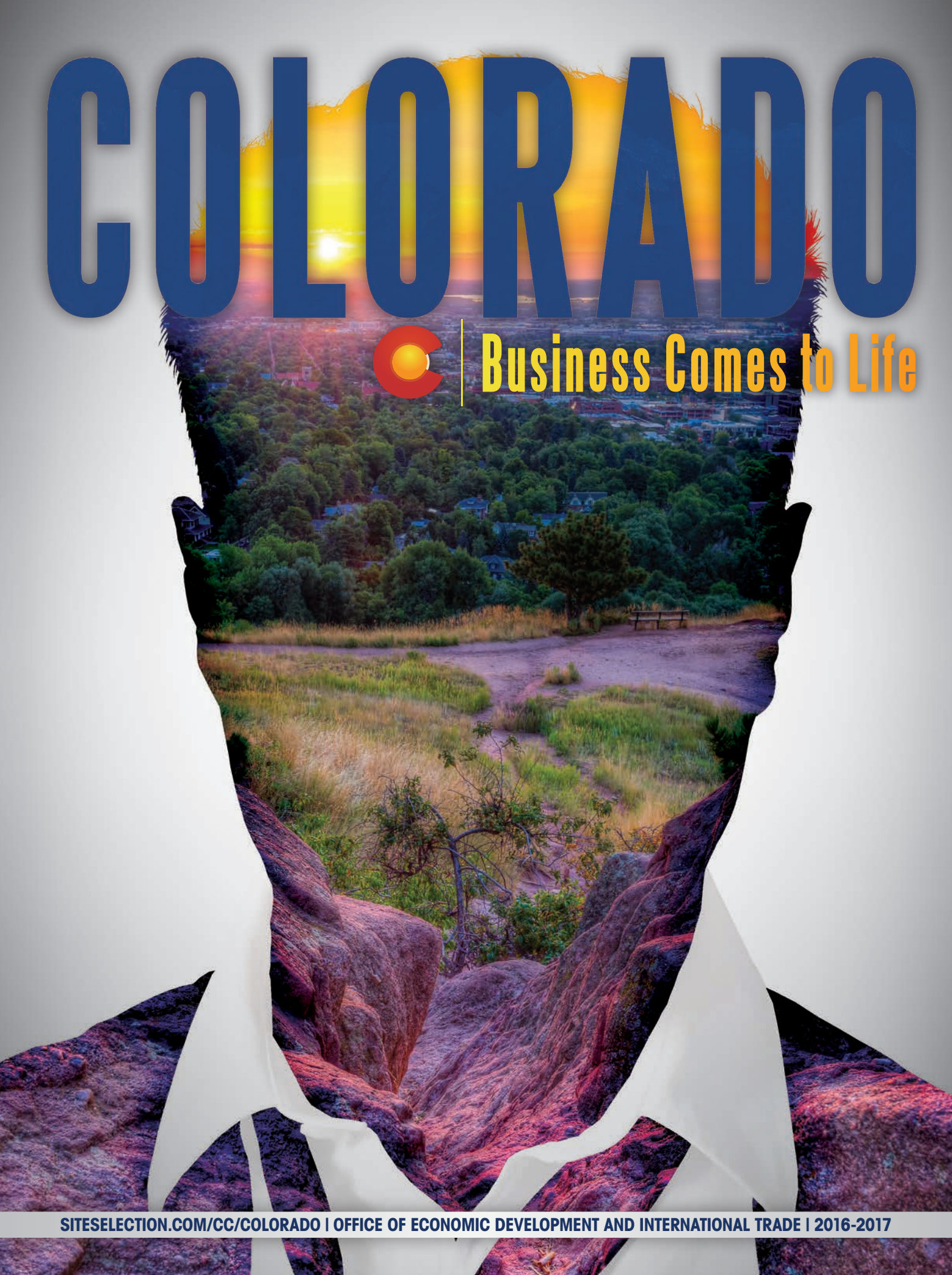


# COLORADO



Business Comes to Life





**HUMAN,**



MEET NATURE.



*Garden of the Gods, 4 miles from downtown*

*Find out for yourself, search: **Colorado Springs***



## THE ORIGIN OF PURPLE MOUNTAIN MAJESTY.

In 1895, the grandeur of Pikes Peak inspired a young poet to compose “America the Beautiful.” After more than a century of economic growth, Colorado Springs has become a thriving business community with a front row seat to Rocky Mountain beauty—a marriage of landscape and humanity perfect for building a life, family, and business...

## ...AND HERE'S WHY

### A THRIVING WORKFORCE, AND FAVORABLE TAX ENVIRONMENT



**665,000+**

POPULATION OF EL PASO COUNTY  
(1ST IN COLORADO)

El Paso County is the *only* county in Colorado to provide all businesses with a credit of the county's share of business personal property tax.

### A BUSINESS ENVIRONMENT THAT MAKES LIFE EASIER FOR EMPLOYERS AND EMPLOYEES

The region is ready for new and expanding companies in booming industries like aerospace/aviation, cybersecurity, information technology, sports and health. With a highly educated workforce, eager economic development allies, quick commutes and enviable home prices—a life in Colorado Springs is easy for everyone in business.

**21 MIN**

AVERAGE  
COMMUTE

**<1 HOUR**

FROM DENVER

**37.2%**

OF WORKFORCE HAS A  
BACHELORS OR HIGHER

**\$239,800**

MEDIAN HOME PRICE

### A FAST, RELIABLE WAY TO GET DOWN

Area businesses enjoy excellent air service and amenities. Colorado Springs Airport, located just minutes from downtown Colorado Springs, is a major hub for business travel.

- **Shorter TSA Lines**
- **Business Travelers**

**6** AIRLINES

**13**



EL PASO COUNTY



colorado springs  
regional business™ alliance



COLORADO



## BEST PLACES TO LIVE

RANKED #5, U.S. NEWS AND WORLD REPORT

## SMALL BUSINESS FRIENDLY CITIES

RANKED #4, THUMB TACK.COM

## MOST EDUCATED CITIES

RANKED #5, WALLETHUB.COM

## MOST DESIREABLE PLACES TO LIVE

RANKED #2, SELFSTORAGE.COM

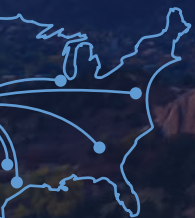
### LE AIRPORT TO BUSINESS

by the convenience, facilities of the COS 15 minutes from Springs.

nes

### eler Lounge

3 NON-STOP OPTIONS



SPRINGS AIRPORT

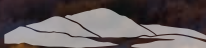
### A COMPETITIVE UTILITY RATE THAT RANKS AMONG THE BEST IN THE COUNTRY

Colorado Springs Utilities is a municipally owned, four-service utility providing electric, natural gas, water and wastewater to business and residential customers in the Pikes Peak Region.

**#1** BUSINESS CUSTOMER SATISFACTION\*  
**4 SERVICES** UNDER ONE PROVIDER

**99.994%**  
ELECTRIC RELIABILITY

\*MID-SIZE, WEST REGION, 2016 ELECTRIC UTILITY BUSINESS CUSTOMER SATISFACTION STUDY



Colorado Springs Utilities

### A NATURAL TRAINING GROUND FOR THE WORLD'S MOST DETERMINED ATHELETES

Known as the heart of the Olympic Movement, Colorado Springs, Olympic City USA is home to:

- **The United States Olympic Committee Headquarters**
- **The Colorado Springs U.S. Olympic Training Center**
- **59 National and International Sports Organizations** (including 21 Olympic National Governing Bodies of Sport)
- **The Future U.S. Olympic Museum**

COLORADO SPRINGS  
OLYMPIC CITY USA



# THE SAN LUIS VALLEY

## COLORADO'S SOUTHERN SLOPE



*The San Luis Valley is rimmed by the Sangre de Cristo Mountains on the East and the San Juan Mountains on the West.*

*Opportunities here are surrounded by some of the finest cultural, recreational and natural resources in the world.*

*Compatible business ideas will find sustainable assets for appropriate growth and development. Our job is to add value to the lives of the people who choose to make the San Luis Valley their home.*



**SAN LUIS VALLEY**  
**COUNCIL OF GOVERNMENTS**





COLORADO

## EXTRAORDINARY MOUNTAIN VALLEY WITH SIGNIFICANT POTENTIAL

*The Valley is an agricultural powerhouse. Agriculture is the region's primary economic driver. Strategically situated, the Valley is blessed with breathtaking natural beauty and unique cultural diversity.*

### QUICK STATS

Largest Alpine valley in North America  
 7,500' in elevation  
 8,193 square miles  
 Population over 46,000  
 Midway between Denver & Albuquerque  
 Median household income - \$35,634  
 18 communities and 6 counties

### ADVANTAGES

Enterprise Zone Tax Credit Program  
 Access to capital through State and Federal business loan programs  
 Adams State University  
 Trinidad State Jr. College  
 San Luis and Rio Grande Railroad  
 San Luis Valley Regional Airport & several general aviation airfields

### DISTINCTIONS

Great Sand Dunes National Park and Preserve  
 3 National Wildlife Refuges  
 Colorado Division of Wildlife's John W. Mumma Native Aquatic Species Restoration Facility  
 Wolf Creek Ski Area  
 Penitente Canyon  
 Business friendly environment

### TARGET INDUSTRIES

Value Added Food and Agriculture  
 Health and Wellness  
 High Altitude Training  
 Renewable Energy & Solar Development  
 Tourism and Outdoor Recreation



**SAN LUIS VALLEY  
 DEVELOPMENT RESOURCES GROUP**

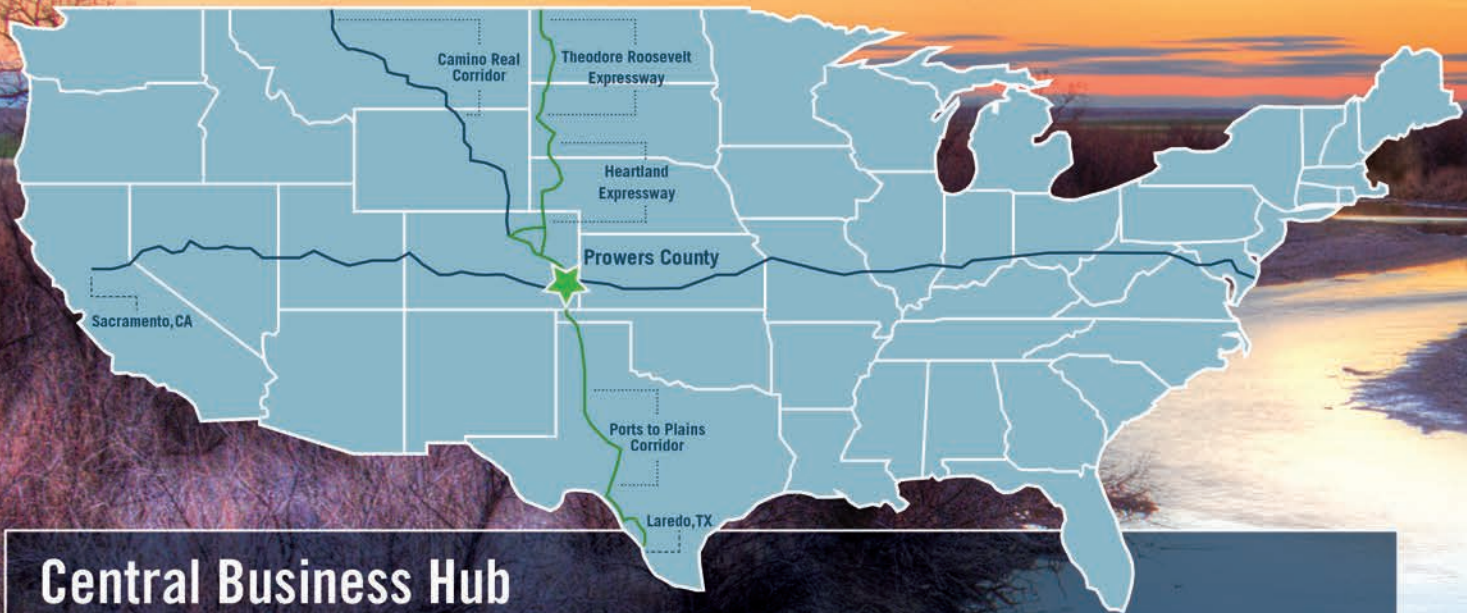
719.589.6099 ▲ director@slvdr.org ▲ www.slvdr.org



# PROWERS COUNTY

In the *middle* of *everywhere*

GRANADA | HOLLY | LAMAR | WILEY



## Central Business Hub

TRAVEL TIME

3 hrs.

3 hrs.

3 hrs.

5 hrs.



DESTINATION



Denver, CO



Colorado Springs, CO



Amarillo, TX



Wichita, KS



## Transportation

### • Crossroads of America

In Prowers County, you are connected Coast to Coast and from Mexico to Canada by U.S. Highways 50 and 287.

### • Lamar Municipal Airport

The primary runway measures 6,304 feet in length by 100 feet in width in concrete, and will support daily flights of 55,000 pound dual wheel gear aircraft.

### • Amtrak and BNSF Rail Service



# “Colorado’s most affordable place to live”

-Denver Business Journal



## Quality of Life

- Affordable Cost of Living
- Quality Schools
- State of the Art Health Care
- Recreational Opportunities
- Healthy Places Community

## Tools and Opportunities

- **Customized Workforce through Lamar Community College**  
LCC provides training to suit specific business needs.
- **Quality Infrastructure**  
High capacity fiber optic data capability.



WilliecatPridePhoto.com

Prowers County Economic Development Office

877.825.7256

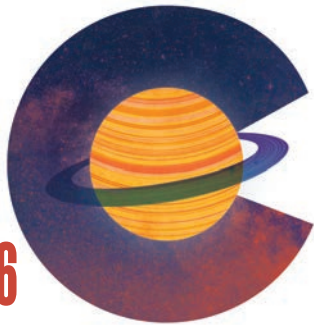
[www.prowerscounty.net](http://www.prowerscounty.net)



# COLORADO



## Business Comes to Life.



### ON THE COVER:

Cover design by Richard Nenoff using Getty images

- 12 Business Climate Leader**  
Colorado ranks No. 1 in a variety of business performance indices, and that is no accident.
- 14 Interview: Governor Hickenlooper**  
Gov. Hickenlooper follows the Colorado Blueprint to help businesses grow.
- 20 Interview: Fiona Arnold**  
The OEDIT Executive Director casts a wide net for the most coveted workers of the present and future.
- 26 Cover Story: Attracting Millennials**  
What do millennials want? Mostly, they want what Colorado has to offer them.
- 32 Fitzsimons Innovation Campus**  
An increasingly valuable square mile gives rise to innovation at a life sciences oasis in Aurora.
- 36 Quality of Life: A Well-Earned Reputation**  
In every category, Colorado scores high marks for livability.
- 40 Statistical Profile: Colorado By the Numbers**  
An in-depth look at the metrics driving corporate site selection in Colorado.
- 46 Aerospace: A Base for Exploration**  
The next generation of aerospace innovations and R&D takes root in Colorado.
- 50 Bioscience: Bridging the Gaps**  
From medical devices and diagnostics to biotech, Colorado emerges as a leading destination for high-growth firms in the life sciences.
- 53 City Spotlights: Grand Junction and Pueblo**  
In these two thriving regions, manufacturers and other startups find all the support they need.
- 58 Interview: CU President Bruce Benson**  
At major universities in Colorado, trailblazing leadership boosts economic development.
- 62 Creative Industries: Hub for Culture**  
Artists of all types flock to a state where ingenuity meets opportunity.
- 65 Health & Wellness: Finding the Balance**  
Keeping citizens fit and healthy is a job growth engine in Colorado.



# BIG CITY POSSIBILITIES.

## *Small city character.*

We've been voted one of the most fun towns in America, and our quality of life is unequalled. With an ideal business location close to three airports, a thriving economy, and a bustling commercial center, we're uniquely qualified to be home to your business.

- Commercial center of the Roaring Fork Valley and Garfield County
- Close to Aspen-Pitkin County Airport, Eagle County Regional Airport (Vail), and Grand Junction Regional Airport
- Strong public transportation through Roaring Fork Transportation Authority, including nation's first bus rapid transit between Glenwood and Aspen
- 23,000 vehicle trips/day on I-70
- Daily Amtrak connections to California and Chicago
- Multiple world-renowned hot springs and attractions
- World-class skiing in Aspen, Vail, and Sunlight Mountain
- Exceptional outdoor recreation including gold medal fly fishing, bike paths, hiking and hunting
- Vibrant downtown with restaurants, bars and entertainment
- Confluence of the Roaring Fork and Colorado Rivers
- Colorado Mountain College central offices and two campuses, serving nine counties
- High quality school district, award-winning teachers
- Voted "16 Best Places to Live in America"
- Voted "50 Best Small Town Downtowns in America"
- Voted "Top 10 Small Towns – America's Best Places to Live and Visit"
- Voted "America's Most Fun Small Town"
- Where Colorado families come for vacation and renewal



**GLENWOOD SPRINGS CITY HALL**  
101 W 8<sup>th</sup> Street, Glenwood Springs, CO 81601  
(970) 384-6401 | [www.gwsco.gov](http://www.gwsco.gov)







68

**Outdoor Recreation**

Colorado turns 'Go outside and play' into a multi-billion-dollar industry.

76

**Workforce: Meeting the Demand**

Innovative education is addressing Colorado businesses' need for home-grown STEM talent.

80

**Research Labs: Bench Strength**

A diverse range of research labs creates a distinct ecosystem in Colorado.

84

**Transportation & Logistics: Smart Moves**

More transportation options mean more opportunity for moving the Colorado economy.

88

**Tourism: 'The Best of All Worlds'**

People from around the world visit Colorado to see its natural beauty, history and cultural heritage.

91

**Cybersecurity: Mission Critical**

Scores of high-tech firms in Colorado work 24/7/365 to keep the world safe.

94

**Clean Energy: Clearing the Air**

Colorado is advancing its wind and solar capacity at a rate unmatched elsewhere.

96

**Financial Services: Hit the Ground Running**

Colorado's Front Range earns its reputation as the 'Wall Street of the West.'

99

**Advanced Manufacturing: Geared for Success**

Advanced Industries Accelerator Grant programs are making a difference in the state's manufacturing cluster.

102

**Food & Agriculture: Innovation Cultivation**

Colorado blazes a health foods trail even as it maintains its position as a food production leader.

108

**Sports: A Taste for Competition**

From the Super Bowl Champion Broncos to USOC, Coloradans savor the sporting life.

111

**Did You Know?**

From craft beer to elk — we present a collection of fun facts.

112

**Photo Gallery**

In all of America, there is no more picturesque place.

119

**Advertising Index**





Town of  
**ERIE**  
Colorado

*Move Closer to the People You Want to Hire!*



**"Top 10 Cities for Skilled Workforce" - Global Trade Magazine**

**TOWN OF ERIE ECONOMIC DEVELOPMENT**

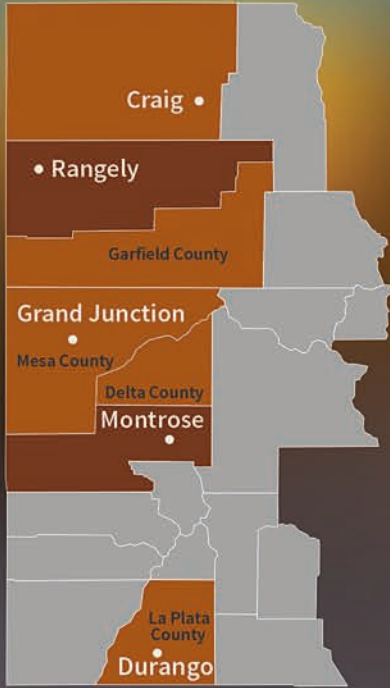
[pmehle@erico.gov](mailto:pmehle@erico.gov)  
303-926-2769

[www.erico.gov/economic\\_development](http://www.erico.gov/economic_development)





# WESTERN COLORADO *choose to have it all*



A skilled and motivated workforce



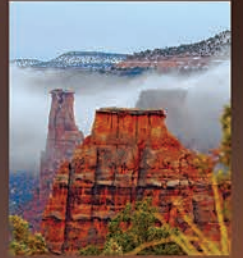
Access to abundant natural resources



Low cost of living and doing business



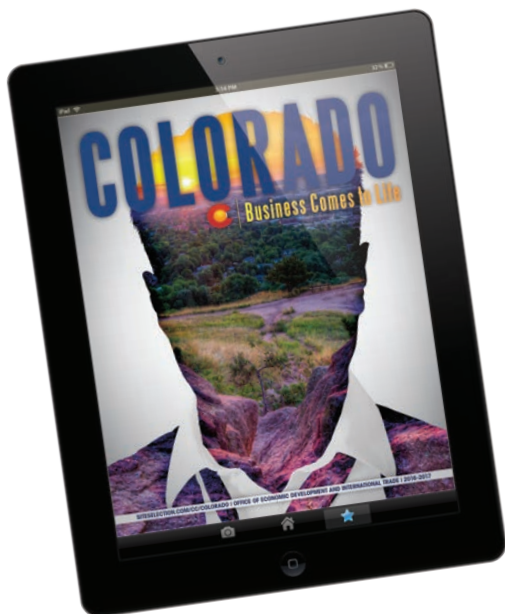
An unbeatable location in Colorado's outdoor playground



*The Western Colorado Economic Alliance is here to support your next business move.*  
[choosewesterncolorado.org](http://choosewesterncolorado.org)







## TAKE THIS GUIDE WITH YOU

### ENJOY

Read the digital edition on your tablet and smart phone. Click on links for even more information.

### SHARE

Share the magazine on social media with your friends and community.

### LINKS

Feature the magazine on your blog, website or newsletters with a link or one of our easy-to-use tools.

[siterelection.com/cc/colorado](http://siterelection.com/cc/colorado)



*The publishers believe that the information contained in this publication is accurate. However, the information is not warranted, and neither Conway, nor the Colorado Office of Economic Development and International Trade, assumes any liability or responsibility for actual, consequential or incidental damages resulting from inaccurate or erroneous information.*

PHONE: (770) 446-6996 • FAX: (770) 263-8825 • TOLL FREE: (800) 554-5686  
 email: [editor@conway.com](mailto:editor@conway.com)      web: [siterelection.com/cc/colorado](http://siterelection.com/cc/colorado)

Colorado: Business Comes to Life is published by Conway,  
 6625 The Corners Parkway, Suite 200, Peachtree Corners, GA 30092 USA.

PRINTED IN USA. ©2016 Conway

CEO	LAURA LYNE
President & Publisher	ADAM JONES-KELLEY
Chief Operating Officer	SEAN LAUGHLIN
Executive Vice President	RONALD J. STARNER
Managing Editor of Custom Content	CRYSTAL VILLARREAL
Editor in Chief	MARK AREND
Managing Editor	ADAM BRUNS
Senior Editor	PATTY RASMUSSEN
Contributing Editor	RACHEL DURAN
Art Director	SCOTT LARSEN
Production Manager	BOB GRAVLEE
Lead Designer	SEAN SCANTLAND
Graphic Designers	RICHARD NENOFF, TYLER DAWSON, KATHERINE KONZAL
Chief Analyst	MAX BOUCHET
Vice President of Sales	CHARLES FITZGIBBON
Vice President of Corporate Development	PAUL TARRANTS
Director of Marketing	LAUREN EUBANK
Marketing Coordinator	STEPHANY GASPARD
Circulation Manager	JULIE CLARKE
Lead Photographer	HEATHER OVERMAN

#### DIGITAL TECHNOLOGY TEAM

Director of IT	DAVID SODEN
Webmaster	BEN YAWN
Database Administration Manager	DANIEL BOYER





The Maroon Bells are located 10 miles from Aspen.

