\$30,700
Waiters and waitresses	3,140	\$14,410	\$15,220	\$18,940
Executive secretaries and administrative assistants	3,010	\$29,020	\$42,890	\$22,530
Arts, design, entertainment, sports, and media	2,820	\$19,850	\$42,890	\$26,730
Combined food preparation and serving workers, including fast food	2,760	\$14,670	\$16,940	\$26,700
Computer software engineers, applications	2,720	\$63,300	\$92,770	\$40,110
Registered nurses	2,590	\$44,600	\$65,170	\$42,400
Computer software engineers, systems software	2,500	\$67,160	\$101,830	\$77,210
Office clerks, general	2,490	\$19,310	\$29,120	\$26,990
General and operations managers	2,420	\$45,870	\$98,660	\$35,130
Bookkeeping, accounting, and auditing clerks	2,290	\$24,250	\$34,550	\$69,480
Business operations specialists, all other	2,240	\$42,580	\$71,780	\$84,320
Community and social services	2,170	\$25,230	\$36,740	\$109,610
Janitors and cleaners, except maids and housekeeping cleaners	2,060	\$18,980	\$26,630	\$70,720
Sales representatives, wholesale and manufacturing, except technical and scientific products	2,020	\$21,860	\$53,970	\$32,400

Source: U.S. Department of Labor 2007

Colorado Department of Labor employment by industry for Boulder - Longmont MSA (Boulder County)*

Industry	Employment (2008 Estimated)	Industry	Employment (2008 Estimated)
Accommodation	1,709	Mining	996
Accommodation and Food Services	15,117	Mining (except Oil and Gas)	291
Administrative and Support and Waste Management	7,183	Museums, Historical Sites, and Similar Institution	60
Administrative and Support Services	6,959	Nursing and Residential Care Facilities	2,085
Agriculture, Forestry, Fishing and Hunting	371	Oil and Gas Extraction	16
Ambulatory Health Care Services	6,911	Other Services (Except Government)	5,626
Amusement, Gambling, and Recreation Industries	2,137	Performing Arts, Spectator Sports, and Related Industries	540
Animal Production	131	Personal and Laundry Services	1,589
Arts, Entertainment, and Recreation	2,737	Private Households	276
Construction	5,810	Professional, Scientific, and Technical Services	23,379
Construction of Buildings	1,209	Publishing Industries	1,000
Credit Intermediation and Related Activities	3,118	Real Estate and Rental and Leasing	2,469
Crop Production	189	Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,377
Educational Services	19,074	Repair and Maintenance	1,384
Finance and Insurance	5,439	Securities, Commodity Contracts, and Other Financial Investments	1,314
Food Services and Drinking Places	13,408	Social Assistance	2,728
Funds, Trusts, and Other Financial Vehicles	91	Specialty Trade Contractors	4,110
Health Care and Social Assistance	17,123	Support Activities for Agriculture and Forestry	51
Heavy and Civil Engineering Construction	491	Support Activities for Mining	689
Hospitals	5,399	Total Federal Government Employment	2,247
Information	9,236	Total local government	6,665
Insurance Carriers and Related Activities	916	Utilities	254
Management of Companies and Enterprises	1,398	Waste Management and Remediation Service	224
Merchant Wholesalers, Durable Goods	2,172	Wholesale Electronic Markets and Agents and Brokers	1,172
Merchant Wholesalers, Nondurable Goods	2,398	Wholesale Trade	5,742
		Total Jobs	198,010

Source: Colorado Department of Labor 2007

* Broomfield County is part of the Denver MSA and cannot be broken out into these industry statistics. The Colorado Department of Labor estimates there are about 25,000 jobs in Broomfield.



DAVID CLUCAS

U.S. 36 is one of the Boulder Valley's major highways with access to Denver and Rocky Mountain National Park.

Network of highways connects region's cities

Despite being less populated than Denver, the Boulder Valley offers much of the same transportation infrastructure one would find in the big city. Three major highway arteries pass through the Boulder Valley.

U.S. 36 – a four-lane highway with plans to expand to six lanes – provides access between Boulder, Louisville, Superior, Broomfield and Denver. The link between the cities allows the Boulder Valley to tap workers as far away as Denver. U.S. 36 is also the main route for tourists driving to Rocky Mountain National Park from Denver.