Photo by Heather Overman

From laid-off geologist to governor, John Hickenlooper has led Colorado to new heights.

by RON STARNER

Quantifying the effectiveness of the Colorado business climate is relatively easy. By almost any objective measurement, the state ranks as one of the premium destinations of choice for business leaders.

Consider the evidence.

Colorado ranks:

- **No. 1 as the best state for labor supply** (Forbes)
- **No. 1 as America's fastest-growing economy** (Business Insider)
- **No. 1 as America's best place to do business** (Forbes)
- **No. 1 as the best place to live in the US** (US News & World Report)
- **No. 2 among the nation's most educated states** (U.S. Census Bureau)
- **No. 2 among the top states for entrepreneurship and innovation** (U.S. Chamber)

- **No. 3 in overall economic performance** (Business Insider).

With results like that, it's no wonder that companies are growing at an historic rate in Colorado. One of the principal reasons for this accelerated growth is the man who has presided over the state government since January 11, 2011: Gov. John Hickenlooper.

Widely regarded as one of the most effective governors in America, Hickenlooper has not always led a charmed life. After getting laid off from his first job as a geologist working in the Colorado oil and gas sector, he decided to rent a space in an empty warehouse in a blighted pocket of downtown Denver.

What happened next changed the course of not just Hickenlooper's career, but Denver itself. He co-founded the Wynkoop Brewing Company and opened a small



brewpub in 1988 in what is now known as the LoDo district of downtown Denver — a move that would elevate his stature in the community and ultimately lead to his election as mayor of Colorado's capital city in 2003.

On September 21, 2005, Mayor Hickenlooper hosted about 10 site selectors and a few media representatives at one of his breweries in Denver, not far from Coors Field. I found him to be an engaging and likable fellow, full of wit and energy, but also carrying himself with a natural humility that is completely genuine.

He's put those qualities to good use as mayor of Denver and now governor of Colorado, leading his state to unprecedented heights of economic and cultural success. He's the main reason why the state now boasts a business environment that compels site selectors to give it a serious look.

I conducted a poll of several nationally prominent site selection consultants to gauge their impression of Colorado. Here's what they said:

- "Colorado has a unique business proposition. It's not the lowest cost alternative, nor is it particularly aggressive with incentives.

Yet in an age that worships technology, entrepreneurship, and an educated, millennial workforce, it's easy to include Colorado among the top performers."

- "Colorado can be a great fit for the right company. You can get a lot of tech-savvy employees. It has a great quality of life, central location, good transportation, and a good reputation in the business world. Overall, it is a great location for business."
- "It is really a great market — a lot of office, multi-family and industrial space being built. I believe it will continue to grow, especially since they just opened the rail system from the Denver airport to the CBD. A lot of people are moving there for work/life balance."
- "Companies looking for millennial, highly educated, highly skilled and creative talent must locate where that talent is choosing to live, and right now that list includes Colorado."

With endorsements like that, look for the pace of Colorado business expansion to only accelerate in years to come. 🍷



# Let's Grow Together

 **3 million sq. ft. of mixed-use land available**

 **Abundant and diverse workforce**

 **Unparalleled transportation network**

 **Fast-track regulatory approvals**

**#3 Best Suburban Place to Live in Colorado**  
— *Caldwell Banker Real Estate*

**#4 Metropolitan Area for STEM Workers**  
— *Wallet Hub*

**#17 Top 25 Place to Live** — *CNN Money Magazine*

[castlepinesgov.com](http://castlepinesgov.com)

Contact: Don Van Wormer, [don.vanwormer@castlepinesgov.com](mailto:don.vanwormer@castlepinesgov.com), 303.705.0206



Gov. Hickenlooper follows the Colorado  
Blueprint to help businesses grow.

# 'Relentlessly Focused on the Colorado Economy'



Photo courtesy of the Colorado Governor's Office.

by RON STARNER

**C**olorado Gov. John Hickenlooper has made a career out of turning adversity into achievement. From the time he was laid off as a geologist working for the Colorado oil industry to launching the Wynkoop Brewing Company brewpub in Denver, he's had a knack for bouncing back.

As first Mayor of Denver and now Governor of Colorado, he's done it again by leading his state to the enviable position of being the talent-rich capital of the New West. By almost any measurement available, Colorado boasts an environment that attracts highly educated and highly skilled millennial talent at a rate that no other state can match.

And it's all happened under the leadership of Hickenlooper, the 42nd Governor of Colorado. In a recent interview with *Colorado: Business Comes to Life*, the Governor shared his thoughts on his economic development strategy for the state.



“ Colorado maintains a low 4.63-percent corporate income tax rate. Beyond taxes, we have provided a predictable political climate that creates stability for businesses that are making or are considering significant investments in Colorado. ”

— John Hickenlooper, Governor of Colorado

### Since you were elected Governor of Colorado, what are some things that your administration has done to improve the overall business climate of your state?

**GOV. HICKENLOOPER:** Beginning on day one of our administration, we have been relentlessly focused on the Colorado economy. We traveled throughout the state and met with folks in every region to create our economic development plan, “The Colorado Blueprint.” This plan is the statewide strategy to spur Colorado’s economy, help businesses grow and attract new jobs to the state.

Our priority is the creation and retention of jobs and the expansion of companies throughout Colorado. This was developed through a bottom-up process. The Blueprint has given Colorado a framework to build a comprehensive economic development plan that aligns existing efforts and identifies opportunities for growth and focused investments. We have now moved onto Blueprint 2.0 initiatives as a way to examine how best to serve our rural communities and identify opportunities to leverage our resources.

Additionally, we created programs to support the creation of businesses and community-focused initiatives through programs such as:

- *The Rural Economic Development Initiative (REDI)*, which helps rural communities develop plans and undertake

projects to create jobs, drive capital investment, and increase wages to help grow and create resiliency and diversity in the local economy.

- *The Advanced Industries (AI) Accelerator Programs*, which promote growth and sustainability in Colorado’s seven advanced industries by helping drive innovation, accelerate commercialization, encourage public-private partnerships, increase access to early-stage capital and create a strong ecosystem that increases the state’s global competitiveness.
- *Pits & Peeves*, which served as an opportunity for businesses to speak up-close and personally with the state to talk specifics about their experiences involving red tape around business issues, and how we could fix these.

Finally, we ensured that we had the right leaders in place that had the business acumen and expertise to ensure Colorado remained a business-friendly state.

### From a state tax standpoint, how competitive is Colorado right now with other Western states?

**HICKENLOOPER:** Colorado maintains a low 4.63-percent corporate income tax rate. Beyond taxes, we have provided a predictable political climate that creates stability for businesses that are making or are considering significant investments in Colorado.





## What lessons did you learn as mayor of Denver that you have been able to apply as Governor of Colorado?

**HICKENLOOPER:** When I was mayor, we built our economic development strategy on relationships, which has translated directly into my role as Governor. We proactively engage with Colorado employers to understand the issues facing our state and areas where we could improve. We have grown those relationships to see investments from companies such as Arrow Electronics, DaVita, Charles Schwab and more.

When I was mayor of Denver, we relied on regional partnerships to secure major projects that benefited the whole. As a state, we cannot do it alone. We rely on partnerships to bring about transformational projects that create jobs, invest in communities, and promote the state. A recent example of this is through a recent partnership we established between Costilla County and the State of Colorado — we were able to secure a major sawmill project that will create up to 400 jobs over the next five years. That came about through thoughtful partnership, communication and a thorough execution.

## How personally involved do you get in the retention and recruitment of companies for your state?

**HICKENLOOPER:** We continually meet with businesses, industry organizations and economic developers to thoroughly understand the ecosystem in Colorado. Through the Colorado Office of Economic Development and International Trade [OEDIT], we are kept up-to-date with the state's pipeline of recruitment opportunities, as well as existing Colorado companies looking to expand in our state.

In 2014, when Osprey knew their distribution had to move to Utah, we met with their CEO in a small

The State Capitol overlooks Denver's freeway system.

Photo by Matt Inden courtesy of Colorado Tourism Office



# MONTROSE

*Work here. Play everywhere.*

*Colorado*



## INCENTIVES

- Rural Jump-Start designation
- Enterprise zone business tax credits
- Local cash incentives

## INFRASTRUCTURE

- Business parks and affordable land options
- Expanding 1 GB broadband
- Direct, year-round flights to major US cities

## BUSINESS CULTURE

- Satellite university campus
- Streamlined permitting process
- Skilled workforce

## WHY NOT REALLY LIVE WHERE YOU WORK?

Montrose isn't your average community. Situated on the picturesque Western Slope of the Rocky Mountains, it's a place that embodies the ideal blend of business culture and robust Colorado lifestyle. Those fortunate to live here reside within minutes of world-class resorts, pristine mountain landscapes, and vast public lands replete with activities that rejuvenate the soul and inspire the imagination – all while benefiting from the affordability and amenities that help businesses thrive.

If you are looking for the usual – incentives, land, technology and transportation infrastructure, and affordable labor – there are plenty of communities that can fit the bill. But if you want all of these things packaged with an exceptional quality of life – look no further than Montrose.

Montrose. Where lifestyle meets success.  
Learn more at [MontroseEDC.org/Success](http://MontroseEDC.org/Success)







**A Durango & Silverton narrow-gauge train**

Photo by Matt Inden courtesy of Colorado Tourism Office

room in the Durango Discovery Museum before a community meeting to make certain that we could retain and grow the headquarters. This was an important opportunity to retain a major employer in Cortez, Colorado — a globally recognized outdoor brand — and secure the company's future growth. Through meetings and strategic engagement, we were able to ensure Osprey had the support from the state to grow for years to come. Today, Osprey has broken ground and is expanding their headquarters in Cortez.


Focusing on recruitment, every other year we visit other US markets, such as Silicon Valley. These visits are important because we are visiting California companies that have major footprints in Colorado. Building these relationships from my early days as governor has resulted in the recruitment and expansions from companies like Charles Schwab, Intel, Avago and others. It also further solidifies that Colorado's economy can handle and grow Silicon Valley companies. This has been apparent in recruitment deals with Gusto (formerly ZenPayroll — 1,750 jobs), FiveStars (242 jobs) and Sunrun (800 jobs).

### **What is the most important message about Colorado that you would like to share with business leaders?**

**HICKENLOOPER:** Talent is one of the most important priorities for Colorado. We do not just lead with incentives or sunshine — we lead with a competitive and highly skilled workforce. Our workforce has supported the entrepreneurial spirit and scaled Fortune 500 companies. Today, we are making investments to further develop this workforce to stay competitive with the economy's ever-changing demands.

### **What is the current brand identity of Colorado? What would you like it to be?**

**HICKENLOOPER:** Colorado is electric. We are a state with endless business and lifestyle opportunities, along with the world's best talent to get right to work. And we serve as the nation's best outdoor recreation industry laboratory for many companies. Companies can manufacture a new ski and then try it out on the slopes in their backyards.

Beyond the obvious quality-of-life attributes of the state, we want to let people know that Colorado is about collaboration and partnership, because when that happens, the most innovative and exciting ideas come to fruition. And we are chock-full of them. 





# SUPERIOR COLORADO

The Town of Superior is vibrant, progressive and known as one of the best small towns in Colorado. Its ideal location along the US 36 Corridor between Boulder and Denver provides high visibility to 120,000 vehicles daily.

The Town has opportunities in retail and office in both existing proven areas and in new developments. We are proud of the steps we've taken to grow into a high-quality, service-oriented community.

## Superior Town Center



### Property Info

**Area**  
157 acres

**Mixed Use**  
35% Office  
40% Retail  
25% Residential

Superior's primary development opportunity is the Town Center, which will serve as the heart of Superior, offering unique retail, office, entertainment and urban residential opportunities. Construction is underway, with Grand Openings in 2016.

## Superior Marketplace



### Property Info

**Area**  
88 acres

**Occupied**  
600,000 sq ft

**Sales**  
\$300 sq ft

The Superior Marketplace is anchored by Costco, Super Target, Whole Foods, Michael's, Office Max, PetSmart and TJ Maxx. The Marketplace has occupancy in excess of 90%, but still has small tenant space. Three pad sites are available with excellent visibility from US 36.

### Superior Location

8 Miles to Boulder, 20 Miles to Downtown Denver, 35 Miles to Denver International Airport

### Superior Market

Within just 10 minutes are nearly 80,000 households with median family incomes of \$95,000

### Superior Transit

Recent transit improvements and US 36 Express Lanes bring Bus Rapid Transit to Superior, connecting to Boulder, Denver, and the train to Denver International Airport

### Superior Environment

Superior is integrated to a vast network of trails and open space in spectacular Boulder County



[www.superiorcolorado.gov](http://www.superiorcolorado.gov)

124 E. Coal Creek Drive  
Superior, Colorado 80027  
303-499-3675

[mattm@superiorcolorado.gov](mailto:mattm@superiorcolorado.gov)  
[martint@superiorcolorado.gov](mailto:martint@superiorcolorado.gov)



# Leading the Race for Talent

OEDIT Executive Director Fiona Arnold casts a wide net for the most coveted workers of the present and future.

by RON STARNER

**F**iona Arnold learned a great deal about talent recruitment during her wide and varied career in law and real estate development. The most important thing she learned, she says, is that the top talent will always gravitate to the most desirable places to live.

As Executive Director of the Colorado Office of Economic Development and International Trade (OEDIT), Arnold now gets to put that lesson into practice every day of the week. She is at once both the state's chief spokesperson and its leading talent recruiter.

In a wide-ranging interview with *Colorado: Business Comes to Life*, the native Australian, accomplished real estate







An energetic talent base already attracted to Colorado only makes the state that much more attractive to employers.

Photo by Heather Overman





developer and legal scholar addressed the issue of talent recruitment and other topics related to economic development.

**How has the focus and practice of economic development in Colorado changed in recent years?**

**FIONA ARNOLD:** We always ask ourselves, “Where can we be most effective?” Recruiting companies is just one path. Today, you need a strong business proposition if you are going to be successful. Our economy has boomed in various places around the state. We have really begun to morph into community and capacity building. We must always ask ourselves, “What are the underlying factors that companies need to grow and prosper?”

**How do you measure success for your organization?**

**ARNOLD:** In the past, it was based on the number of jobs we impacted. We are thinking about how to move the metrics to reflect these underlying factors. Rural communities, for example, need more leadership. Denver has done incredibly well. They have a leadership program that has been in existence for 30 years. That leadership pipeline is incredibly important. How can we help communities increase their pipeline?

Another important factor is branding and awareness. Boulder has a very clear business

brand. We are using that example with other communities. That should be somewhat clear before you are even meeting with a company. Some small towns try to be all things to all people, and you can’t be that. Look at your strengths and your assets and try to figure out why a company would locate with you. If you can’t do that in an elevator pitch, nobody can.

**How did you come up with your state’s new talent attraction strategy?**

**ARNOLD:** Talent attraction has been a multifaceted effort. There has been a serious focus on that by a lot of groups around the state — the universities and chambers around the state, etc. It begins with leveraging the natural assets that Colorado has. Over the last 10 years, that has morphed into a message around exciting careers. We are the No. 1 or No. 2 most-educated state.

The place-making that happens here tends to get overlooked. We have more live-music venues than Austin or Nashville. Investment in the transportation system speaks to millennials, and companies are chasing that kind of talent.

**What is one secret about your state that you wish more business leaders around the country knew?**

**ARNOLD:** The talent that is here — the workforce that is here in Colorado. When it comes to education levels, Colorado is the best. The type



“The state is open and collaborative. Access to other companies and government is real here. We are constantly welcoming new ideas.”

— Fiona Arnold, Executive Director, Colorado OEDIT

of person who comes to Colorado is highly innovative and entrepreneurial. Companies are chasing that secret sauce. Mavericks and free thinkers have always moved to Colorado. It has always been a frontier state. People say, “I am not going to do what is expected of me. I am going to Colorado to carve out my own way of life.” That, in turn, attracts even more people to the state. Plus, the state is very open and welcoming. It is open and collaborative. Access to other companies and government is real here. We are constantly bringing in and welcoming new ideas to Colorado.

**What is the single best incentive that Colorado has to offer any growing business?**

**ARNOLD:** In terms of traditional incentives, the Job Growth Incentive Tax Credit is the best. Ultimately, it is the platform for continued collaboration and support of success once you are here. Getting a company here is just the first step. Integrating them into the community is the next step. People here want to see other companies succeed.

**What is your strategy for growing foreign direct investment in Colorado?**

**ARNOLD:** We’ve been talking about access to capital. Whether domestic or foreign, the access to capital picture in Colorado is important. We are positioning Colorado as a great place

to invest. It is easier to get exposure to get good deals in Colorado than it is in Silicon Valley. Here, you are not competing with everyone else. There are so many opportunities here for both domestic and foreign direct investment. It is a really open environment. And yes — our No. 1 location of origin for companies interested in moving to Colorado is California. Our technological economy is built on a highly educated and young workforce. We also have a similar culture in many ways to California. It is becoming a pretty well-beaten path between California and Colorado.

**When the Denver Broncos won the Super Bowl back in February, how did that victory help your state from a business standpoint?**

**ARNOLD:** It helped with awareness. We just did a survey on that. The Denver Broncos and Peyton Manning were right up there. Having a team is pretty high on the awareness scale. Being a major city with credibility — that adds to that. That victory has come right in the middle of an on-fire economy. We are in the middle of a very strong interest period right now. I have always noticed that around the country, people have this warm feeling about Colorado. CEOs around the country view Colorado very favorably when they think of factors that make a business successful. They feel like Colorado would be a great place to start a business. It has all of the factors you would hope for. This is a very aspirational state. 🍷



TRINIDAD

TR

AD

TRINIDAD

IT'S THE QUALITY OF LIFE

RINIDAD

T

D

TRINID





# FOR BUSINESS SUCCESS

Trinidad-Las Animas County Economic Development  
Jonathan Taylor, Director

[www.trinidad.co.gov](http://www.trinidad.co.gov)

135 N. Animas Street  
Trinidad, CO 81082

Phone: (719) 846.9843  
Email: [jonathan.taylor@trinidad.co.gov](mailto:jonathan.taylor@trinidad.co.gov)



# Playing Catch

## How to Capture Highly Educated Millennials

by CRYSTAL VILLARREAL

**T**he question that is now facing thought leaders and companies across the nation is: What do millennials want? As a member of the millennial generation, I can tell you: We get a lot of slack thrown our way. We've been called entitled, narcissistic, aimless and lazy. But as a collective, millennials have brought a lot of issues to the forefront for good reasons.

Millennials (and yes, many who came before us) care about the environment and the food we eat. We don't want to have to drive to work. We want access to effective public transit. We want to live in a community that's walkable, that offers avenues for hiking, biking, and local studios that carry the latest fitness trends.

We don't want our food to be processed — a farmer's market is necessary for every community.

Millennials want access to fresh fruits and vegetables, and don't care about having certain foods year round. Millennials care about the companies we work for and don't choose jobs based solely on money. We care about the environment, arts and culture, and tend to look at the community first before making a big move.

We want to work for companies that spark our creative interests, that give back to the communities they are in, and that feel more like home than home does. We want flexible work schedules and work that means something. We value our careers, and are getting married and starting families later in life. In short, millennials want it all and are willing to relocate to get it.

### IT'S NOT JUST ABOUT PLAY

“The No. 1 reason that millennials pick a city, or pick











a place to move is because of the thriving job market,” says Amy Cara, chair, Colorado Urban Land Institute. “While everyone seems to see millennials as aimless, we have to remember that these guys have the same goals as anyone else.”

Millennials are constantly on the move in search of a better community, a better job and more opportunities. People in their 20s and early 30s are the most migratory group in the United States. In Colorado, the demographic (categorized as people born between 1980 and 1999) represents around 30 percent of the state’s population, which equates to more than 1.5 million people.

“Colorado has always been able to draw

people because of the great climate and great outdoor activities, but this creative piece is really important to millennials, and we have a well-established creative class,” says Cara. “Whether it’s music or art or theater, we can support all of those things here. The fact that people know that those things are supported here is attractive.”

Who wouldn’t want to move to a place where you can have access to 139 breweries, 150 ski areas, 42 state parks, four national parks, six national monuments, 11 national forests and 42 wildlife areas? The state is all about staying active, but it also has a good infrastructure, access to several strong universities and a burgeoning creative class. The state’s cities offer





The Bonsai Design zipline was created for Purgatory Resort in Durango.

Photo by Heather Overman

beautiful views, great restaurants and a vibrant lifestyle in a community that is open culturally and a job market that is growing. From 2010 to 2015, employment in downtown Denver has increased 13.2 percent while employment nation-wide has increased by 8.5 percent.

### THE STATE THAT HAS IT ALL

There are so many reasons why millennials choose to call Colorado home. Denver and the surrounding cities constantly top lists that millennials care about. Forbes ranked Denver as the best place for business and careers. NerdWallet ranked it as the fourth best city for young entrepreneurs, and Simply Hired



# Littleton



*BIG things happen here*

**#2** Best Small City  
in America

**59** Parks and open  
spaces

**200** Miles of trails

- Convenient light rail access
- Short commute to two airports

[littletongov.org](http://littletongov.org)  
303-795-3760

Littleton, Colorado



**\$2.5 billion**

total investment in Downtown Denver through developments under construction and planned

**24**

companies that have relocated to or expanded in downtown Denver over the past 24 months

**3x**

Downtown's residential population has almost tripled since 2000.

**13.2%**

employment growth in downtown Denver since 2010

**88**

total miles of rail connected to downtown Denver by the end of 2016





ranked it as the best city for technology jobs.

The accolades continue, as the city has ranked among the top ten in everything from most bikeable to most active, from most startup activity to the No. 1 place to live by U.S. News and World Report. Colorado seems to already be what millennials want, but that isn't stopping the state from further epitomizing everything that my generation seeks.

"I think our transit system is also a big deal," says Cara. This year, Denver's Regional Transportation District (RTD) will double the miles of rail in the system and open four new rail lines, providing easy access from downtown Denver to Denver International Airport.

While economic activity is spread out across the state, the bulk of workers still commute into Denver, and they're not driving to get there. Nearly 60 percent of Denver employees use transit, walk, bike, or carpool to Downtown Denver. The state offers so many options for public transit that millennials are really asking for.

#### WHAT SMART COMPANIES DO

Colorado is making it easier for millennials to choose the companies they want to be a part of. The state now allows for public benefit corporations, which have legal protection from shareholders when a social responsibility agenda is pursued, as opposed to only profits. These companies are referred to as B Corporations, and must produce a public benefit such as providing business support for artistic, charitable, cultural, economic, educational, environmental or literary efforts.

So far, there are more than 60 B

Corporations in Colorado, with 1,600 operating worldwide. In short, becoming a B Corp is an ideal way to attract millennial talent on top of supporting community endeavors.

Companies are constantly looking for ways to make themselves more attractive to millennials, and Cara shares that there are quite a few things that can be done.

"Companies are making their decisions on where to locate, how to set up their offices, about how to run their businesses based on what millennials want," says Cara. "This has been great for downtown Denver because millennials have stated that they want to be in an urban environment. They want to be close to other things, to walk outside on their lunch break and to be able to engage in things they care about right after work. They want to live and work in the same place."

Boulder and Denver both have a strong pull for young entrepreneurs, and there's good reason for it. With a relatively low cost of living compared to that of Los Angeles or New York, but a wealth of resources and the typical urban feel, Colorado is high on the list of locations for the young and educated entrepreneur. There are over 500 startups in the Denver region, and Colorado ranked fourth in the "access to capital" category of CNBC's America's Top State for Doing Business in 2012.

"Maybe we just don't have those large companies that carry the water — we have this culture of taking care of each other," says Cara. "I think it is built behind people seeing a problem and saying 'I'm going to make a business to fix it.' That is our culture, and having that here makes people feel comfortable." 🍷

## "Your Partner for Economic Growth"

- Non-Profit Organization whose membership is the 13 counties of Southeastern Colorado
- District designated by U.S. Department of Commerce in 1967
- Mission to stabilize and diversify regional economy
- Back office for local economic developers
- Monitor and report local economic performance
- Certified Development Company designated by Small Business Administration to do SBA 504 business loans

[scedd.com](http://scedd.com)



**SOUTHERN COLORADO ECONOMIC DEVELOPMENT DISTRICT**

1104 N. Main St | Pueblo, CO 81003 | Email: [edie@scedd.com](mailto:edie@scedd.com) | Phone: (719) 545-8680 | Fax 719-545-9908





# LIFE SCIENCES OASIS



by ADAM BRUNS



## An increasingly valuable square mile gives rise to innovation in Aurora.

**T**he only thing better than strong intellectual property is having property where those ideas can achieve their full power.

If that property is positioned 20 minutes from an international airport and a thriving downtown, well, that's just icing on the cake.

least, comes the support from the Fitzsimons Redevelopment Authority (FRA), first authorized in 1995 to reposition the decommissioned army hospital as a world-leading medical campus.

"I have established a few startup companies in my career, and lifting a company off the ground is quite a lot of work for a CEO," says Tehrani,

## Since 1994, more than 140 companies based on University of Colorado research have spun off from its four campuses.

Just ask Amir Tehrani, CEO of Precision Biopsy, a subsidiary of Boston-based holding company Allied Minds that in June 2015 was the first company to move into the new Bioscience 2 building at Fitzsimons Innovation Campus in Aurora, Colorado. The custom-built space allows Precision Biopsy to expand from the pre-built lab the company occupied in Bioscience 1 as it initiates a global commercialization strategy for its real-time tissue classification technology used in prostate biopsy procedures — an idea founded at the University of Colorado.

"In the initial years of the company, Allied Minds and myself continued utilizing the founders and their expertise to de-risk the technology," Tehrani says. For a human proof-of-concept study that enrolled 13 patients in 2012, "the support was exceptional" from the University of Colorado, Denver Medical Center, he says. So was the support from the State of Colorado, which awarded \$250,000 matching state grants in 2011 and 2012 with the objective of creating jobs in the state. Last, but not

whose resume includes work for several global medical device firms, running operations in locations from Silicon Valley to Singapore. He says the Fitzsimons team and the resources near the medical center "offered a walk-in scenario that I could not resist — it allowed me to focus on building the company and technology."

The straightforward value proposition didn't hurt either.

"In 2013, when we were discussing where to grow the company and establish operations, Colorado offered resources with less costs than the Bay Area or Boston," Tehrani says.



**Don Elliman, chancellor of the University of Colorado Anschutz Medical Campus, says the campus, while proud of its offerings across nearly all medical fields, also partners with higher education institutions across the state. "We're not so proud we think everything has to go on here."**



## POISED FOR BREAKTHROUGHS

Precision Biopsy joins a cadre of nearly 50 firms that have found a home at Fitzsimons, which plans to eventually build out 6 million sq ft. of space on its 184-acre parcel. The recent arrivals include the US operations center of India-based Strand Life Sciences, a genomic profiling company that uses next-generation sequencing technology to empower cancer care.

“The Precision Biopsy ClariCore™ system exemplifies the kind of scientific breakthrough that aims to markedly improve the clinical path and outcome for prostate cancer patients while saving inordinate costs to the healthcare system. I am thrilled to contribute to their tremendous progress,” said Dr. E. David Crawford, professor of surgery, urology, and radiation oncology, and head of the Section of Urologic Oncology at the University of Colorado. He also serves as Precision Biopsy’s primary investigator. “This is a fine example of industry and academia working closely in collaboration to solve a major issue.”

Don Elliman, chancellor of the University of Colorado Anschutz Medical Campus, thinks that sort of collaboration will be even more commonplace as the campus goes over its technology transfer and IP policies with a fine-toothed comb, with the ultimate goal of being more open to outside partnerships and to empowering scientists. The IP at the school has always been strong, with

startups spinning out of the university. But until now, the school has generally bowed out of the commercialization process.

“We’re trying to change that,” says Elliman, who during 32 years at Time Warner served as executive vice president of Time Inc., publisher of People and president of Sports Illustrated. He also has served as the State of Colorado’s COO and as director of the Colorado Office of Economic Development and International Trade (OEDIT). “We’re really re-examining every part of our support structure for both internally generated IP and for working with external IP. We’re also spending a lot more time than ever reaching out to industry that we need to partner with,” including advancing clinical trial activity with pharma and medical device firms, and connecting those firms more directly with the school’s scientists. Healthcare startups — whether homegrown or from elsewhere — are another promising avenue.

The starting point is pretty strong: With 13 schools and colleges and more than 130 degree programs, the University of Colorado Denver | Anschutz Medical Campus saw FY 2014-15 donations of \$176.7 million, while welcoming an estimated \$420 million in externally sponsored research.

“What we’ve never really had, and are trying to build, is the bridge that helps the people creating the IP figure out the highest

**The new Bioscience 2 building at Fitzsimons Innovation Campus in Aurora, Colorado, is one of four facilities on campus, with more to come.**

Photo courtesy of Fitzsimons Redevelopment Authority





and best use of that for themselves and occasionally for the university,” says Elliman. The model is a concept that emerged from an exhaustive study done with McKinsey: creating that bridge between the university and the outside world and calling it the research enterprise.

“It’s not just taking our stuff and seeing it move outward,” says Elliman, “but opening

fifth largest airport at Denver International, with direct flights to and from Japan every day, means he often picks up visiting executives himself. With that sort of connectivity, he says, Fitzsimons “really has an opportunity to be an international center. That’s my hope and dream. There are 22,000 people who work here every day, and that is projected to grow to 50,000. The economic impact of this one square mile is larger than the entire ski industry in Colorado.”

With a location attractive to regional, national and international patients and professionals alike, it’s not hard to see Fitzsimons following the example set by Mayo in Minnesota, where the combination of patient care and research is central to that state’s Destination Medical Center strategy for Rochester ... a strategy VanNurden helped to create.

“There’s nothing we can’t do on this campus related to medicine,” he says of Fitzsimons. And companies are lining up to get in on the action.



“The economic impact of this one square mile is larger than the entire ski industry in Colorado.”

— Steve VanNurden, President and CEO, Fitzsimons Redevelopment Authority

our arms to people on the outside, saying, ‘We want to work with you.’”

The outreach may spark further growth, says the chancellor, who in addition to his university responsibilities also sits on the FRA board.

“On the academic campus, our next building is clearly in sight, to house the center for personalized medicine,” he says. “We’re out of space, but there’s nothing between me and starting it that \$100 million couldn’t solve.” The FRA board, meanwhile, is beginning discussions about yet another building on FRA property. “There will be a lot of activity going on in the next couple of years,” says Elliman.

#### UNIQUE SQUARE MILE

Steve VanNurden came to his post as the FRA’s president and CEO in 2012 after overseeing patent and commercialization for Mayo Clinic Ventures, where he oversaw the formation of more than 45 Mayo Clinic startups. He says the proximity of the nation’s

“We’re starting to attract companies from places like California, and we’re seeing homegrown companies,” he says. “They just started a Type I diabetes drug company involved in research across the street, where I can look out and see all the research, clinical practice and education buildings.” Early-stage companies are among the newcomers, but it’s much more than an incubator environment. “Most incubators don’t have 3,000 physicians, research and education all on the same campus,” he says. That makes Fitzsimons unique, and there are 150 acres left to distinguish the campus even further going forward.

Fitzsimons Innovation Campus today can boast 4,000 medical students across nearly all professions, 3,000 positions in the school of medicine, and a total of 64 companies after adding 19 in 2015.

“What’s exciting about this place,” says VanNurden, “is I sometimes feel like we’re just getting going.”

# A Well-Earned Reputation

In every category, Colorado scores high marks for quality of life.

by PATTY RASMUSSEN

**T**hink livability doesn't matter? Think again. There are few factors as important to corporate location as an educated and trained workforce. Next to wages and benefits, employees want to live in a place they can afford, preferably a safe place that offers educational, cultural and social opportunities. And when it comes to livability, Colorado can be found right at the top of the list.

In fact, Denver snagged the top spot in the inaugural 2016 Best Places to Live in the US ranking published in March by U.S. News & World Report. The list ranks the nation's 100 largest metropolitan areas based on affordability, employment opportunity and quality of life. A second Colorado city, Colorado Springs, also made the list, coming in at no. 5.

"The Best Places to Live ranking accounts for the most important concerns people have about where to live, such as cost of living, employment opportunities and access to good schools," said Miriam Weiner, product manager for real estate at U.S. News. "Top-ranked areas not only have steady job markets, but they also have attributes that contribute to a high quality of life — affordability, low crime rates, shorter commute times and quality healthcare."





**A hiker and his best friend follow a trail in Telluride.**

Photo courtesy of Colorado Tourism Office/Matt Inden/Miles

## TOPPING THE CHARTS

That Denver and Colorado Springs would rank so highly isn't too surprising given Colorado's place in CNBC's 2015 list of Top States to Live In. The Rocky Mountain state was tied for ninth, and described residents as "healthy, and with a strong economy, they are wealthy too. The state has a well-earned reputation for inclusiveness, not to mention an abundance of natural beauty."

Citing "personal well-being" and "great weather," Colorado is considered one of the top retirement locations in the US, coming in at no. 3 on Bankrate.com's 10 Best States for Retirement. One criteria used in determining the Bankrate Top 10 is the Gallup-Healthways Well-Being Index. In 2015, Colorado was ranked fourth on the Well-Being Index and is one of only two states that have been in the top 10 since 2008.

Education and health-related concerns are key livability factors. Colorado boasts 123 high schools on the 2016 list of Best High Schools

compiled by U.S. News. While excellent schools can be found all over the state, the top 10 are:

- Peak to Peak Charter School, Lafayette
- KIPP Denver Collegiate High School, Denver
- Denver School of Science & Technology: Stapleton High School, Denver
- D'Evelyn Junior/Senior High School, Denver
- Liberty Common Charter School, Fort Collins
- The Vanguard School, Colorado Springs
- Fairview High School, Boulder
- Denver School of the Arts, Denver
- Telluride High School, Telluride
- The Classical Academy, Colorado Springs

Colorado is tough to beat when it comes to healthy living. The diversity of activities available year-round in the great outdoors creates a climate where physical fitness is a way of life. Boulder and Fort Collins were ranked



Denver B-cycle is Denver's bike sharing system.

Photo by Heather Overman

the no. 2 and no. 6 cities (100,000 or more population) with the most bicycle commuters. Denver was named the third fittest city in the US on the American College of Sports Medicine 2016 American Fitness Index.

Colorado's emphasis on a healthy lifestyle is bearing good fruit. The state has the lowest obesity rate in the US, and is also among the states with the lowest incidences of cancer, according to analysis by the Centers for Disease Control.

#### THE ART OF LIVING WELL


Culturally, Colorado offers everything from fine art in Denver, to a Wildflower Festival in Crested Butte, to one of the nation's premier live music venues — the Red Rocks Amphitheater. The state is dotted with unique museums that range from the historic to the sublime.

Originally founded as an art club in 1893, the 356,000-sq.-ft. Denver Art Museum is home to 12 permanent collections, including collections of African, Modern and Contemporary, and American Western Art.

Another popular museum, the Colorado Train Museum, explores the role railroads played in the settling of Colorado. The history is told through photos and artifacts in the

Depot Museum, a 15-acre railyard complex and the museum's restoration roundhouse. Visitors and historians also have access to an extensive research library that includes historic documents, photos and maps pertaining to railroads in Colorado and throughout the West. Meanwhile, science and technology geeks of all ages enjoy the Powerhouse Science Center in Durango. The center, located in a historic coal-fired, steam-generated AC power plant, offers hands-on, experiential learning.

In addition to the Crested Butte Wildflower Festival, other popular summer fests include the Colorado Hot Air Balloon Rodeo in Steamboat Springs, the Colorado State Fair in Pueblo and the Greeley Stampede. Film festivals abound throughout the fall and winter in some of Colorado's most picturesque locations, including Telluride, Breckenridge and Aspen.

It would be easy to think simplistically about who lives in Colorado, relying on stereotypes of ski bums, cowboys or even tech types to form a picture of the typical resident. Even the previously mentioned quality-of-life statistics can color a truly accurate picture. But one common theme emerges in Coloradans, whether newcomers or natives — a zest for living, and living well. 



PARKER, COLORADO

# UNBRIDLED OPPORTUNITY

Parker, Colorado offers a competitive business environment and high quality of life just 20 minutes from downtown Denver and Denver International Airport. Parker and the surrounding region attract best-in-class companies across a diverse range of industries, including Arrow Electronics, Liberty Media and Charles Schwab. Bring your business here and see why our region is generating buzz nationwide.



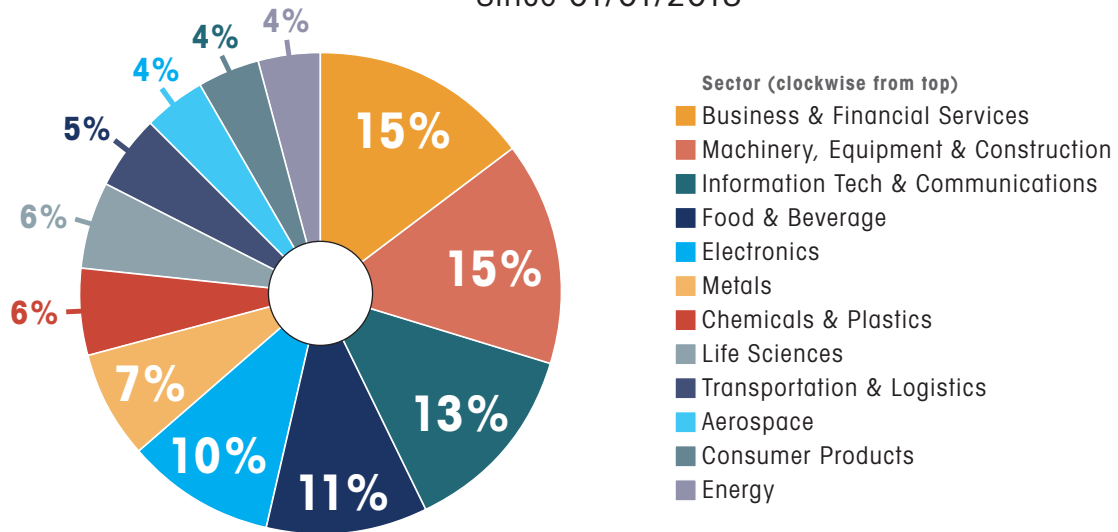
Town of  
**Parker** COLORADO  
ECONOMIC DEVELOPMENT DEPARTMENT

[www.ParkerED.org](http://www.ParkerED.org)



# Colorado by the Numbers

**Corporate Facility Investment Projects by Sector**  
Since 01/01/2013



## TOP 2015 Projects by Investment Amount

Company	City	Type	N/E	Sector	Investment(US\$M)
SIERRA COMPLETIONS	Colorado Springs	MF	NEW	Aerospace	88
UTC AEROSPACE SYSTEM	Pueblo	MF	EXP	Aerospace	82
ANHEUSER-BUSCH, LLC	Fort Collins	DW	NEW	Food & Beverage	45
UNITED AIRLINES, INC.	Denver	RD	EXP	Transportation & Logistics	40
LIBERTY GLOBAL, INC.	Denver	OF	EXP	Information Tech. & Communications	10

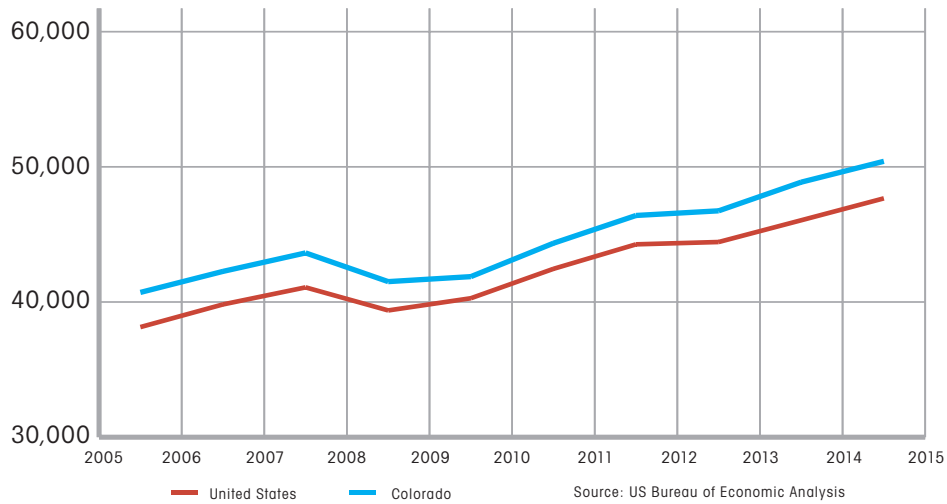
## TOP 2015 Projects by Job Creation

Company	City	Type	N/E	Sector	Employment
ALLIANCE DATA SYSTEMS CORP.	Westminster	CC	EXP	Business & Financial Services	450
TRANSAMERICA CORPORATION	Denver	OF	EXP	Business & Financial Services	325
FMR LLC	Greenwood Village	CC	EXP	Business & Financial Services	300
PANASONIC	Denver	DW/OF	NEW	Electronics	300
VESTAS WIND SYSTEMS A/S	Windsor	MF	EXP	Machinery, Equipment & Construction	300
COMCAST CORPORATION	Centennial	CC,OF	NEW	Information Technology & Communications	300

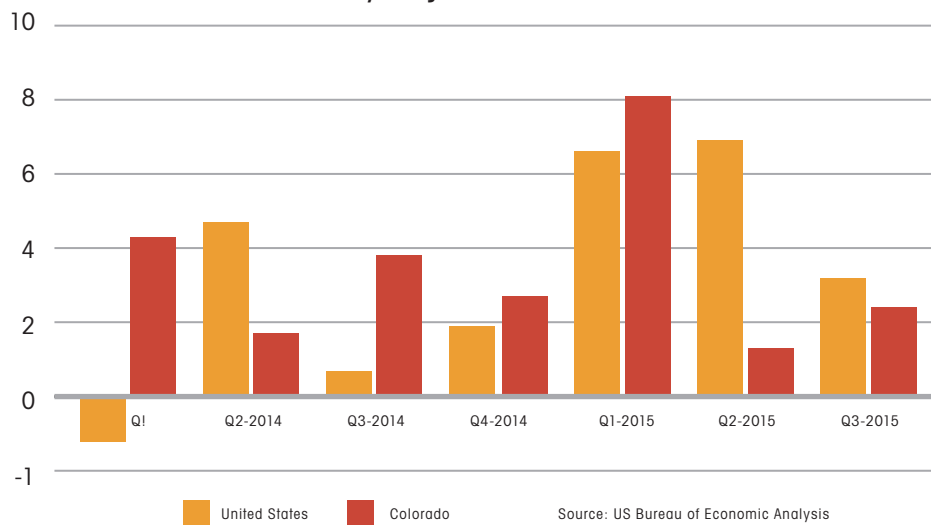
Source: Conway Projects Database



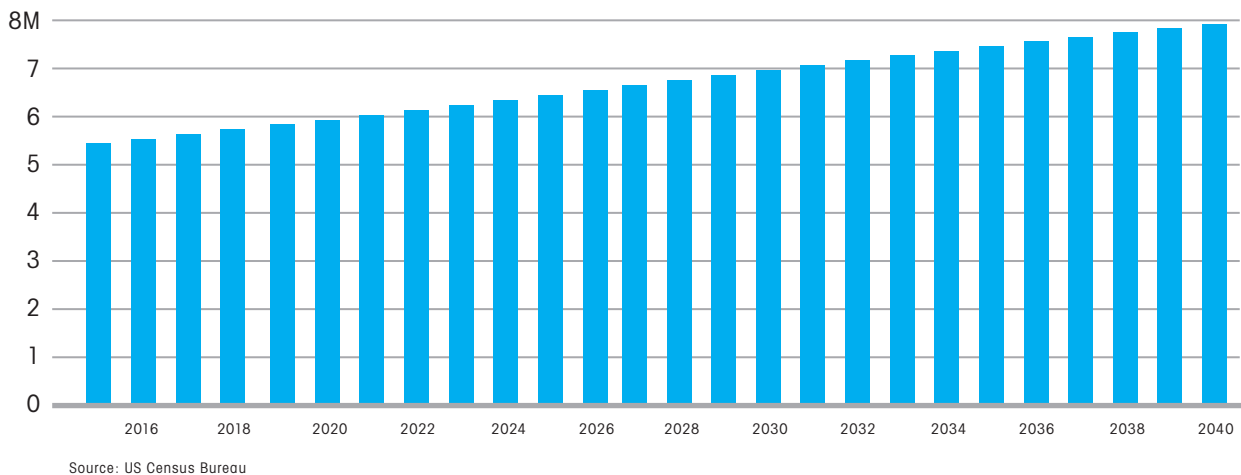
## Per Capita Personal Income



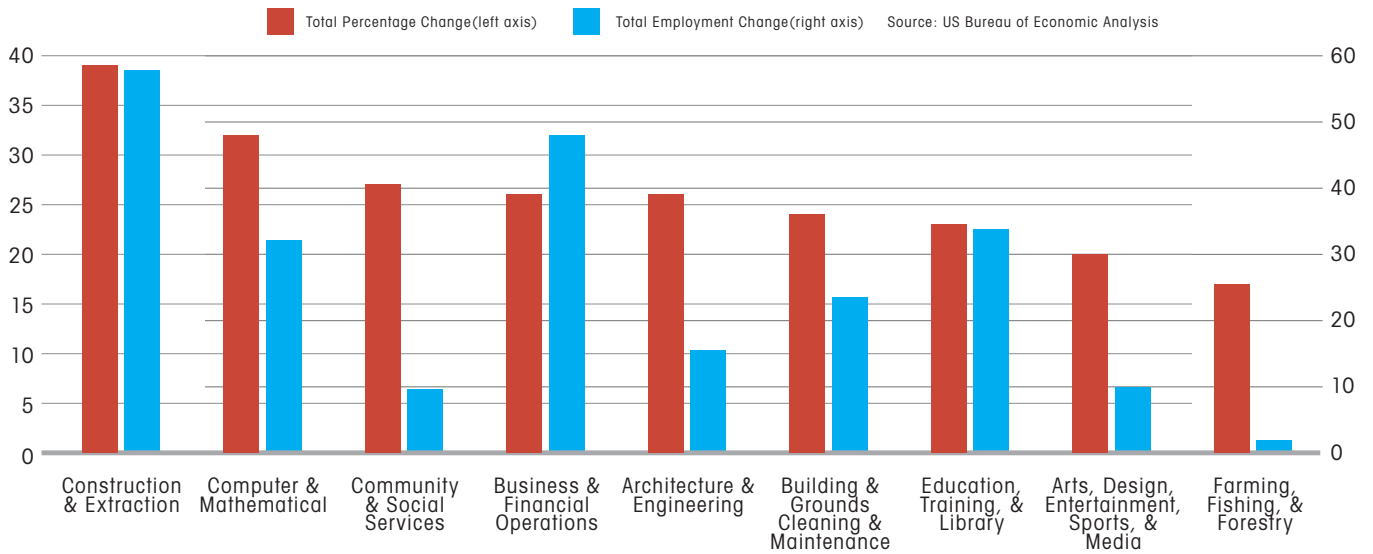
## Percent Change in Real Gross Domestic Product Seasonally adjusted at annual rates