Interstate 25 runs north and south along the eastern edge of the Boulder Valley and provides access to Erie and Longmont. It also allows less than an hour commute to Denver or Fort Collins.

The Northwest Parkway – a four-lane toll highway – connects U.S. 36 to I-25 and the Denver International Airport. Residents and businesses in the Boulder Valley can use the parkway to avoid traffic and reach DIA in 30 to 40 minutes. This is quicker access to the airport than from much of Denver's western and southern suburbs.

There are several other major secondary roads and highways such as U.S. 287 – connecting Longmont, Erie, Lafayette and Broomfield – and the Diagonal Highway – connecting Boulder and Longmont that provide integral automobile connections to local businesses and residents.

DIA provides plenty of nonstop flights to east and west coast destinations, and is also the one of the largest airport hubs in the Rocky Mountain/Southwest region. DIA is home to a major United Airlines hub and Denver's own Frontier Airlines. Southwest, American, Delta and other major U.S. airlines also fly in and out of Denver.

For more local or private jet travel, the Boulder Valley has four of its own regional Airports, including the Boulder Municipal Airport, the Rocky Mountain Metropolitan Airport near Broomfield, the Vance Brand Municipal Airport in Longmont and the Erie Municipal Airport.

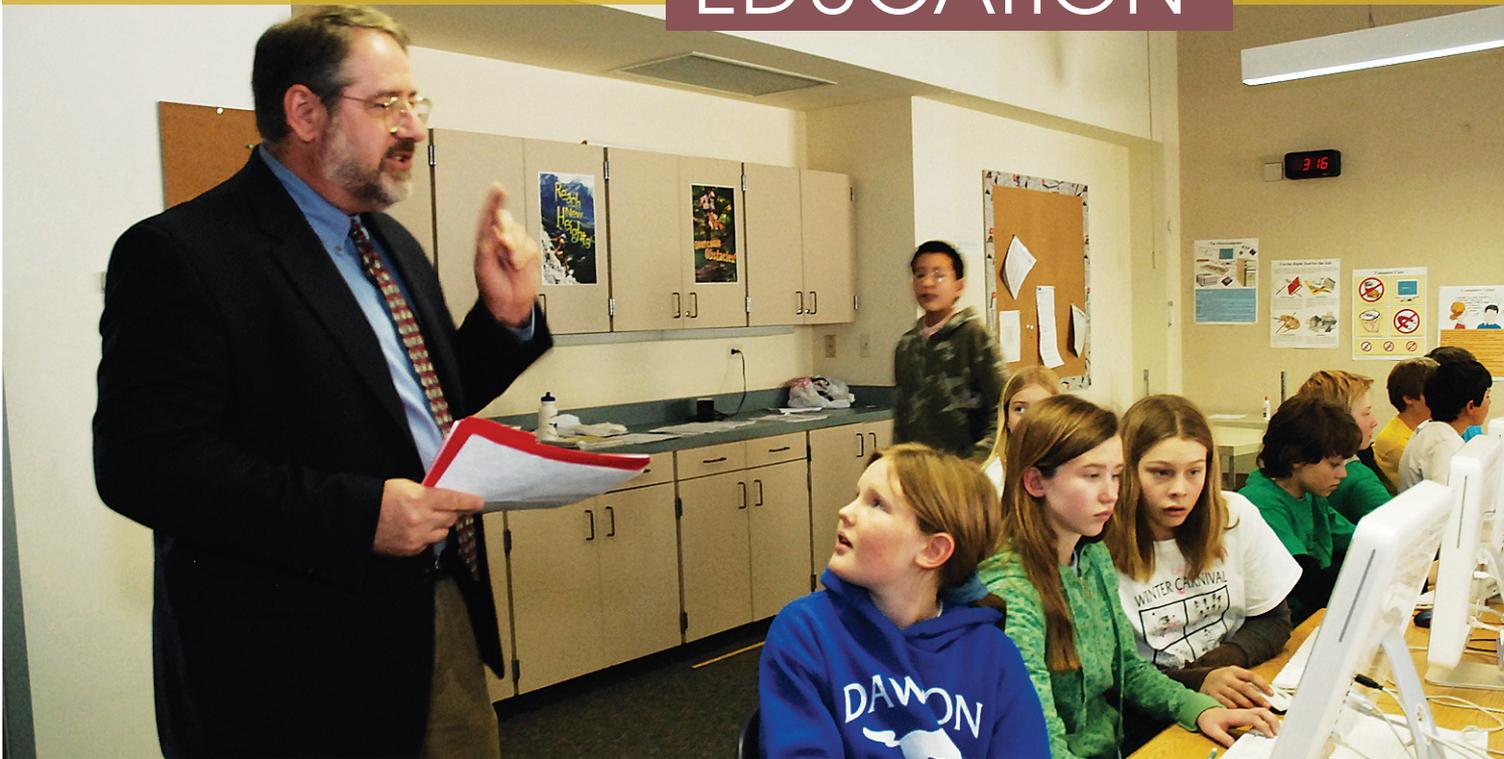
The Boulder Valley is part of the Regional Transportation District bus service. Funded by sales taxes and tickets, it provides regional and city bus service to the area connecting to Denver and the Denver International Airport.

Several cities in the Boulder Valley are slated to receive commuter rail service connecting the region to the Denver metropolitan area and DIA within the next decade. Plans for the Regional Transportation District FasTracks northwest rail line include stations in Broomfield, Louisville, Boulder and Longmont.

Xcel Energy provides a majority of the Boulder Valley's electricity. The Minneapolis-based company has identified Boulder as its first test city for an electric smart grid. Xcel will invest up to \$100 million to upgrade Boulder's electrical grid to help save energy, better distribute power and allow citizens more control of electrical use.

Longmont is the only city in the Boulder Valley with its own municipal power company. Longmont Power & Communications saves users an average of 30 percent on electric costs compared to the rest of Colorado.

Like much of the American Southwest and Mountain West, water is limited in the Boulder Valley. However, the region gets the first draw of water melting from the mountains, and most cities have reservoirs and tanks to store water for year-round use. The city of Boulder even owns a glacier in the Indian Peaks mountain range as its original water source.



MICHAEL MYERS

The Boulder Valley has a good selection of private schools, such as Alexander Dawson School in Lafayette.

Public schools in Boulder Valley exceed state, national averages

The Boulder Valley not only attracts well-educated people to move here, it also produces them.

The area is home to two major public school districts, more than 30 private schools, Front Range Community College and the University of Colorado.

The Boulder Valley School District educates approximately 28,500 students in the southern and western half of Boulder and Broomfield counties. The district offers preschool through grade 12 public education at 32 elementary schools, 10 middle schools, one middle/senior school, 10 high schools and two charter schools. The district employs about 4,000 people.

St. Vrain Valley School District educates approximately 24,000 students in the northern and eastern half of Boulder County. The district offers preschool through grade 12 public education at 22 elementary schools, nine middle schools, one middle/senior school, six high schools, two alternative schools and three charter schools. The district employs 3,172 people.

Both the Boulder Valley and St. Vrain Valley school districts have numerous schools ranked within the top 10 best-performing public schools in the state. The districts' graduates score well above the state and national averages on the ACT and SAT college entrance exams.

The region provides a wide variety of private education as well. There are more than 30 private schools ranging in focus from religion to progressive teaching methods to arts and sciences.

Higher education in the Boulder Valley is dominated by the University of Colorado's main campus in Boulder; but the region is also served by Front Range Community College in Longmont and Boulder. The community

college educates about 15,000 students with classes for four-year colleges, transfer degrees, career technical programs and work force training.

Within an hour of the Boulder Valley, higher-education students can also access the University of Denver, Colorado State University in Fort Collins and the Colorado School of Mines in Golden.

At all these institutions, continuing education courses are also available for the region's work force.

Supporting education, most of the Boulder Valley's main cities have their own libraries – modernized with 21st-century technology. The University of Colorado library is also open to the public.



MICHAEL MYERS

Students work on a lab experiment at Skyline High School in Longmont, a public school in the St. Vrain Valley School District.



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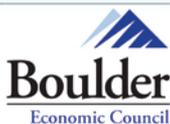
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