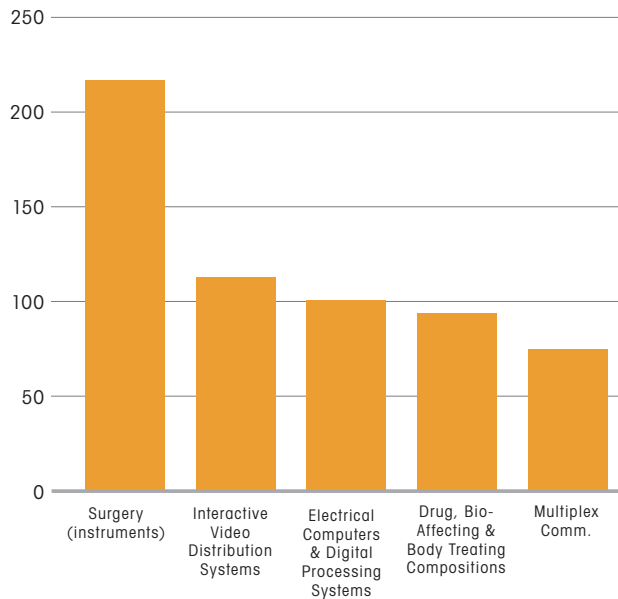
## Population Projection



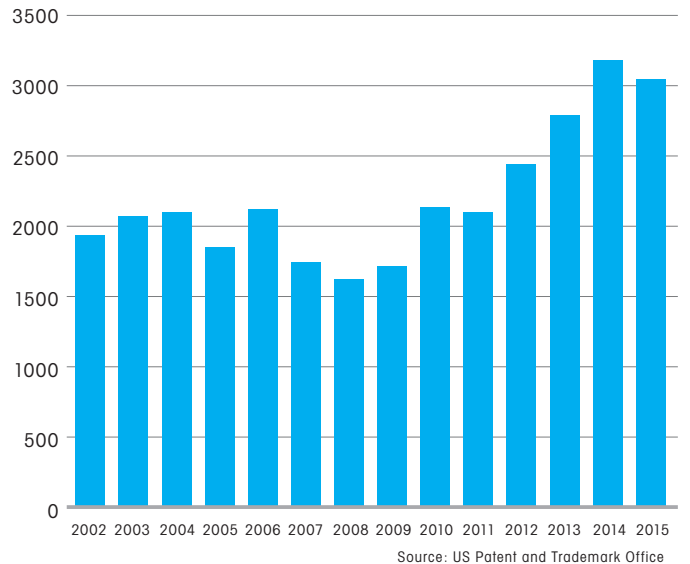
## Occupational Projections (Long-term: 2014-2024)



## Top Technology Class of Colorado Patents in 2015



## Colorado Annual Patents



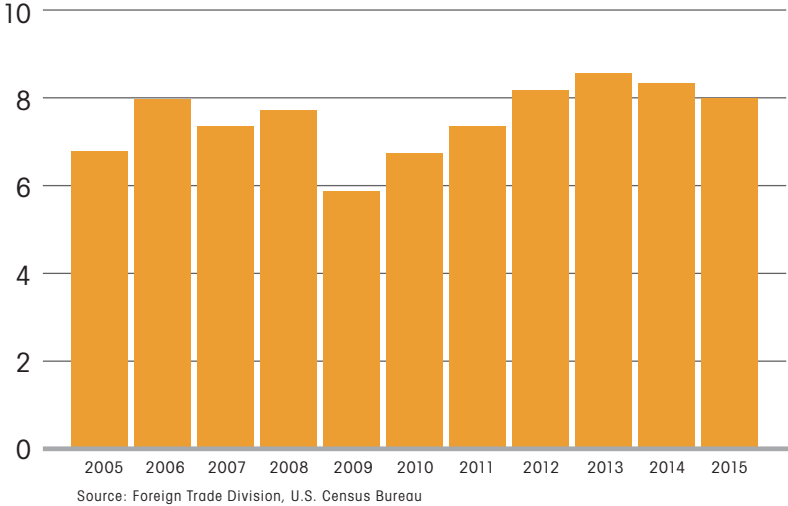
# 38.3%

of people in Colorado 25 years and over have completed a bachelor's degree, the 3rd highest rate in the US, after D.C. and Massachusetts.

Source: U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates



## Total Colorado Annual Exports (US\$B)



## First Year Expenditures in US\$ Million For Foreign Direct Investment in Colorado in 2014

**2**

US Businesses Expanded

**33**

US Businesses Established

**3,371**

US Businesses Acquired

**3,405**

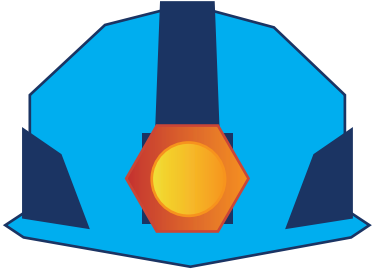
**TOTAL**

Source: US Bureau of Economic Analysis



**\$7.52**

Manufactured Goods Exports  
(US\$B, 2015)



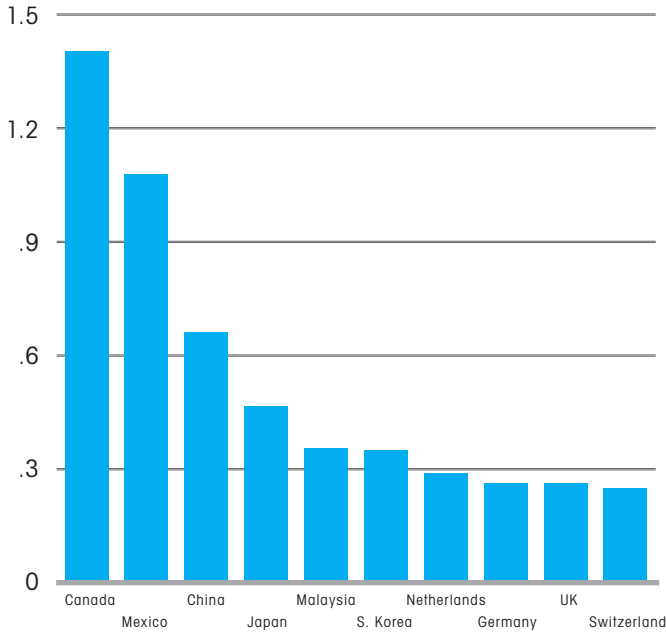
**43,615**

Colorado Jobs Supported  
by Goods Exports (2014)

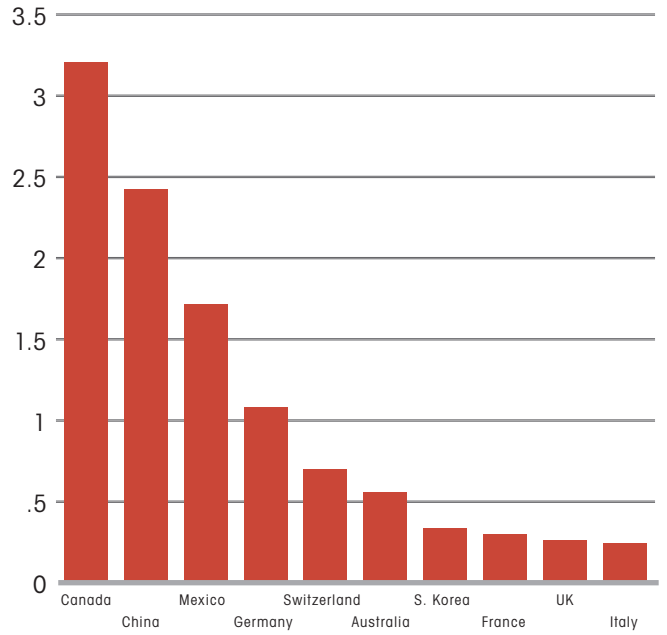
Source: International Trade Administration, US Census Bureau

# Imports & Exports 2015 (US\$B)

## Top Export Markets

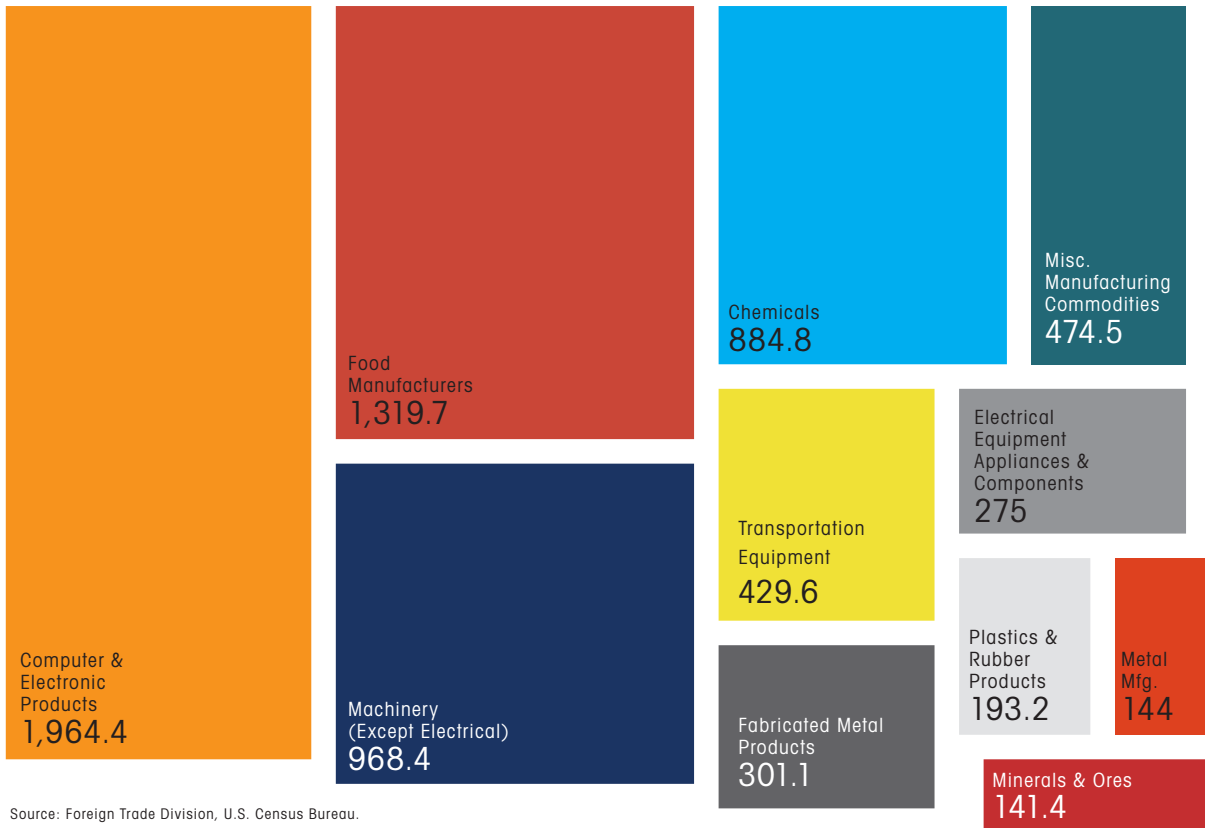


## Top Import Markets



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

# Top Exports in 2015 (US\$M)

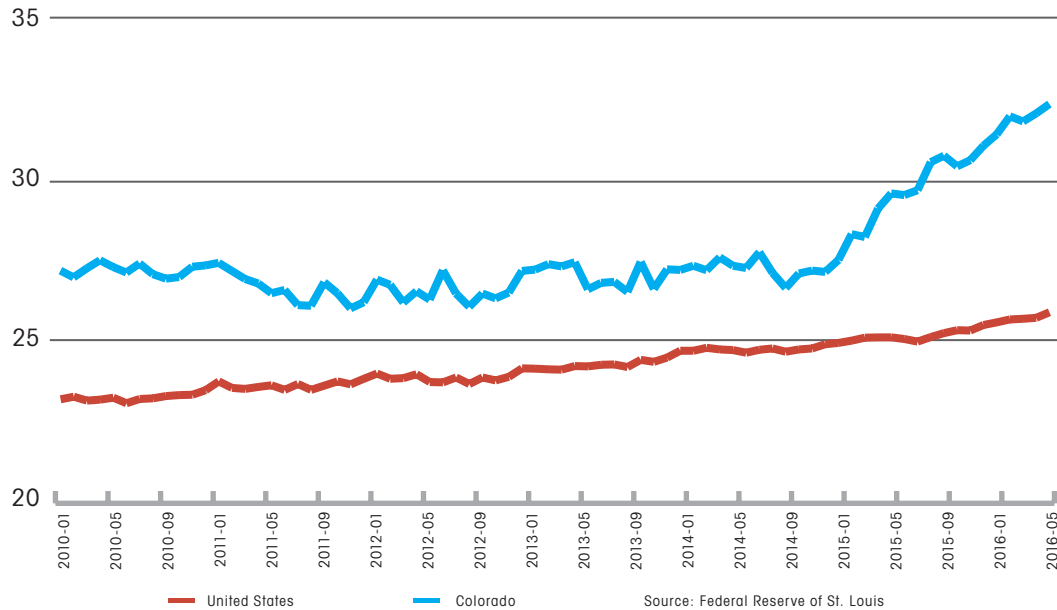


Source: Foreign Trade Division, U.S. Census Bureau.



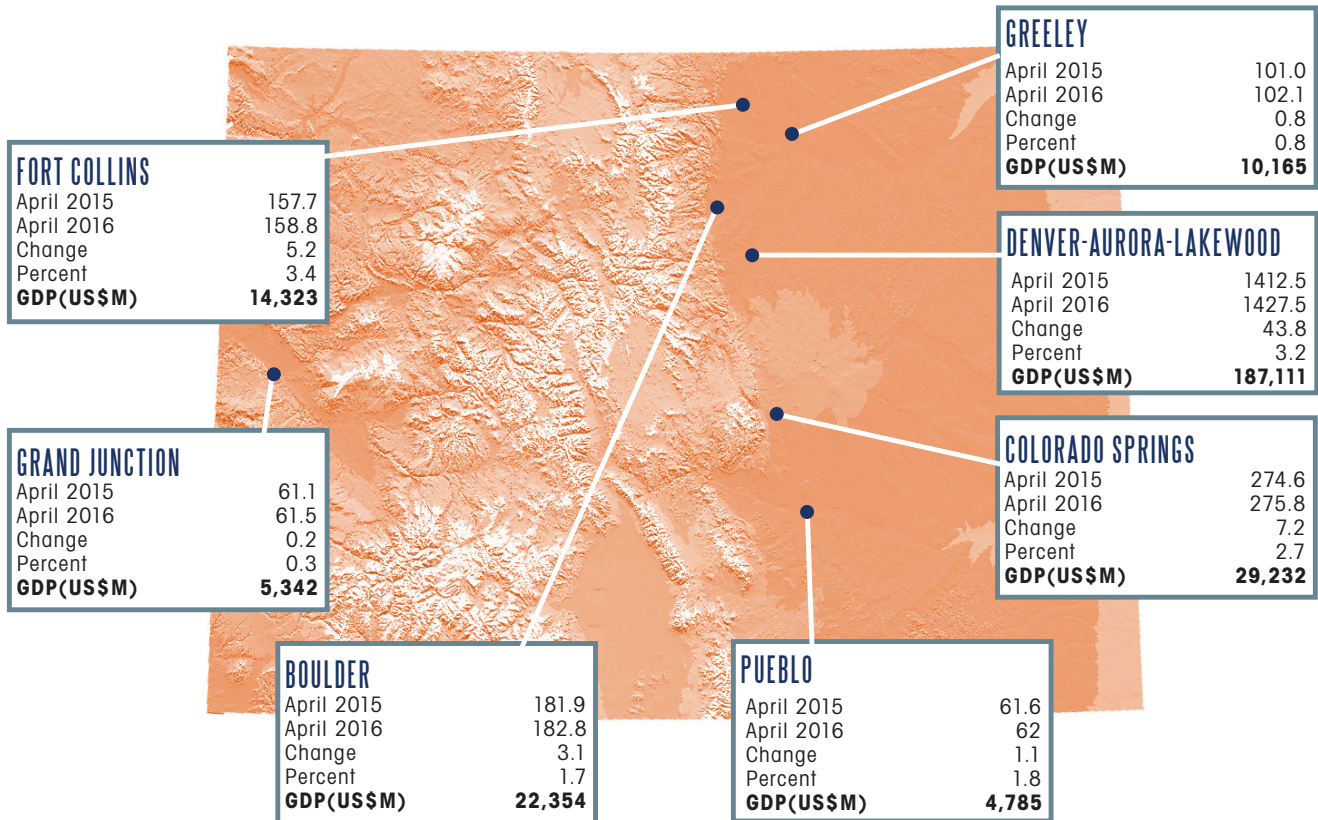
## Average Hourly Earnings of All Employees:

Manufacturing, Dollars per Hour, Monthly, Not Seasonally Adjusted



## Jobs by Metropolitan Area

Employees on nonfarm payrolls, non seasonally adjusted in thousands







# Space Exploration

The next generation of aerospace innovations and R&D takes root in Colorado.

by RACHEL DURAN

Colorado's aerospace industry is shifting from one that is heavily dependent on government-funded projects to one that features more private-sector initiatives. This is thanks to technological developments such as tiny sensors, smaller aircraft, and satellites the size of shoe boxes for use in telecommunications and deep space exploration.

The majority of Colorado's aerospace industry is situated along Colorado's Front Range, spanning from Colorado Springs to Denver to Fort Collins in the north, says Jay Lindell, aerospace and defense industry champion, Colorado Office of Economic Development and International Trade (OEDIT).

The aerospace industry is pulling hard on the additive manufacturing (3-D printing) process, Lindell points out, because the processes are changing how aerospace components are manufactured. "Small satellites and cube satellites can now be manufactured in large components

at one time so that the production cost of manufacturing is coming down," Lindell says.

An area of growth in the sector centers on unmanned aerial systems, due to the development of more powerful, compact and lighter micro sensors. What's more, Lindell adds that Colorado's aerospace industry, in general, features telecommunications, software and data analytics, which are bleeding over to other sectors.

## DYNAMIC CLUSTER

Colorado offers a strategic location to space industry firms, and unparalleled assets that include four military commands: Air Force Space Command, Army Space Command, NORAD and USNORTHCOMM, according to OEDIT. There are also three space-related Air Force bases in the state.

Lindell says the state's cluster features 11 prime aerospace companies — with some 400 companies providing services and products to the aerospace industry located throughout

Sierra Nevada Corp. won a commercial resupply services contract to resupply the International Space Station using its Dream Chaser cargo system.

Photo courtesy of SNC



the state. Aerospace companies in Colorado include Ball Aerospace, The Boeing Co., ITT Exelis, Lockheed Martin, Northrop Grumman, Raytheon, Sierra Nevada Corp. (SNC) and United Launch Alliance.

In January, SNC, a Nevada-based company, was selected in the second round of commercial resupply services contracts to resupply the International Space Station from 2019-2024. Lindell says all of Sierra Nevada's space business operations are located in Colorado.

In February 2015, SNC also announced it would locate its Sierra Completions at the Colorado Aerospace Park at the Colorado Springs Airport, where it will modify aircraft interiors.

At the time of the announcement, the Denver Post reported the state's economic development officials would provide \$23.2 million in incentives to assist in the project. A four-phase, \$88-million campus will house more than 2,100 employees within five years, according to a company statement.

Looking at other industry activities, Lindell says Lockheed Martin's Littleton operation continues to attract and grow commercial investments to its satellite program. United Launch Alliance has gone through restructuring in order to be more competitive in the space market. "They will continue to have a full schedule of launches for this year and will lean out some of their process through additive manufacturing," Lindell adds.


He notes Jeppesen, a subsidiary of The Boeing Co., is transitioning into the digital market with its aeronautical and navigation charts and flight training capabilities.

## COOPERATIVE DELEGATION AND LAB HEROES

Aerospace companies will discover several advantages when conducting business in the state, such as low costs for a tech-savvy and highly educated workforce, and utility rates and corporate taxes that are among the lowest in the nation.

Aerospace companies will also benefit from collaborations at the municipal, state and federal levels, as delegations work together to propel the industry sector forward. "In regard to our federal delegation, we may be all over the map on many issues, but when it comes to supporting aerospace, and especially defense, they are united," Lindell says.

Expanding aerospace companies will also find support from the state's higher education system. The University of Colorado has a nationally ranked aerospace sciences engineering program, Lindell says. "Their graduate program is No. 5 among public institutions in the nation."

Another key asset in the state's business climate is the number of federal laboratories. "There are 30 of them, with the main concentration in the Boulder corridor," Lindell says. The labs, in collaboration with industry and the universities, attract talent, and it is a catalyst for technology and innovative development." 



Town of  
**ERIE**  
Colorado

*Move Closer to the People You Want to Hire!*



**TOWN OF ERIE ECONOMIC DEVELOPMENT**

pmehle@erieco.gov  
303-926-2769

[www.erieco.gov/economic\\_development](http://www.erieco.gov/economic_development)







# Bridging the Gaps in the Ecosystem

Colorado's biosciences cluster  
emerges as world class.

by RACHEL DURAN

**T**he Colorado bioscience industry is active, vocal and engaged, working together to build the cluster's ecosystem. "People are surprised about the amount of things that are happening here," says April Giles, president and CEO, Colorado BioSciences Association. She says it is easy to build relationships.

Making the decision to move his business from Dublin, Ohio, to Denver in 2012 wasn't difficult for Frank Segrave, president and CEO, Silvergate Pharmaceuticals Inc., a commercial company that employs 40 people. "First of all, Colorado has a friendly business environment," he says. "There is a working collaboration with





**The University of Colorado Anschutz Medical Campus features more than 10 million gross square feet of new patient care and R&D facilities.**

Photo by Michele McKinney

The industry continues to grow both in numbers of companies as well as employment, Giles says. “We have seen more growth on the medical device and diagnostics side of the industry, with 12-percent employment growth year over year for the last three to four years.”

A significant project win for Colorado’s bioscience cluster was the decision by Terumo BCT to expand and build a new headquarters in Lakewood. The operation is Terumo Medical Corp.’s only division located outside of Japan. The company employs 2,500 people in Colorado.

Terumo BTC, along with Medtronic, which acquired Covidien, are the two largest biosciences employers in the state, and both happen to be device companies, Giles adds.

In the pharmaceutical segment, which is growing at between 1 and 2 percent, smaller companies are beginning to hire.

The state’s biosciences cluster is also benefiting from the build-out of contract manufacturing capabilities, Giles says. For example, KBI Biopharma purchased a former Merck biologics manufacturing facility in Boulder. AstraZeneca is building out a former Amgen facility in Boulder, which will act as a biologics manufacturing center.

The Gates Manufacturing Center located at the Anschutz Medical Campus in Aurora has the ability to conduct protein and cell manufacturing, Giles adds. The center is connected to the Gates Center for Regenerative Medicine and Stem Cell Biology.

Fueling the growth of Colorado’s biosciences industry has been a shift in thinking by the leadership of technology transfer offices at the state’s various institutions. They have transformed the way they create entrepreneurial-based programs within the university system, as well as how they encourage researchers in moving technologies to the market, Giles adds.

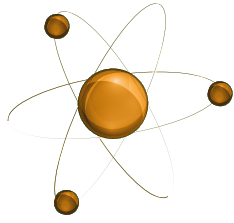
The state is also lending financial support. Early-stage companies receive \$5.5 million a year through the state’s Advanced Industry Accelerator Grants program, which are grants that finance proof of concept, early-stage capital and retention, and infrastructure funding, among others.

the Colorado biosciences group and different stage companies.”

Silvergate Pharmaceuticals is a pediatric-focused branded pharma company which has one drug on the market for the treatment of pediatric hypertension. The company also has two drugs pending FDA approval.

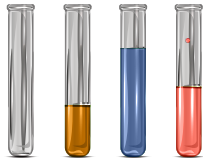
### **FUNDAMENTAL SHIFT IN STATE’S TECH TRANSFER PROCESS**

The state’s biosciences cluster consists of biotech, medical device and diagnostics, agricultural biosciences, pharmaceutical and healthcare companies, among others.



Colorado ranked **4th** in the nation for Small Business Innovation Research (SBIR) grants per worker.

Source: U.S. Small Business Administration, 2015



The Denver region ranks **11th** among the top 50 metro areas for 2015 employment concentration in medical devices and **27th** for pharmaceuticals and biotechnology employment.

Source: Metro Denver EDC

University of Colorado Boulder

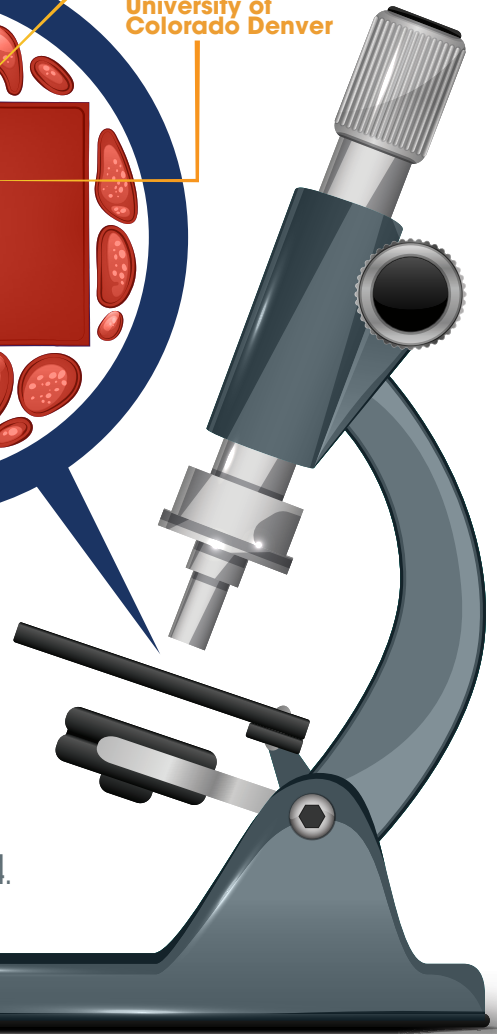
Colorado State University

University of Colorado Denver



Biological Science Graduate Programs at **University of Colorado Boulder (30)** **Colorado State University (75)** **University of Colorado Denver (75)** ranked within the nation's top 100 in 2014.

Source: U.S. News & World Report



## WORLD-CLASS ASSETS

More than 90 percent of the state's biosciences companies are located along the Front Range, an area spanning from Colorado Springs to Denver to Fort Collins in the north.

Segrave located his firm to the Denver Tech Center, which he says provides ease of access to downtown Denver, and the international airport. "We are down the road from the Children's Hospital and the big medical complex at the Anschutz campus," Segrave says.

Highlights of Colorado's biosciences industry include the 578-acre, \$5.3-billion Fitzsimons Life Science District and adjacent Anschutz Medical Campus in Aurora, according to the Colorado Office of Economic Development & International Trade.

The Anschutz campus features more than 10 million gross sq. ft. of new patient care and R&D facilities. The campus is anchored by the University of Colorado-Denver, Children's Hospital Colorado, and UCHealth's University of Colorado Hospital.


In the coming years, Anschutz will also be home to a Veteran Affairs hospital.

The Office of Innovation at the Anschutz campus connects the healthcare systems, research and the Gates Manufacturing Center, Giles says, offering a service that hadn't existed before.

Boulder's industry assets include the Biofrontiers Institute at the University of Colorado, a \$300-million multi-disciplinary research center.

Colorado State University in Fort Collins is home to the Research Innovation Center, which is located on the same campus as the Centers for Disease Control and Prevention's National Center for Zoonotic, Vector-Borne, and Enteric Diseases.

The university's Flint Animal Cancer Center translates animal cancer research to benefit people with cancer as well.

Silvergate's Segrave sums up the state's bioscience cluster: "It is a greatly overlooked region of the country that I think with a little bit of development will be a major hub down the road." 





Award-winning wines, lavender and peaches come from High Country Orchards in Palisade. Photo by Adam Bruns

# Giving Businesses a Jump-Start

Grand Junction helps startups grow faster by providing financial and networking support.

by RON STARNER

**G**rand Junction Mayor Phyllis Norris believes that tilling the economic garden in your own backyard is the quickest route to community prosperity.

Since taking office as mayor on May 6, 2015, Norris has seen that garden flourish.

As the first county in Colorado to be approved for the Rural Jump-Start Zone Tax Credit Program, Mesa County has seen seven companies take advantage of this governmental kickstart and firmly plant roots in the fertile economic soil of Grand Junction.

Qualifying new companies in Mesa County can operate tax-free for up to 8 years and receive additional state and networking support under the terms of this new program. “It applies to all major state taxes,” says Kristi Pollard, executive director of the Grand Junction Economic Partnership. “Eligible businesses must have a product or service that is not currently being done in Colorado. That company can locate here and operate free

of state taxes for up to 8 years. It includes an income tax holiday for all employees of the firm as well. The state statute requires that they hire a minimum of five full-time employees at a minimum of 100 percent of the average state salary. They must also establish a relationship with a state college.”

Since the launch of Jump-Start earlier this year, seven firms have received benefits and are now on the path to growth in Mesa County, says Pollard. “It is intended to boost employment of our young people and keep them here in Western Colorado,” she notes. “It is for both startups and expansions. We’ve even landed an Australian company that has decided to make its North American headquarters right here in Mesa County because of Jump-Start.”

Norris says this is only the beginning of her plan to bring prosperity to Grand Junction. In an interview with *Colorado: Business Comes to Life*, she outlined her economic development priorities for the city of 58,566 people.

**Since you took office as Mayor of Grand Junction, what have been some of the city’s most significant economic development achievements?**

**MAYOR NORRIS:** The first thing we did was identify that economic development needs to be a priority. We hired NorthStar to work with the city and our economic development partner to develop a plan for how we can move forward on our economy.

We have an incubator here. In 2013 and in the 1990s, it won the award for being the best incubator in the world. We have a very strong chamber of commerce to help businesses grow. We have the Grand Junction Economic Partnership which goes outside the city to attract business. We also have a very strong CVB. We pulled these partners together to find out what we need to move forward. The governor gave us Jump-Start, which has already brought in seven new businesses to Mesa County. We are really just getting started.

**What are your top two or three economic development priorities for your city in the coming year?**

**NORRIS:** Continuing to support and fund our ED partners. They are working very well together. Oil and gas are strong natural resources here. We are trying to promote businesses that stay year-round. We do have very good core



**Colorado National Monument is right in Grand Junction’s backyard.**

Photo by Heather Overman



“People want to stay and build here and raise a family here. We are finding that with many of our manufacturers, that is why they came here. We are working to make this an easy place to expand. We are open to working with businesses to help them grow.”

— Grand Junction Mayor Phyllis Norris



manufacturing here. We have to make sure we have the infrastructure and make sure that public safety is very strong. I will focus on these areas the next two years.

### What is the current brand identity of Grand Junction? What would you like it to be?

**NORRIS:** We have really worked on that. We need to have a brand. It is the brand of the entire Grand Valley. Tourism is one of our big items. Agriculture is also huge in Western Colorado. Peaches and corn and cattle are all here. Tourism relates to agriculture here as well. We have Colorado Wine Country, one of the top in the nation. A lot of people come here for that. A lot of biking trips are here. So I would say that our brand is mostly related to tourism — our quality of life and outdoor lifestyle. We would like to see it become something where people want to live and raise a family.

### What does the city do to get the word out about its overall business environment and attractiveness to expanding companies?

**NORRIS:** We have industries that sell things all over the world. They are getting the word out also. We are putting together a marketing program to do that. A lot has to do with outdoor recreation. We would like to see more of those firms come here.

We have Mountain Racing Products, which makes bike components bought worldwide for racing. We have Bonsai Design Corporation that does zip lines. Poma builds ski lifts here. An aviation group, West Star, is here that does MRO work. Planes are refurbished right here.

### What are the major location advantages of Grand Junction, particularly for businesses?


**NORRIS:** We have a strong airport; we are the hub of Western Colorado — the largest city in the region between Salt Lake City and Denver; we are on the I-70 Corridor; we have a rail line; we have a university; and our weather is very stable. Drone manufacturing is here largely because we have ideal weather for testing.

### What major infrastructure projects are either planned or ongoing in your city these days?

**NORRIS:** This year, we are trying to get North Avenue Corridor updated so that more businesses want to be created there. We will do a lot of streetscape updating. We are working on a riverfront park and trails (Los Comas), and we are starting on an amphitheater downtown.

Another priority is getting trails completed so you can bike from downtown Grand Junction to the Colorado National Monument and so you can ride over the monument. Our trail system connects with a lot of federal lands. You could bike for days. One trail here has about 100,000 visitors per year. Mountain biking is a big thing here.

### Do you feel like the New West has been discovered? Why or why not?

**NORRIS:** I think tourists are beginning to see us. Tourism is up 10 percent a year. They recognize that this is a place where they want to live. People want to have that lifestyle today. People want to stay and build here and raise a family here. We are finding that with many of our manufacturers, that is why they came here. We are working to make this an easy place to expand. We are open to working with businesses to help them grow. 



This replica of a Mexico City sculpture of Diana the Huntress was given to Pueblo by sister city Chihuahua, Mexico, and is found along the city's bustling B Street.

Photo courtesy of PEDCO

# Striking Gold in Pueblo

The rush is on as manufacturers see their dollars buy more on the Front Range.

by RON STARNER

**D**uring the Pike's Peak Gold Rush of 1859, thousands of prospectors moved westward to Colorado in search of the mother lode.

Some 157 years later, manufacturing companies seeking profits have their sights set on Pueblo, which recently secured its designation as the sixth-most affordable place to live in the US.

Many years ago, the founder of the Pueblo Economic Development Corp. said, "If you want to make money, move to Colorado. If you want to make a lot of money, move to Pueblo."

Jeff Shaw, president and CEO of the Pueblo EDC, says that promise still rings true.

"We have unmatched incentives and the manufacturing workforce backbone for any

manufacturing project," says Shaw. "The bottom line is that costs are lower here."

With the lowest median home price in Colorado — \$147,851 — the dollar stretches a lot farther in Pueblo than just about anywhere else in the American West.

Located on the Front Range about 112 miles south of Denver, Pueblo has become a haven of choice for both domestic and foreign manufacturers. "We have Russian, Danish, Canadian, Austrian and Mexican companies here," says Shaw. "Product lines are moving back to the US, and Pueblo is poised to clean up."

In fact, the city of 106,595 people punches well above its weight class in manufacturing prowess, notes Shaw. "Our goal for this year is



500 new jobs in primary manufacturing, and we believe that's conservative," he says. "We're spending a lot of time on business retention. We want to make sure that our companies are firing on all cylinders. Our big priority this year is marketing Pueblo internationally. We have quite an international flair for manufacturing."

Pueblo targets four main industries — aerospace, hemp, rail and outdoor recreation. All four are experiencing solid growth right now, says Shaw.

"United Technologies Aerospace is a great expansion project," he notes. "They love our community. Having the available workforce and our customized training were important to them. We put local cash incentives into the deal. It was very logical for them to locate here."

**“We have unmatched incentives, low costs, and the manufacturing workforce backbone for any industrial employer.”**

**— Jeff Shaw, President and CEO of the Pueblo Economic Development Corp.**

Pueblo raises about \$8 million a year for local incentives for companies that create new primary industry jobs in the community. It is funded through a local half-cent sales tax.

"That is a very important tool for us," says Shaw. "United Launch Alliance chose Pueblo for their propulsion shop in July of 2015. The groundbreaking was held last August 25th. That was an \$82-million investment, and they are doing very well already."

Hemp is also growing and thriving in Pueblo, notes Shaw, adding that too often people mistake hemp for marijuana. "This is a relatively new industry that was just legalized here in Colorado," he explains. "We spent a lot of time learning the difference between hemp and marijuana. Hemp is not the same plant fiber as marijuana, but it will bring a tremendous amount of jobs to our community. We are incenting the processors."

One such processor is CBD Biosciences, which makes hemp oils for nutraceuticals. "We are looking at the entire industry as a whole," Shaw adds, noting the many practical applications for hemp. "The door panels in the BMW 3i are already made out of hemp. It goes into the paper industry, the automotive sector

and many other industries," says Shaw. "There is a race going on between a number of states to see who can lead this sector. We think Pueblo is the perfect spot."

The rail industry is another target for Pueblo. "Our roots are deep in the rail industry," Shaw says. "Our backbone really is in heavy steel and rail. A large steel plant is still here, and a large number of rail components are made here — railcars and other parts."

The Transportation Technology Center is a railroad testing and training facility located just northeast of Pueblo, and is considered a world leader in rail R&D, notes Shaw. "Two heavy rail parks are based here as well. And the 23,000-acre PuebloPlex is the old army chemical depot that has 34 miles of rail that includes a major



switching operation."

Not to be outdone, "the outdoor recreation industry is our fourth and newest target,"

says Shaw. "We have Lake Pueblo, which is the most-used body of water in the state. The Arkansas River flows right through Pueblo. We have a kayak course. We have the best fly-fishing year-round in Colorado. We have mountain biking trails. Companies can come and test their products here year-round, and we can train their employees on our dime."

With enough water to serve a population of 350,000-plus, more than adequate electrical capacity, and a workforce with a proven track record in industrial manufacturing, Pueblo provides all of the key ingredients needed to sustain a growing company, says Shaw.


"We have unmatched incentives, low costs, and the manufacturing workforce backbone for any industrial employer," he adds. "Pueblo Community College is a leader in training. You create the curriculum. We will train your employees our way and pay for it. It's that simple." 



Photo courtesy of University of Colorado - Boulder

CU reaches new heights under the leadership of President Bruce Benson.

# The Architect Of Revival

by RON STARNER

**T**rying to list all of University of Colorado President Bruce Benson's achievements in one article is a bit like trying to condense a LeBron James highlights video to 30 seconds.

It can't be done. Nor should it even be attempted.

Suffice to say that the eight years of his tenure as president have been CU's most successful. In short order, Benson has guided his alma mater to record enrollment, record fund-raising, unprecedented efficiency and unparalleled expansion.

For a man who celebrated his 78th birthday on the Fourth of July, he says he's just doing his job; and he adds that he's just getting started.

In a candid interview with *Colorado: Business Comes to Life*, Benson outlined the economic development mission of CU and talked about his desire to do even more in the future.

**How does the University of Colorado support economic development in your state?**

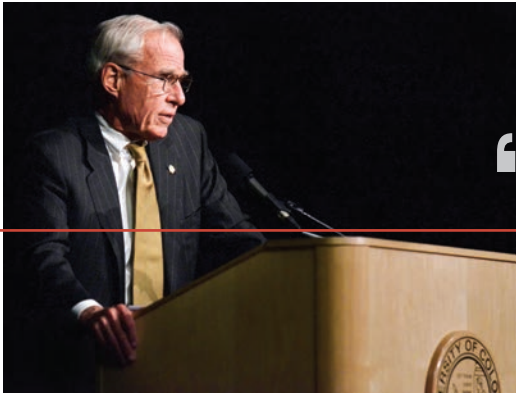
**PRESIDENT BENSON:** The biggest thing we do is that we turn out one hell of a quality workforce. I went to school here 60 years ago. We have close

to 70,000 students total on all four campuses — Boulder, Denver, Colorado Springs and Aurora. We moved our health sciences center to the old Fitzsimons military base. It has experienced development that is now in the billions of dollars. It is a big deal.

Our University of Colorado-Denver shares a campus with Metro State. I helped start a foundation there. We spent a lot of resources to make it better. We just brought in a new chancellor this year [Dorothy Horrell] — she is a rock star. Our Colorado Springs campus is growing rapidly now too. We have 11,000 students there. Capital construction continues to grow as well, now amounting to \$1.5 billion during my eight years here.

Overall, though, I would say that the workforce we produce is our greatest economic driver. If you look at the quality of the people we are putting out, it is a skilled workforce that ranks among the very best in the nation. Lockheed Martin is here because of that. Ten new startups each year are launched from CU because of that. Global Energy Management in Denver trains engineers and managers here because of that. Pinnacle put in an insurance





“Hopefully, we are teaching our students how to think, not what to think, and then they are making up their own minds.”

— President Bruce Benson, University of Colorado

program here because of that. The JP Morgan Chase Commodity Trader here is the best one in the US because of that.

Beyond our contributions to the workforce, we have a huge research operation of \$878 million a year. This contributes to advances in several industries. In aerospace, we have kids running satellites on our Boulder campus, and they are finding scores of new planets each and every year.

### How does CU support innovation and entrepreneurship?

**BENSON:** We have the Jake Jabs Center for Entrepreneurship in Denver. This is an old furniture warehouse, a huge facility south of Denver that is seven football fields under cover. You can teach certain things about entrepreneurship. We have a bachelor's degree in entrepreneurship at our Colorado Springs campus.

### How does CU meet the needs of businesses in your state and region?

**BENSON:** We supply the workforce they need. That is the most important thing. But we have to do more, and we are recruiting hard. We are encouraging kids to work toward a teacher education pathway. We have to do more innovation schools for K-12. Innovation schools are a big deal. We have to continue to work to bring in more people.

Our Boulder campus does industry studies. We have a bioscience park at Fitzsimons. We have 140 acres for bioscience development. We are really moving in the right direction there now.

We also spend a lot of time on transportation — light rail; transport to Boulder; etc. Highway 225 needed money for more interchanges and we found it.

### CU has reached record levels of research funding under your leadership. What are some major research breakthroughs or scientific discoveries that have come out of CU?

**BENSON:** The Kepler Space Mission is in space right now — finding 284 new planets. MAVEN is a \$671-million investment on Mars now. A mission to Pluto was conducted here as well.


We are also a proven leader in life sciences. Alzheimer's disease claimed my wife's mother and uncle, and now we are looking for ways to cure people with that illness. We were the first place to do a liver transplant in 1963.

We are a leader in studying concussions. Cybersecurity work is very critical here. Our Colorado Springs campus was named one of eight university locations in the US for this work. We are revamping an old facility there to be a cybersecurity headquarters.

### CU has seen its six best fundraising years under your leadership. What makes you such an effective fundraiser for CU?

**BENSON:** You have to match up the people with the project. You have to get them to like you and ask for it. We took our whole foundation apart. It was raising \$205 million a year. We took it up to \$250 million. We have serious accountability now. We moved 180 people. Huge turmoil came from that, but it had to be done.

We raised over 20 percent more each year and it rose to \$375 million last year. Everybody in the organization knows that there is room to move up the ladder. I hired a guy who raised \$83 million on his own in one year for Mayo Clinic. We make sure we see all the right people.

You have to do all of this with a team with high expectations and accountability. We are over a billion dollars in research now. But we need to do more. 



## DU Chancellor Rebecca Chopp is no stranger to breaking down barriers.

**R**ebecca Chopp has always been one to blaze her own trail. The first female chancellor in the history of the University of Denver, she never took the easy route to success in life.

Raised on a farm in Kansas, she actually dropped out of college for a while before going back to school and earning her bachelor's degree from Kansas Wesleyan University. After earning a master of divinity from St. Paul School of Theology and a Ph.D. from the University of Chicago, Chopp went on to be a professor for 15 years and provost at Emory University in Atlanta before becoming dean and Titus Street Professor of Theology at Yale Divinity School.

She became the 15th president of Colgate University in 2002 and the 14th president of Swarthmore College in 2009 before being named the 18th chancellor of the University of Denver (DU) in 2014. In each of her last four jobs, Chopp became the first woman to hold that post.

When she accepted the position of chancellor,

she cited her desire to live in Denver as one of the main reasons she wanted the job.

Like many who've relocated to Colorado in recent years, Chopp found a serenity and a beauty to living in the Rocky Mountain West. But she also relished the challenge of leading a big-city university into the most turbulent era ever for higher education.

In a recent interview with *Colorado: Business Comes to Life*, she shared her thoughts on how DU contributes to the state's economy and how she plans to elevate the university's influence.

### How does the University of Denver support economic development in Colorado?

**CHANCELLOR CHOPP:** We are an anchor institution with a billion-dollar impact on Denver. We bring in 70 percent of our students from out of state, and 70 percent of our students stay in state after graduation. A lot of startup leaders come from here. We educate the





“Our new strategic plan — DU Impact 2025 — advocates very holistic education. Employers need traditional strengths, but they also need people who innovate and problem-solve. We are redoing all of our curriculum to incorporate all of that.”

— Chancellor Rebecca Chopp, University of Denver

professional workforce of Colorado. We employ 3,800 faculty and staff. Some 96 percent of our faculty and staff live in the Metro Denver Area. And most importantly, we educate 11,500 students, who altogether account for \$115 million in direct spending in our local economy each year.

In addition, we have \$22.2 million in annual research grants, and we are an active university in construction. We did \$40.7 million worth of projects last year, and we’ve added \$640 million in new facilities and infrastructure in the last 20 years.

Plus, we bring in 33,000 visitors a year and they spend another \$8.5 million in the Denver area.

We have incredible research partnerships with startups, electronics firms, for-profit and non-profits. We are a driver in creating intellectual capital and knowledge design in applied and translational research.

We have been here since 1854. We anchor the history of the state. We are the go-to place for applied research, and our business schools produce MBA graduates who lead companies all over Colorado. Our law school produces the most Colorado state lawyers. We are very engaged in the region.

We are the research leader in Project Excite that brings multiple schools together — law and business and engineering. There is a lot of energy in the state, and much of it stems from DU.

We have a very famous hotel and hospitality school and one of top-ranked international schools in the world. Our programs in Asia, Latin America and the Middle East are world-class.

Our programs in non-violent resolutions of conflict, and our school of music and performing arts rank among the very best in the nation.

### What industries in Colorado are stronger today because of DU?

**CHOPP:** The legal profession and education are both stronger in Colorado today because of DU. We produce great teachers and principals, and we are extremely strong in psychology, emotional wellness and health, biological and life sciences, biomechanics and computers.

We are well-known for our Center for Aging and for our work in athletics and the study of rehabilitation and recovery. We are very strong in the sciences. Our lab uses robotics to study children with autism.

We have a social work school that is ranked No. 17 in the country. It works with rural and urban youth, adults and senior citizens. And our equine therapy program is one of the best.

### How is DU changing to keep up with the rapidly changing demands of the new economy?

**CHOPP:** Our new strategic plan — DU Impact 2025 — advocates very holistic education. Employers need traditional strengths, but they also need people who innovate and problem-solve. We are redoing all of our curriculum to incorporate all of that. Secondly, we built our university on building bridges. We are bringing our disciplines together. Students will learn in the context of solving big problems.

Thirdly, we will not be the ivory tower; we will be the union station and think strategically about the partnerships that we will form with the community. We will learn by doing. University College does non-traditional education, including online education and badges to retool workers. We will do more work with certificates. 🍷

# **Pueblo:** The Manufacturing Center of the Rockies



**PUEBLO**  
ECONOMIC DEVELOPMENT CORP

301 N Main St  
Pueblo, CO 81003  
719.544.2000  
[www.pedco.org](http://www.pedco.org)





# PUEBLO, COLORADO

The Manufacturing Center of the Rockies

Market

## At a Glance



### MANUFACTURING TRANSPORTATION CORRIDOR

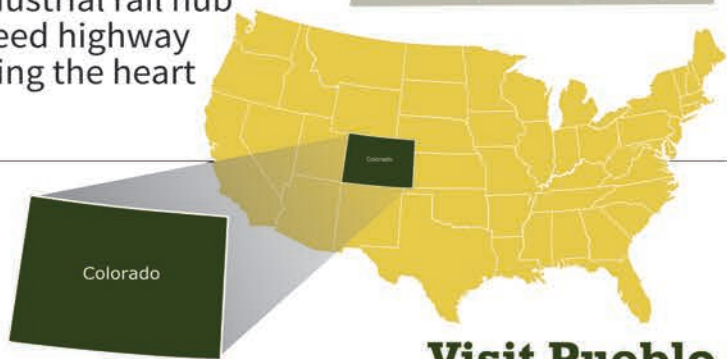
Pueblo features Colorado's industrial rail hub with major multi-lane high-speed highway and interstate system supporting the heart of the city.

### CLIMATE

**300** Days of Sunshine  
**67°** Average Temperature

### DRIVE TIMES

Denver, CO	90 mins.
Colorado Spring, CO	40 mins.
Albuquerque, NM	5 hrs.
Kansas City, KS	9.25 hrs.



### SKILLED WORKFORCE

Top 10 Workforce Development Programs in the United States



### ENERGY

State-Supported Green-Power Initiatives

### Visit Pueblo App



Free on  
ANDROID APP ON  
Google play  
Available on the  
App Store



Download Now!

# INDUSTRIAL RATES

www.pedco.org

Resources



Energy and Water

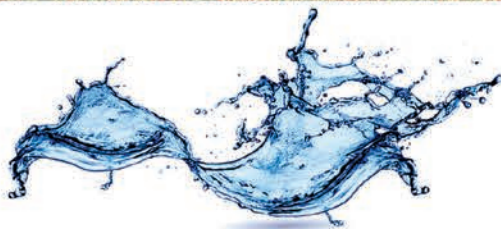
## Abundant Resources

Water 

- Lowest Major Water Utility Rates on the Front Range
- Water Availability to Double Population and Business Use
- Moratorium to Waive Up-front Water Connection Fees

Natural  
Resources

The image shows a large white Vestas wind turbine in a field of tall grass under a blue sky with scattered clouds. The Vestas logo is overlaid on the right side of the turbine.



“Pueblo’s unique water capacity is one of the City’s most compelling attributes for relocation and expansion opportunities.”

— **Terry Book**, *Executive Director Board of Water Works*

## Renewable Energy



- Well-Managed Utility Resource Operators
- St. Charles Industrial Park features World's Largest Wind Turbine Tower home to Vestas Wind Systems
- Colorado's Primary Locale for Solar Energy Hosting
- Largest Solar-Energy Farm East of Rocky Mountains



# SKILLED LABOR

www.pedco.org

Labor



Nationally Acclaimed

## On-Demand Workforce

The local customized workforce training improved our employee production and retention efforts significantly.” — **Ron Francis**, *Plant Manager pewag Traction Chain*



### Local University and Community College

#### Training

- Bellwether Top 10 Workforce Development Systems in the Country Two-Years Running
- Specialized Mechanical and Electrical System Training and Complimenting OSHA and MSHA Safety Training
- Custom Company –Centric Curriculums for Solution Based Workforce Development or Augmentation
- University Driven Company Advancement in Productivity and Process-Based Improvement

Colorado State University-Pueblo  
Pueblo Community College

#### On-Site

- Turn-Key Workforce Recruitment, Screening, Training, and Hiring Programs On-Hand
- Nationally Recognized Innovative Mobile Learning Lab Technical Instructional Centers for On-Demand Training

#### Funding

- Colorado First and Existing Industry Grants Assisting 18 Companies with Training and Retraining Fiscal Year 2016
- Financial Grant Assistance in Securing Workforce Educational Funding

# EXPEDITED SHIPPING

www.pedco.org

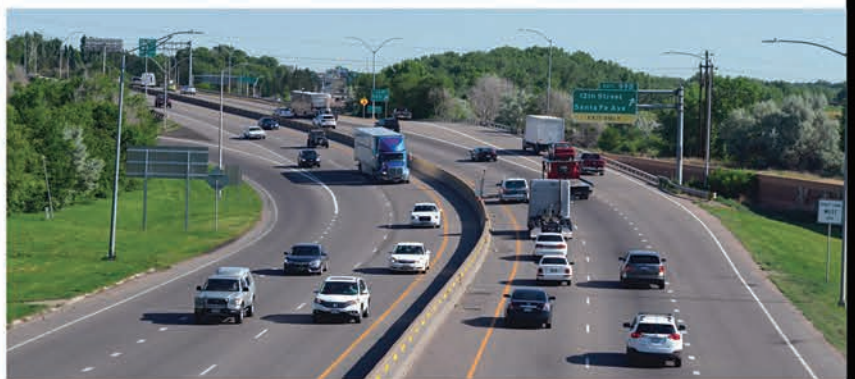
Transportation



## Rail

- Colorado's Only Complete Rail Hub Access North, South, East, and West
- Supporting Union Pacific & Burlington Northern Santa Fe Rail Lines

### Pueblo's Quick Access Improves Productivity and Delivery Speed.



## Aviation

Regions Top General Aviation Hub

- Fixed Base Operator
- 24-hour Fire Station
- Three Runways (Longest 10,496 Feet)

## Highway

- Interstate 25: Major North-South Rocky Mountain Front Range Expressway Wyoming through New Mexico \$1.67 Billion Expansion
- Highway 50: Major East-West Multi-Lane High-Speed Highway.



# ROOM TO GROW

www.pedco.org

Land



Real Estate

## Project-Ready Land

City Approved  $\frac{1}{2}$  Cent Sales Tax  
Incentives Reserved for Economic Growth

- Pueblo Airport Industrial Park
- Minnequa Industrial Park
- St. Charles Industrial Park



# PUEBLOPLEX

Honoring a Legacy, Charting a Destiny

- 15,847 Acres
- 125+ Habitable Structures
- 620 Storage Igloos
- 3.1M+ SF of Facilities
- 137 Miles Paved Roadways
- 39 Miles On-Site Rail

(719) 947-3770

www.puebloplex.com



### Airport Industrial Park

- 22,500 Square-Foot Corporate Hangar Available for Lease
- 5-30 Acre City-Owned Land Parcels I-2, I-3 Zoning
- Fast-Track Land Options 2 to 5 Minutes from I-25
- Critical Highway and Railroad Infrastructure



# MAJOR LOCAL INDUSTRIES

www.pedco.org

Outlook

## AEROSPACE



- Access to Trainable, Highly Skilled Workforce
- Strong Highway, Air, and Railroad Manufacturing Infrastructure
- City Tax-Incentive Resources for Industrial Space Relocation

## RAIL



- Home to Federal Transportation Technology Center for Rail Testing
- 100-Year Steel History Featuring One of the Country's Only Heavy-Rail Industrial Parks
- Rail Access Properties Immediately Available
- Home to EVRAZ North America \$2.3 Billion Steel Production and Fabrication Mill
- Largest Steel Producing City in the US accounting for 45% of all US Steel

## RECREATION



- Expansive Recreation Product Testing Areas
- Mild Climate with over 300 Days of Sunshine & Average 67° Temperature
- Endorsed By Colorado's Recreation Industry Director for Outstanding Growth Opportunity

## HEMP



- First City in United States with Incentive Funding for HEMP Industry
- Expansive Agri-Business Opportunities Near Arkansas River Corridor
- Abundant Commercial Expansion Water Capacity

## Pueblo: Gateway to the Front Range Urban Corridor

- Among the Lowest Cost-of-Doing Business Cities in America
- Chief Economic and Social Center of Southern Colorado
- Major Market Proximity to Denver and Colorado Springs
- Pro-Business Climate and Financial Business Incentives





Prosper In Pueblo  
Call Today!  
1.719.544.2000  
[www.pedco.org](http://www.pedco.org)



# PUEBLO

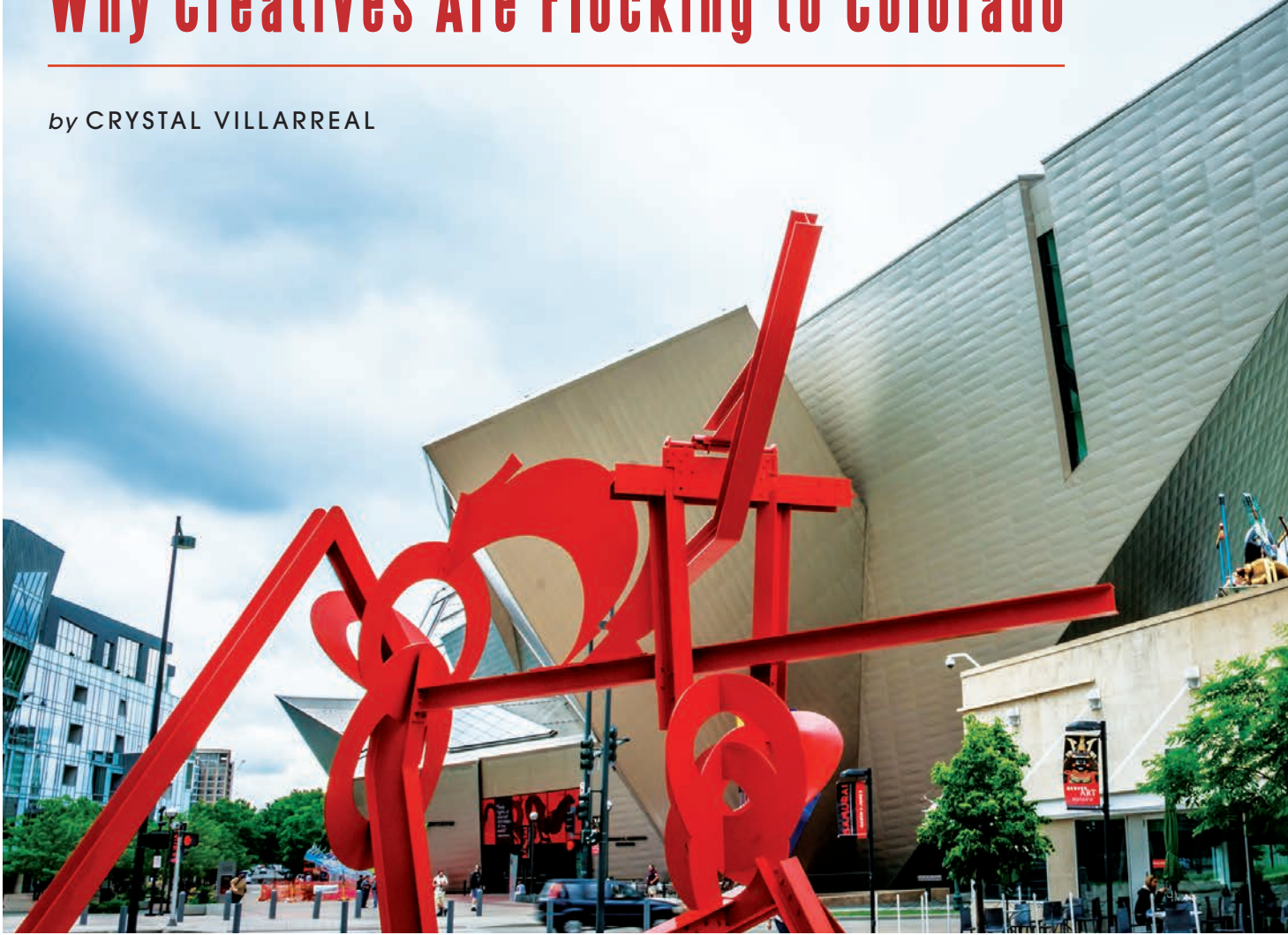
**ECONOMIC DEVELOPMENT CORP**

301 N Main St  
Pueblo, CO 81003



# INGENUITY MEETS OPPORTUNITY: Why Creatives Are Flocking to Colorado

by CRYSTAL VILLARREAL



**N**o one can say that Colorado doesn't have its own flair. The state is unique in its landscape and its culture, and that's what attracts so many talented artists, entrepreneurs, writers and musicians. The state has the 5th-highest concentration of artists and 7th-highest concentration of writers and authors, designers, entertainers and performers. The creative industries is the fifth largest employment sector in the state and is defined very broadly. It's not only all the traditional arts, it's things that are unique and local: film, media, publishing, writing and creative entrepreneurs.

## THE CREATIVE SPIRIT

When there's a need for something, Coloradans look for ways to meet that need. When Tom Bennett first moved to Colorado, he'd planned to pursue a career in woodwork, but transitioned into steel after meeting a blacksmith by chance. He then built his Bennett Forgeworks in Ridgway to do blacksmithing. It was in Ridgway where he stepped into a local brewery and met Tom Hennessey, brew master, who told him that he needed new brew kettles. Hennessey said he was waiting for the kettles to arrive from China, but Bennett saw a need and decided to tackle it. He now designs custom





Denver Art Museum Photo by Heather Overman

brew kettles that are shipped all over the US.

“That’s the collaborative spirit ... we attract them naturally,” says Margaret Hunt, director of the Colorado Creative Industries Division. “Part of the message is being a place that welcomes creatives. Our outdoor lifestyle attracts a certain type of people that then participate in culture. It’s layered.”

On top of being naturally beautiful and economically strong, the state functions as a cultural hub that could be described as hip, cool and quirky. When it comes to the creative, Colorado does its own thing. The state ranks sixth in the nation in the percentage of its

“ Part of the message is being a place that welcomes creatives. Our outdoor lifestyle attracts a certain type of people that then participate in culture.”

— Margaret Hunt, Director, Colorado Creative Industries Division

workforce in creative-class occupations, totaling 35.9 percent. There are 9,000 companies in the sector employing over 160,000 workers annually. Colorado is also home to some of the largest culture venues in the nation. The Denver Performing Arts Complex is the nation’s largest arts complex under one roof.

#### RESOURCES FOR THE SOUL

The Creative Industries division launched the Creative District Program in 2011 to certify creative districts throughout the state. Currently there are 12 in all areas of the state and eight that are being reviewed. “When creatives are clustered



**“The Dancers” highlight the Denver Performing Arts Complex’s Sculpture Park, a unique outdoor venue in the heart of the Denver Theatre District.**

Photo by Heather Overman


together some interesting things happen,” says Hunt. “The job growth within the creative sector has been at five percent within the last couple of years — double the national average. When you get people together in a community, there’s this creative juice that starts flowing. Innovation and creativity skyrocket and jobs are created.”

In July 2015, state officials launched Space to Create, the first state-driven initiative in the US for affordable housing for artists. The new program will also develop workspace for artists and arts organization, and is designed to position the state as the nation’s leader in artist-led community transformation. The program grew from a need to find places that were affordable for artists to live and work in, and is geared to rural communities.

“Housing and economic development are vital needs in rural Colorado, and the Space to Create initiative advances both of these issues by harnessing the power of the public, private

and philanthropic sectors, as well as the creative community, to activate historic spaces and elevate rural economies,” said Governor John Hickenlooper in a recent press release.

The first demonstration project was announced in Trinidad, Colorado, north of the New Mexico border. The community has good infrastructure and the highest concentration of historically significant buildings in the state, many of which were boarded and vacant. Trinidad acquired an entire city block — three historic buildings — and it is in pre-development now for the Space to Create project.

“Coloradans in general are highly collaborative and highly independent,” says Hunt. “When these two characteristics are combined it fosters innovation and creativity. It’s a cultural norm here, and communities are really resourceful. There’s this spirit of ‘We can do it ourselves,’ and it’s grown organically from within.” 



# A Balancing Act

by CRYSTAL VILLARREAL

In Colorado, health and wellness is both an economic driver and a way of keeping citizens feeling their best.

**I**f you're looking for some motivation to exercise and eat healthy, you might want to consider moving to Colorado. Colorado is the second leanest state in the nation (behind Hawaii) with an obesity rate of 19.8 percent, and the state has ranked as the eighth-healthiest state in the nation. With so many options for physical activity, it's hard for residents to not stay active, but the state puts a major emphasis on preventive healthcare.

Governor John Hickenlooper unveiled his plan "The State of Health: Colorado's Commitment to Become the Healthiest State" in 2013. The goal of the plan is to create a comprehensive and person-centered statewide system that addresses a broad range of health needs, delivers the best care at the

best value and helps Coloradans achieve the best health possible. "We will build on Colorado's unique strengths — including our strong health economy and infrastructure and our dedication to collaboration and innovation — to become the healthiest state," Hickenlooper said in a recent press release.

In Colorado, the health and wellness industry is vast and encompasses traditional healthcare, complementary and alternative health care, fitness, weight loss and outdoor recreation. It covers research and innovation related to health, suppliers providing technology, equipment and goods as varied as cardio machines, fitness trackers, and other medical devices. It also includes wholesalers and retailers of vitamins, supplements, recreational goods and health food.

# A Breakdown of Health & Wellness in Colorado

Health and Wellness is one of the state's greatest strengths, and it rewards research and individuals that have an emphasis on improving healthcare. The industry is large and complex but can be broken down into the below categories.

**Healthcare Delivery Systems:** Based on traditional healthcare services like hospitals, clinics, physician practices, dental practices, mental health services, rehabilitation therapy, emergency medicine, medical labs, imaging centers, ambulatory care and long-term services and supports.

**Prevention and Wellness:** This area covers a lot of retail markets including weight control centers and products, health food and supplement stores and personal care services like spas and massage therapy. Also, fitness centers and services, outdoor recreation and sporting goods.

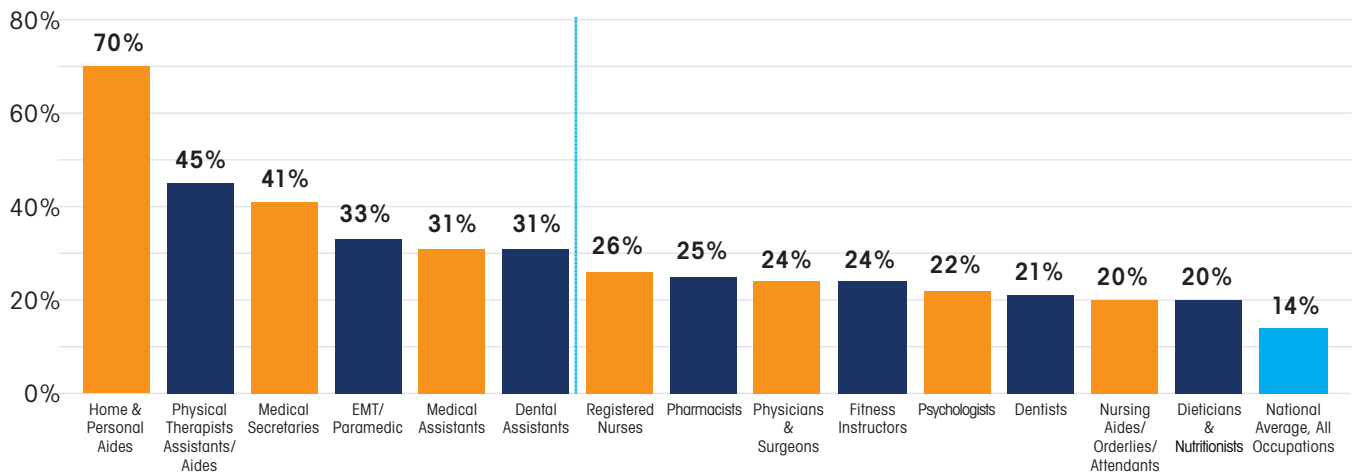
**Healthcare Suppliers and Information Technology:** Manufacturers and wholesalers of diagnostic equipment, laboratory instruments and equipment, fitness equipment, medical and dental equipment and supplies and durable medical equipment for home use. Also, manufacturers and wholesalers of pharmaceuticals and other drugs and supplements. Finally,



information technology used in health and wellness settings, such as fitness trackers, electronic medical records, health data analytics software and data storage.

**Federally-Funded Initiatives:** Initiatives that drive healthcare innovation and revenue with their own processes, opportunities and growth areas. Examples include research, clinical trials, pilot programs, public health and prevention and health care services, including Medicare and Medicaid.

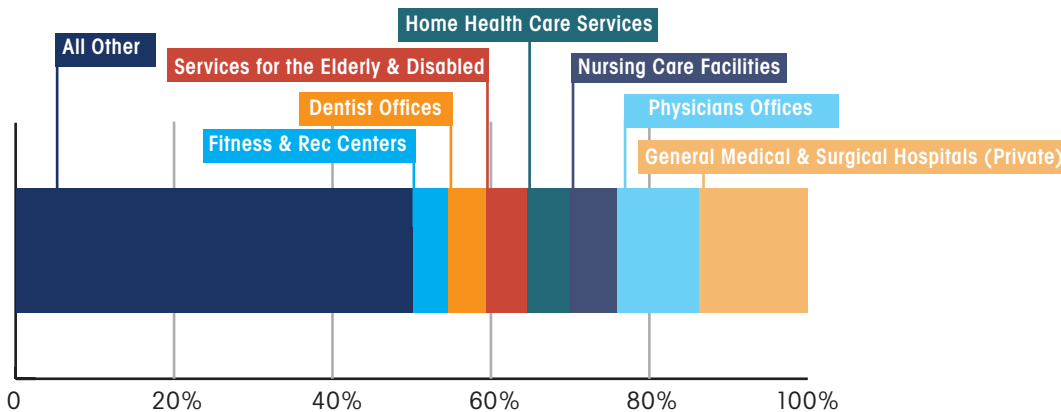
## Projected Health & Wellness Job Growth Nationwide 2010-2020



Source: EMSI Database



# Percentages of Jobs in Colorado Health & Wellness 2013



Source: EMSI Database

Besides being embedded in the culture, Colorado’s health and wellness industry is a powerful economic driver for the state. The industry includes a dynamic and growing group of companies that provide preventive, curative and rehabilitative services. There are over 16,000 health and wellness companies in the state, and the industry supports over 300,000 jobs annually.

## BEYOND INDUSTRY GROWTH

The state sets a precedent when it comes to health and wellness. World-class medical institutions like Children’s Hospital Colorado, Craig Hospital in Denver and the University Of Colorado School Of Medicine are just a few of the great resources the state has to offer.

The College of Nursing at the University of Colorado was the birthplace of the first nurse practitioner program in the world and is nationally recognized for its programs. The College’s Pediatric Nurse Practitioner specialty program ranked among the top five in the nation, and the Family Nurse Practitioner program ranked among the top 20.

## ADVANCING HEALTH

By now we’re all familiar with the Affordable Care Model, where fees are based on care outcomes rather than volumes. Colorado is also pioneering new healthcare delivery and payment models, including medical homes and accountable care organizations. The Colorado General Assembly passed, and Gov.

Hickenlooper signed, HB 1281 in 2012. This bill paved the way for new ways to pay for Medicaid services. There’s also an innovative proposal by Rocky Mountain Health Plans to receive payments on a per-person basis for providing quality care to Medicaid enrollees.

By investing in a healthy and fit workforce, the state will drive down healthcare costs, which will benefit the economy. In 2014, \$200 million in federal grants were made available for small business to start wellness programs. The rewards range from premium discounts or rebates, waivers for cost-sharing or coverage of a benefit that isn’t normally included. Workplace wellness initiatives help reduce the demand for health services and increase the health of the economy.

Given the state’s rich history of collaboration on complex health issues, leading innovative solutions and entrepreneurial energy, there’s no reason why other states shouldn’t model their health and wellness plans after Colorado’s. With a new strategic plan the state hopes to further enhance a health and wellness industry that fuels economic growth, improves health outcomes and promotes a strong workforce.

In order to do so, there are a few areas of focus: building an integrated system of health and wellness, focusing on improving health outcomes, acknowledging the importance of sick care, reducing healthcare costs and rewarding healthy behavior through payment reform, prioritizing worker health, and making health and wellness opportunities accessible to all Coloradans. 🍌

# Go outside and PLAY





ACCESSIBLE BY  
**AIR, RAIL AND HIGHWAY**

-not to mention-

**SKI, BIKE, AND**

*Boat*

by PATTY RASMUSSEN

**W**hen the governor of a state directs the creation of an office to address an industry's needs, it's a cinch that industry is considered crucial to the state's economic development. That was certainly the message delivered in June 2015 when Governor John Hickenlooper appointed Luis Benitez as the state's first director of the Colorado Outdoor Recreation Industry Office within the Office of Economic Development and International Trade (OEDIT). Outdoor recreation is a \$13.2-billion industry in Colorado — and it's not just the tourism side of the sector. Manufacturers, suppliers, retailers and other associated businesses all play a part in the industry's growth.

“Outdoor recreation is one of our prime and best sources for ongoing employment growth. We wanted the industry to have a voice at the state and federal level,” said Fiona Arnold, OEDIT executive director, in a 2016 white paper published by the Outdoor Industry Association (OIA).

TAKE YOUR BUSINESS WHERE LIFE IS

**GRAND**

FRUITA | GRAND JUNCTION | PALISADE  
MESA COUNTY | GRAND VALLEY | COLORADO

970.245.4332

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



“We champion industry, communities, and people to come to life through Colorado’s great outdoors.”

Mission statement of Colorado’s  
Outdoor Recreation Industry Office

#### ‘A NETWORK OF CONNECTIONS’

For companies that want to be near their customers, setting up shop in Colorado is a no-brainer. A survey in the 2014 Statewide Colorado Outdoor Recreation Plan (SCORP) found that approximately 66 percent of all Colorado residents participate in outdoor recreation at least one day a week. According to figures from the OIA, outdoor recreation businesses create 125,000 Colorado-based jobs and \$994 million in state and local tax revenue.

Benitez sees every reason why those numbers will continue to grow, even with competition

from other western and Rocky Mountain states. His secret weapon? “I believe that Colorado’s greatest strength in the ‘ORec’ sector is our people,” he says. “We have some of the most innovative, hard-charging, inspired and passionate people around.” But workforce isn’t the only differentiator. He points to strong regional leadership guiding the “network of connections” growing through regional outdoor recreation coalitions, bringing together the for-profit and non-profit communities.

Industry leaders are enthused about having someone at the state level serving not just as





a point of contact for prospects, but as an industry advocate. In an interview with the OIA, Benitez said, “The biggest potential impact would be to help the industry in Colorado understand what’s possible, challenge perceived boundaries and obstacles, and show the rest of the country what Colorado is all about.”

#### **BUILDING A BASE, OWNING THE SPACE**

In 1946, Gerry Cunningham started Gerry, an outdoor clothing and equipment manufacturing company in Boulder. The company began as a mail-order business, later

# A CLIMATE IDEAL FOR *skiing mountains and lakes* IN THE SAME DAY

FRUITA | GRAND JUNCTION | PALISADE  
MESA COUNTY | GRAND VALLEY | COLORADO



**970.245.4332**  
**[www.GrandValleyCO.com](http://www.GrandValleyCO.com)**

**TAKE YOUR BUSINESS WHERE LIFE IS**  
**GRAND**

## CLIMBING EVERY MOUNTAIN

Luis Benitez, Colorado's new Outdoor Recreation Industry director, has proven he can handle a challenge — after all, he's summited the tallest mountains on every continent several times, including six summits of Mount Everest. After those adventures, promoting the outdoor recreation industry on behalf of Colorado should be a cinch.

Benitez has outdoor recreation credentials beyond his prowess as a climber and a guide. He was the director of the Colorado Outward Bound School and the Rocky Mountain Region of Outward Bound Professionals. He formed his own consulting company focused on experiential leadership development and even had time to serve as a town councilman in Eagle, Colorado. But when Governor Hickenlooper decided it was time to find someone to head up the new Outdoor Recreation Industry office, Benitez was his first choice.

"Luis has the knowledge and experience with Colorado's Outdoor Recreation Industry to become a successful convener and collaborator with all industry participants throughout the state," said Hickenlooper. "His passion for the outdoors is contagious, and he combines this with a business savvy that will ensure we continue to elevate Colorado's business

brand and the continued prominence of our Outdoor Recreation Industry."

Benitez says his goal is to attract and retain industry of all types and sizes, and to provide companies with the resources they need for success. After taking time to talk to and listen to constituents statewide, Benitez convened an advisory board made up of leaders in the private and public sectors to provide guidance and assist with policy implementation, including addressing workforce development for the industry. "Caring deeply about the Colorado brand drives me to highlight what we are doing well and can celebrate and promote," he says, "and to focus on the areas that we can improve on and be challenged to do more."



**Luis Benitez at the top of Mount Everest**

Photo courtesy of Luis Benitez

opening retail stores and eventually distributing to other large retailers. Cunningham was a World War II veteran and true innovator. Among his many design accomplishments, he redesigned the carabiner for widespread use; invented the spring-loaded drawstring clamp, later patented as the Cordlock; and invented the Kiddie Carrier — a backpack for carrying children — all of which spawned myriad copycats. Gerry's company history is awash in firsts — the first lightweight down jacket, the first nylon teardrop backpack — and Cunningham himself was named one of the

first "Original Outdoor Pioneers" by the OIA.

Companies like Gerry, and innovators like Cunningham, paved the way for future entrepreneurs eager to live the Rocky Mountain lifestyle while creating products they could use and sell. Today that space is being filled by a new generation of designers and makers such as Grand Junction-based Loki — maker of lightweight jackets and accessories; Melanzana in Leadville — designing and producing high-performance outdoor and athletic clothing; and Pactimo, a Greenwood Village-based cycling apparel





## FOUR COMPASS POINTS FOR COLORADO'S OUTDOOR RECREATION INDUSTRY OFFICE

- Economic development for the industry (including incentivizing companies to locate there)
- Conservation and stewardship (which also includes access)
- Outdoor recreation industry anchors that are integral to Colorado
- Education to improve workforce training and foster the next generation of outdoorists.

Source: Outdoor Industry Association



10,000 MILES OF  
*trails for*  
"PRODUCT TESTING"



TAKE YOUR BUSINESS WHERE LIFE IS

# GRAND

FRUITA | GRAND JUNCTION | PALISADE  
MESA COUNTY | GRAND VALLEY | COLORADO

970.245.4332

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






company that sells directly to the consumer.

But the outdoor recreation sector includes much more than clothing and other wearable gear. Colorado manufacturers are producing everything from ski wax to scuba gear. Two Grand Junction companies provide a perfect snapshot of the diversity of the industry.

Mountain Racing Products (MRP) in Grand Junction produces premium bicycle components — like chainguides, chain rings and suspension forks — for racing bikes and mountain bikes of all types, shipping products to customers around the world. The city is also home to Poma of America, maker of ski lifts and ropeway systems for the ski industry, amusement parks

and urban use — think skyway gondolas in cities. Poma, the North American subsidiary of French company Pomalgaski S.A. and Italian company Leitner Technologies, settled in Grand Junction in 1981 in order to service ski markets throughout North America.

Hickenlooper, Benitez, economic development professionals and industry leaders have no intention of ceding any of the outdoor recreation industry turf to the state's neighbors. "We should own that space," Hickenlooper told *Forbes* magazine. "We should be the place not just where people come and spend money on outdoor recreation purchases, but where manufacturers of outdoor recreation products want to be." 





**A competitor takes the slalom run at Aspen.**

Photo courtesy of Colorado Tourism Office/Matt Inden/Miles

COLORADO'S

*Grand Valley*  
where

**INNOVATION & RECREATION**

CONVERGE

**\*Shovel-ready sites available minutes from the Colorado National Monument**



TAKE YOUR BUSINESS WHERE LIFE IS

**GRAND**

FRUITA | GRAND JUNCTION | PALISADE  
MESA COUNTY | GRAND VALLEY | COLORADO

970.245.4332

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







# Supply and Demand

by MARK AREND

Innovative, new education programs are addressing Colorado businesses' need for home-grown STEM talent.

First, the good news: Colorado is among the top states in the nation for residents with a post-secondary degree. That's good news for companies seeking an educated workforce. Now the bad news: It ranks near the bottom in students who complete a post-secondary degree. That means companies are importing workers more than they are finding the home-grown talent they seek. But that's not hard to do, because Colorado also ranks among the states with the best quality of life.

Consider this workforce supply-and-demand assessment from Colorado Succeeds, a business association working to improve Colorado's education system: "By 2020, 74 percent of Colorado jobs will require an education or training beyond high school. Nearly 55 percent of those jobs will require a STEM-related, post-secondary education. However, our state isn't on track to meet this demand. Currently, fewer than 25 percent of high school graduates are able to attain the post-secondary training and credentials required for STEM careers. This gap, among others, has led to Colorado employers spending more than \$19 million annually to import talent to fill unmet workforce needs. With 16 percent of the STEM workforce close to retirement, the time to act is now."

And it's happening. HB-1289, which passed earlier this year, incentivizes school districts with a \$1,000 bonus for each student who

The University of Colorado Colorado Springs is preparing the workforce of the future in more ways than one. The school in June 2016 hosted a national meeting of the Reach Higher Initiative entitled, "Preparing Students with Work-Ready Skills" to explore intersections between education and business and recommend practices for work-based learning opportunities.

Photo by Jeffery M. Foster courtesy of University of Colorado Colorado Springs



“Everybody in our organization believes that Colorado is the best place in which to live and work in America, and we want it to stay that way.”

—Luke Ragland, Colorado Succeeds

earns an industry credential tied to in-demand job, finishes a workplace training program tied to key industry needs or completes a computer science AP course.

“This is a very powerful incentive,” says Luke Ragland, vice president, policy, Colorado Succeeds. “It’s not geared to just any industry credential, but those industry credentials that are tied to in-demand jobs, and those can change every year. It’s about continually investing in and incentivizing certificates and industry credentials that are aligned to economic needs. These adaptable and flexible models are good examples of the types of systems we are building in Colorado.”

HB-1289 was supported by chambers of commerce throughout Colorado, technology associations, high-tech companies, school districts and labor groups, all of which will benefit from a greater supply of home-grown talent with which to supply the state’s key industry sectors — aerospace, advanced manufacturing, life sciences, telecommunications and others.

#### **GRADES 9 THROUGH 14**

Another model now being implemented in Colorado is c, or Pathways in Technology

Early College High schools. The model has received national attention for expanding opportunities in STEM education and better preparing graduates for jobs requiring middle-skill jobs — those that require more than a high school diploma but less than a four-year degree. P-TECH schools are public high schools that integrate high schools, college courses and work experience focusing on STEM. Spanning grades 9 through “14,” P-TECH graduates emerge with a high school diploma and an associate’s degree, usually in applied science, at no cost to them.

“Students are exposed to new career options and to real-world skills that are intangible but are so critically important,” says Ragland. “You typically see students’ academic performance increase along with the non-academic skills they are gaining. This kind of program engages businesses in a much more direct way. IBM has had a lot of success with it — this is not a charity for them, but rather a way to develop a workforce. There are high-tech corridors, north of Denver, for instance, that are really excited about this type of model. It’s something that will actually adapt as businesses adapt to meet the needs of local workforces. It can be tailored to every type of specific need. It might focus on advanced manufacturing in



other parts of Colorado, or industries like tourism — whatever the industry need is.”

### A HIGHER STANDARD

Meanwhile, new Colorado Academic Standards are being introduced in Greeley and elsewhere that are designed to make students more competitive in the workforce. “They raise the level of instruction and provide clarity and consistency to education, putting teachers, parents, business, and other community members on the same page. These are Colorado-developed standards for Colorado’s kids,” explains Bob Tointon, president of Phelps-Tointon, Inc., a manufacturer of architectural and structural products, and a Colorado Succeeds trustee. “The new academic expectations recognize that today’s students are tomorrow’s college applicants, professionals, and well-informed citizens. They also recognize that students need to be on par with their U.S. peers and global counterparts. For business, this means that we can hire in Colorado expecting a depth of knowledge that includes skills like critical thinking, adaptability, and teamwork.

“For individuals,” he adds, “it means a clear understanding of how they’re progressing. It means that we have another measure in place to ensure that minority communities, traditionally underserved by the education system, are getting the same high-quality education. It means that students will be prepared for postsecondary education, which is quickly becoming a non-negotiable job requirement, and for careers they pursue upon graduating. And it means a life of higher salaries, employment and financial stability.”

### ALIGNED FOR THE FUTURE

Colorado’s schools — and more importantly, its students — are well served by the state’s businesses. Some are learning right now about ways to implement a Swiss Apprenticeship Model at their Colorado operations — a model considered to be the gold standard of such programs worldwide.

“In so many ways, the business community is the end user of the education system,” says Ragland. “We firmly believe the interests of students and the interests of the business community are closely aligned.

“We want students who are better prepared, and students want to be better prepared,” he says. “Everybody in our organization believes that Colorado is the best place in which to live and work in America, and we want it to stay that way.”

# REAL LONGMONT

**The right location** – it’s a critical component to your company’s ability to succeed. So where does your company belong? It belongs where **innovation** thrives; where you can find the **talent** you need, costs you can **afford**, a business environment that will foster your company’s **growth**, and a **lifestyle** your employees desire. Few places in the United States meet all of these criteria... Longmont, Colorado is one of them.

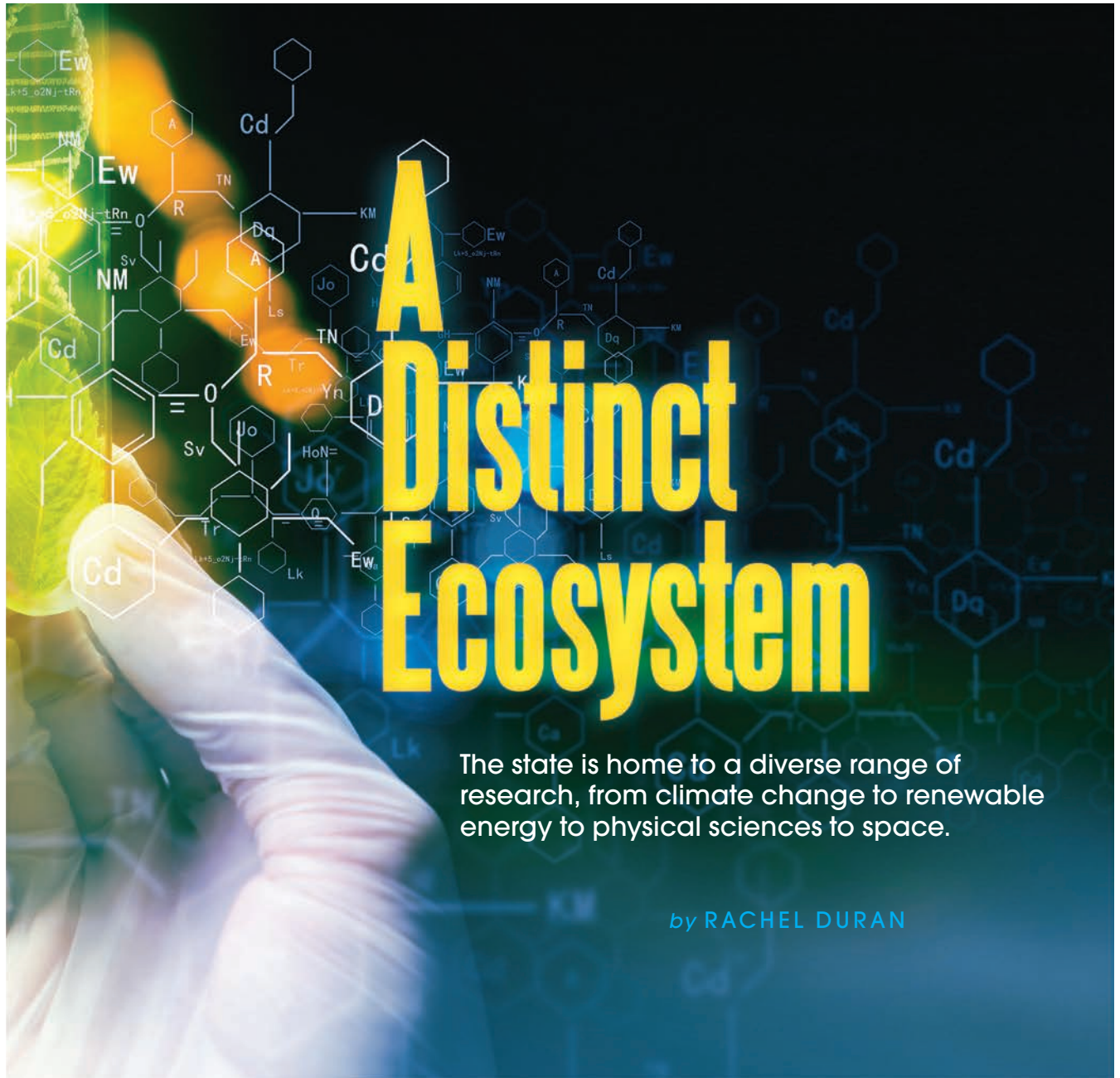


**REAL OPPORTUNITY** Longmont is a community of 90,000 located in Boulder County with more than **200 primary businesses** engaged in cutting edge R&D. Longmont offers a competitive business climate, access to the **most highly educated** workforce in the country, **affordable utilities**, including a citywide **gigabit fiber network**, an innovative school district committed to developing a **22<sup>nd</sup> century workforce**, and the Longmont EDP, an organization dedicated to ensuring the **success** of your site selection process.

LEARN MORE AT  
[WWW.LONGMONT.ORG](http://WWW.LONGMONT.ORG)



Longmont Economic Development Partnership  
303.651.0128  
[longmontedp@longmont.org](mailto:longmontedp@longmont.org)  
[WWW.LONGMONT.ORG](http://WWW.LONGMONT.ORG)



# A Distinct Ecosystem

The state is home to a diverse range of research, from climate change to renewable energy to physical sciences to space.

by RACHEL DURAN

Image: iStockphoto.com



The density of the federal labs positioned along Colorado's Front Range (Colorado Springs to Denver to Fort Collins) is unique in the country when it comes to atmospheric science, clean energy technology and climate science. Entrepreneurs up to well-established companies will find researchers and other stakeholders are willing to connect and share ideas and contacts with them.

"There is not as 'close to the vest' of a mindset, particularly amongst technology-oriented companies, as there may be in other parts of the country," says Dan Powers, executive director, CO-Labs, a nonprofit which supports resources within the federal research labs. "That is very real, and I think an intangible asset that Colorado can offer."

Colorado is home to more than 30 federally

funded laboratories, including the National Renewable Energy Laboratory (NREL), the National Oceanic and Atmospheric Administration (NOAA), the National Center for Atmospheric Research (NCAR), and the Centers for Disease Control and Prevention's National Center for Zoonotic, Vector-Borne, and Enteric Diseases, among others.

CO-Labs, formed in 2007, connects the state's federal labs with each other to create a more robust network between them. What's more, CO-Labs keeps the message of the advantages of the labs in front of the state's civic, political and business leaders.

Based on data from a 2013 economic impact study (results for 2015 are currently being compiled), the net economic benefit of Colorado's federal labs was \$2.3 billion. There are 15,000 jobs associated directly or indirectly

**CITY AND COUNTY OF BROOMFIELD**  
— Economic Development —

**MWH** **WhiteWave FOODS** **Level 3** **STAPLES** **WEBROOT**

**VAIL RESORTS** **ORACLE** **Ball** **gogo** **vmware**

**BROOMFIELD:**  
COLORADO'S BUSINESS CULTIVATION CAPITAL

See why so many businesses are choosing to locate their headquarters in Broomfield, Colorado at [www.InvestBroomfield.com](http://www.InvestBroomfield.com).

**BROOMFIELD IS THE 5TH FASTEST GROWING COUNTY NATIONALLY IN 2015 AND 1ST IN COLORADO**  
U.S. Census Bureau

**IN 2015 BROOMFIELD WAS THE 9TH FASTEST GROWING CITY IN THE US**  
U.S. Census Bureau



The history of atmospheric research exhibit at the National Center for Atmospheric Research Mesa Laboratory in Boulder  
 Photo by Dan Powers

with the labs. Additionally, 53 percent of these employees have earned master's degrees or higher.

### EASE OF ACCESS

Powers says Colorado's research labs "create reports and have ongoing projects that are meant to be shared with the public and industry leaders as a resource. The labs have concerns that this is often unknown or underappreciated."

For example, NOAA works with several private-sector vendors and companies to commercialize research. And NREL has a staff member dedicated solely to small businesses to make opportunities known, and who works to make things as easy as possible when dealing with federal government protocols.

This includes access to federal machinery and equipment. SkyFuel Inc. is a provider of solar field solutions for advanced parabolic trough projects. Located in Arvada, the company is within proximity to NREL and its specialized test and measurement equipment. This access helped accelerate the company's path to product commercialization, said Randy Gee, chief technology officer, SkyFuel, in a statement regarding the 2013 economic impact study.

OPXBIO is a bio-based chemical products company developing products to replace petroleum-based ones. It partnered with NREL in 2010, and has raised more than \$50 million in equity investments and project funding since 2010. The company has conducted projects for the Advanced Research Projects Agency-Energy, which allowed it to perfect its efficiency directed genome engineering technology. In 2015, Cargill purchased OPXBIO's fermentation-based processes and systems in order to enhance its biotech offerings.

The opportunity to conduct face-to-face meetings with researchers from the labs "is exponential in its benefits," Powers says. "These meetings also lead very frequently to the introduction of folks within the research university realm."

Colorado's higher education system includes the University of Colorado, Colorado State University and the Colorado School of Mines, among others.

The state's science and technology ecosystem also includes institutional ventures between the federal labs and the state's research universities, such as the Cooperative Institute for Research



# COLORADO RANKS

# No. 4


## in the nation in terms of the number of federal labs, and No. 7 for federal laboratories per capita.

Source: Colorado Economic Impact Study: Economic and Fiscal Impacts of Federally Funded Research Facilities in Colorado, FY 2011-2013.

and Environmental Sciences, a partnership between NOAA and the University of Colorado.

### THE PLENTIFUL PIPELINE

The research universities and the federal labs form the foundation of a highly skilled talent base for science and technology activities. Colorado is home to numerous companies started by researchers who left the federal labs to start their own ventures, including High Precision Devices, started by former NIST scientist Bill Hollander. Powers says the company is one of the long-running examples of commercialization and integration within the labs.

What's more, "The decades long relationship that the main labs have with our research universities has been a powerful source of a highly educated workforce in various fields of study," Powers says. He adds, companies that work with the labs find they are an invaluable resource to help set their activities apart from their competitors who don't have access to such resources. "Boulder is the microcosm. Colorado more broadly — at least within the ecosystems of the labs — has something different than other parts of the country," Powers says. 

Join Us in

# *the Capital of the Plains*

*City of Choice for Ourselves  
and Future Generations  
Beautiful, Clean, Safe*



**FORT  
MORGAN**

PEOPLE • PARTNERSHIP • PROGRESS

**Josh Miller**

**970.370.6563**

[jmiller@cityoffortmorgan.com](mailto:jmiller@cityoffortmorgan.com)

[cityoffortmorgan.com](http://cityoffortmorgan.com)





With more than 54 million passengers traveling through the airport each year, Denver International Airport is the primary economic engine for Colorado, generating more than \$26 billion for the region annually. A new rail line from Downtown Denver made its debut in April 2016.

Photo courtesy of Denver International Airport





# Smarter by the Day

More transportation options mean more opportunity for moving the Colorado economy.

by ADAM BRUNS

It's true on the micro and macro levels: Colorado's logistics network moves more than product. It's making life easier, healthier and more prosperous for humans too.

At the smallest vehicle level, two of the top six US cities by percentage of people biking to work are Boulder (No. 2) and Fort Collins (No. 6). At the largest, Denver International Airport is the nation's fifth busiest, with nonstop international service growing every day, most recently with a new flight to Montreal and a restored flight to Munich. DIA had its busiest March in the airport's history in

**Colorado is home to  
14 freight railroads  
operating on more than  
2,660 miles of track,  
including Class I's Burlington Northern Santa Fe &  
Union Pacific, which together own and operate on  
more than 2,000 miles  
of track in the state.  
Nearly one-fourth of all freight handled  
in Colorado is moved via rail.**

2016 with about 4.7 million passengers, led in part by 5-percent growth in international passengers. It was the seventh consecutive month of record-setting passenger traffic.

Colorado's robust system of 76 public use airports — including Denver International Airport — generates \$36.7 billion in economic output annually. The network includes smaller complexes such as Grand Junction Regional Airport out west, where West Star Aviation, operator of a major aircraft maintenance and repair operation (MRO), just completed a \$9.5-million paint hangar that added 38 jobs, bringing its total payroll on site to 400. The facility services private and corporate aircraft

from around the world, and just received approval from the Civil Aviation Administration of China allowing overhaul and repair work on aircraft from that country. West Star's national network also includes Colorado maintenance operations in Aspen, and at Centennial Airport in Englewood, also known as the headquarters of national air ambulance company Air Methods.

Those airports are among 13 in the state that are part of the Colorado Office of Economic Development and International Trade's Aviation Development Zone program, which allows MRO and aircraft manufacturing companies investing in the zone to receive a state income tax credit of \$1,200 per net new employee hired.





The addition of a new \$9.5-million paint shop brings total employment at MRO operator West Star Aviation's facility in Grand Junction to 400.

Photo courtesy of West Star Aviation

## ANOTHER SPOKE IN THE WHEEL

Want to get from your bike to a flight? Then board the latest jewel in Greater Denver's growing transit system, the University of Colorado A Line, ferrying passengers along the 23 miles between the airport and vibrant downtown Denver. It's just the latest in transit-oriented innovation from the area's Regional Transportation District system.

The A Line — whose university moniker is the first instance of the RTD's new corporate sponsorship program — includes a eight stations connecting millions of travelers each year with communities along the I-70 corridor and with future developments both on and off airport property.

"Denver is now one of fewer than 20 cities in the United States that can claim direct rail connection from downtown to the airport, and there is not an easier link from a rail station to an airport terminal in America," said Kim Day, CEO of DIA, at the grand opening. "Our

geographic location mid-country, coupled with our stunning new Westin hotel and our open-air plaza, further DEN's reputation as one of the world's premier international hubs. The opening of the University of Colorado A Line only adds to our global appeal and economic prowess."

"This game-changing rail line is now a reality," said Denver Mayor Michael B. Hancock, "and setting the stage to transform our smart, progressive region into a truly interconnected, multimodal powerhouse on a global level." One of that network's nodes is rising at RTD's 61st and Peña station, where a 400-acre transit-oriented development will be anchored by Panasonic Enterprise Solutions' solar systems, battery storage technology and audio-video solutions business. With an estimated economic impact of \$82 million annually, Panasonic also is working with private developer L.C. Fulenwider to create a sustainable smart town design for the surrounding property. 



Photo by Heather Overman

There's something for everyone in Colorado.

by CRYSTAL VILLARREAL

**P**eople all over the world travel to Colorado to partake in the natural beauty, historic sites and cultural heritage of a state known for its geographic and geological diversity. While the main driving factor behind travel to Colorado is sports and recreation, tourists also make their way to this state to partake in arts and culture. Cathy Ritter, director, Colorado Tourism Office, shares why Colorado is an ideal travel destination.

#### How does tourism impact the Colorado economy?

**CATHY RITTER:** The tourism industry is one of the largest industries in Colorado. It's responsible for more than 155,000 jobs. The tourism industry

also generates \$18.6 billion in spending every year. It also generates tax revenue. In 2014, the finding was that we generate \$1.1 billion in state and local tax revenues. To make up that amount, every Coloradan would have to pay an additional \$200 a year in taxes.

Forty-four percent of our overnight stays are generated by the city of Denver. Denver has become a major travel destination. It was recently named in the 12 most popular destination for meetings and conventions nationwide. It generates a lot of business travel as well as leisure travel. It's basically the economic center of the state, and the Denver International Airport serves as the gateway airport for international travel for a large portion of the western states around Colorado.





“There is a special attitude that comes from living with all this outdoor beauty. **There’s a spirit in Colorado where people are very non-judgmental. They’re open to experience, and they’re really open to enjoying life in whatever form that takes.**”

— Cathy Ritter, Director, Colorado Tourism Office

There are other destinations throughout the state that generate a significant number of stays during ski season. Vail and Aspen are known across the world as major ski destinations. In addition to those, we have 23 other ski resorts in the state that generate local, national and international travel. I believe the department of transportation study shows that 10 percent of the travel to ski resorts is local and the rest is tourist.

### Which areas of the state attract the most tourists, and why?

**RITTER:** Colorado is such a popular ski destination that we’ve coined the phrase “America’s Best Skiing.” It not only has extraordinary snow because of the lofty height of our Colorado Mountains, but we also offer great diversity in ski experiences. So we have everything from luxury ski resorts to glade skiing — actually skiing through trees. The state’s best glade skiing is at Powderhorn [on the Grand Mesa in Western Colorado].

Colorado has the highest peaks of the Rocky Mountain Range including all the way up to Canada. That’s why we get that powdery, champagne snow that is coveted by skiers around the world. We call those mountains that are in excess of 14,000 feet “fourteeners,” and there are 58 fourteeners in the state. People enjoy counting up how many fourteeners they’ve summited — not just skiers, but hikers and backpackers as well.

Our main attractions for travelers these days are our 26 national scenic byways. Those are national designated, extraordinarily scenic roads. Culture and heritage is another key driver for us. Scenic drives, state and national parks, historic sites, and hiking and backpacking are the primary reasons that visitors choose Colorado.

We have four national parks. The national parks are celebrating their centennial anniversary,

their 100-year anniversary, this year as a designation of the national park system.

Each park is extremely different, which I always use as a great example of the different outdoor experiences you can find in our state. So there’s Rocky Mountain National Park, which has become the third most visited national park in the country. That is about 90 minutes northwest of Denver, and offers hiking, the Alpine Tundra, beautiful Alpine Lakes, hiking experiences and a wealth of animals, including large animals like big-horned sheep, elk and moose. There’s a high probability that you can spot some of this wildlife in that park.

Going south, there’s the Great Sand Dunes National Park that is near Alamosa. It is home to these extraordinary sand dunes that are basically swept against the base of the mountain range over millennia from the floor of an ancient sea. When you look at these sand dunes it looks like you could be in the Sahara, except for the mountain range behind you. People enjoy hiking the dunes; they sand board and sled.

Then we have the Black Canyon of The Gunnison National Park. It features billion-year-old rock that has been carved to the depth of a half mile by the Gunnison River. It is one of two International Dark Sky Parks in the state [the other is Canyonlands National Park].

The last park is Mesa Verde, which is in the southwestern corner of the state, and that is the only national park focused on humanity. It features the ruins of cliff dwelling Pueblo Indians who lived in that area from the sixth century to the 12th century A.D. They built homes in the cliffs, and these homes are incredibly well-preserved — you can hike with a guide in those areas and see how native people lived centuries ago. These four national parks drive a lot of our travel in the state. We also have a wonderful collection of state parks to go along with that.



Photo by Heather Overman

### Why should someone choose Colorado to vacation?

**RITTER:** I always tell people that Colorado really offers the best of all worlds — that you can go places and see extraordinary views throughout the state and feel like you're in the middle of nowhere, but you're never truly in the middle of nowhere. You're never very far from a wonderful place to stay, a fabulous meal, interesting things to see and do, great shopping, wonderful farm-to-table restaurants. Colorado really has it all. The other thing that has become the reason why people visit us is we have the largest number of craft breweries in the nation. We have a regulatory environment that is very favorable to small producers. So there has been this explosion of craft breweries throughout our state. We have a beer map to help people navigate their way through one community after another that offers homegrown craft brew.

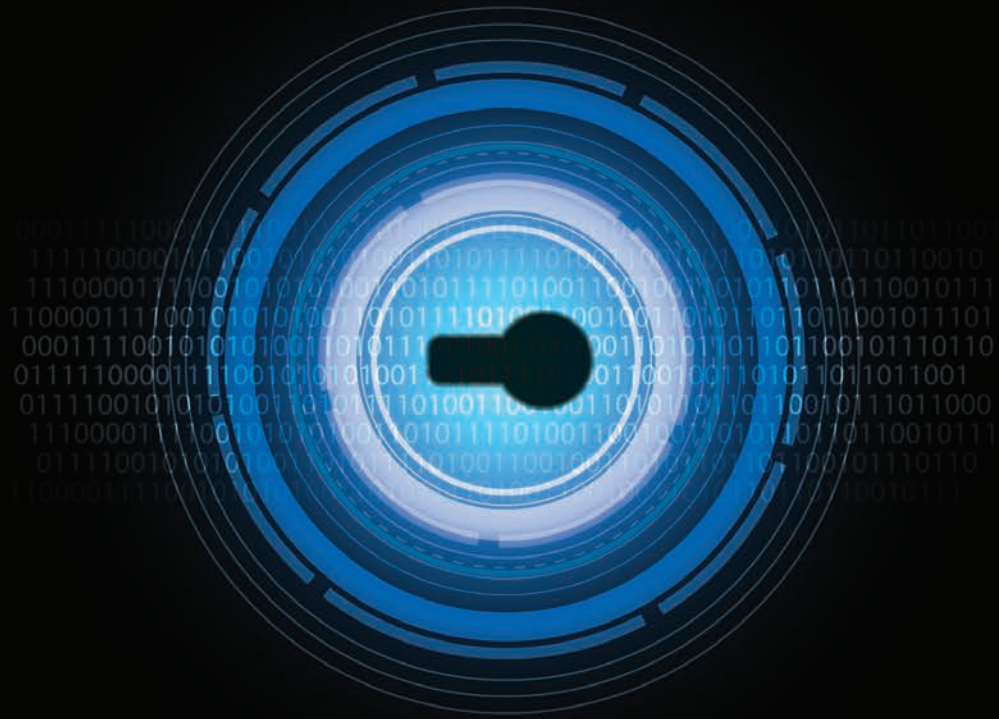
We also have a number of small batch distillers who together help create, and are a part of, our very interesting food scene that is available throughout the state. People don't think of Colorado as an agricultural state,

but we also grow a lot of products that have developed their own reputation, including Pueblo chiles and Palisade peaches. The Grand Valley in the western part of our state is becoming known for wine production. That makes for a fun experience too. It's a great experience to bicycle through the vineyards, go to the tasting rooms and experience the incredible views of the Grand Mesa. There is truly spectacular scenery around every corner in Colorado. Virtually any way you can think of to experience the outdoors is available in Colorado.

### What is it like to live and work in Colorado?

**RITTER:** For some people it's a thin line, because many people move here because of the lifestyle. Companies locate here because of the lifestyle that not only CEOs enjoy but can offer to their workforces. It's a place where people work hard and play hard and value the outdoor experience. There is a special attitude that comes from living with all this outdoor beauty. There's a spirit in Colorado where people are very non-judgmental. They're open to experience, and they're really open to enjoying life in whatever form that takes. 🍷





# Mission Critical

by ADAM BRUNS

Cybersecurity is a leading global issue. Colorado's growing cluster aims to provide solutions.



“If you know your enemy and know your network, you need not fear the rest.” Those words adorn the wall at the Colorado Springs headquarters of root9B, where Colorado Governor John Hickenlooper on May 20, 2016, signed into law the Colorado Cybersecurity Initiative. The day before, root9B was named No. 1 on Cybersecurity 500’s list of World’s Hottest Security Companies.

The new measure aims to create a National Cyber Intelligence Center (NCIC) on the campus of the University of Colorado - Colorado Springs. Gov. Hickenlooper said the area was chosen because of its “impressive concentration of assets, private sector interest and connection to the University of Colorado - Colorado Springs’ (UCCS) cybersecurity program,” and the fact that the region already had a “highly qualified workforce already plugged into this burgeoning industry.”

According to one estimate, more than 100 cyber-related defense and commercial firms are located in the Springs. One of them is Braxton Technologies, recently acquired by fellow Springs denizen O’Neil Group Co. O’Neil alone now has 23 companies and properties in its stable, which together have an average salary of more than \$80,000 and 25-percent annual job growth.

O’Neil also now owns five buildings downtown that it’s renovating for more new jobs, forming what it calls a Catalyst Campus for innovation around the former site of a railroad depot.

“I have said often that Colorado Springs has what it takes to become the cybersecurity capital of the nation,” said Colorado Springs Mayor John Suthers at the governor’s announcement. “With our concentration of technological experts, both military and civilian, our outstanding educational institutions in UCCS and the Air Force Academy and our available workforce, we are ready to embrace this opportunity and look forward to the positive impact that such a designation will have on our city’s economic vitality.”

**SUBSTANTIAL AND SUSTAINABLE**

According to a UCCS white paper, the center will include a Cyber Research, Education and Training Center, a Cyber Institute and a rapid response center. It’s already attracted pledges of support from most major Colorado colleges and universities, as well as U.S. Military Academy West Point. Initial funding of \$8 million for the main building’s renovation is under consideration by the state legislature.

In comments in April during an update on



**Tom McConnell,**  
director of investment banking  
firm Headwaters MB and  
president of Colorado Cyber



the project, Mayor Suthers compared the NCIC's launch to the launch of the campus itself, when Hewlett-Packard co-founder David Packard said he would locate a plant in the area if a University of Colorado campus would open there too.

Industry leadership is at the heart of Colorado Cyber, a group of leaders from Colorado's emerging and established security companies that formed in May 2015. Its president is Tom McConnell, director of Denver-based investment banking firm Headwaters MB. A March 2016 report from the firm said the global cybersecurity market reached \$75 billion in 2015, with budgeted expenditures of \$14 billion in 2016 from the US government alone. The market is expected to reach \$170 billion by 2020, and Colorado is primed to get its share, he says in an interview.


"Denver and Colorado Springs may not be as well-known as areas such as Silicon Valley, but we more than match up with substantive resources and capabilities," he says. "Colorado has very significant governmental infrastructure in the region, which serves as a great resource for ideas, initiatives and talent for the private sector. In addition, cybersecurity has received strong support from Governor Hickenlooper and other elected officials, including US Senator Michael Bennet. We also have a number of

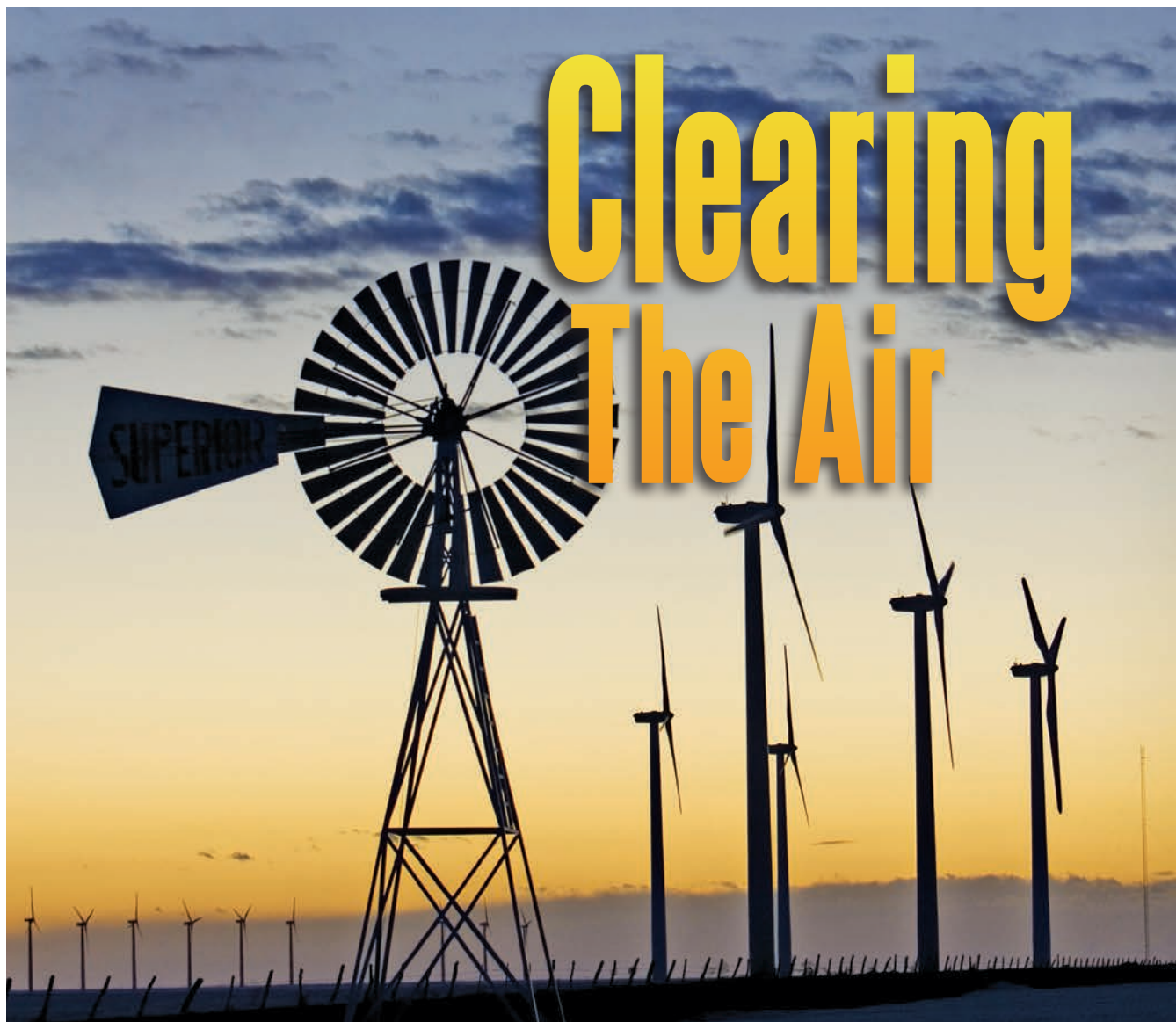
institutional capital providers with expertise in the area that are financially supporting Colorado cybersecurity companies."

As for talent, McConnell sees Colorado as a great match for tech-savvy millennials seeking "outstanding career opportunities and high quality of life. Those young professionals join a cybersecurity talent pool already deep with former military and public-sector employees, and increasing numbers of graduates from the state's growing number of programs targeting the cyber arena.

Meanwhile, organizations such as SecureSet are helping to increase private-sector educational opportunities to provide qualified candidates for the many job openings.

McConnell says while it might seem counter-intuitive to a security-sensitive sector, building relationships and connecting globally are essential.

"In today's global business climate, it is not possible to grow with an isolationist policy — the benefits clearly outweigh the risks to working with those from other countries," he says. "At Colorado Cyber, we believe in the importance of relationship-building, and try to help leaders reach across typical silos to share knowledge, ideas, and contacts." 



# Clearing The Air

A wind farm near Lamar is one of the nation's largest.

Photo by Matt Inden courtesy of Colorado Tourism Office

Colorado continues to invest into a variety of clean energy solutions.

by RON STARNER

When it comes to protecting the environment and guaranteeing a plethora of renewable energy resources, few states can match the track record of Colorado.

The first state to pass a voter-approved renewable energy standard, Colorado is well on its way to using 30 percent renewable energy by 2020. And the Clean Air Clean Jobs Act is improving Colorado's air quality by using clean-burning natural gas to generate electricity.

"In 2015, Colorado ranked fifth in the nation for wind power capacity additions," Colorado Gov. John Hickenlooper said recently. "An investment in the wind power industry and in wind projects generates new jobs, economic development in rural counties, and clean air benefits to all Coloradans."

Colorado currently generates 14.2 percent of its in-state electricity from wind power. The



“ We have been the number one wind power provider among all electric utilities in the country for the past 12 years running.”

— Alice Jackson, Regional Vice President, Rate and Regulatory Affairs, Xcel Energy

various wind projects in Colorado support 7,000 direct and indirect jobs, represent a total capital investment of \$5.5 billion, and make annual land lease payments of up to \$10 million.

Xcel Energy serves over 1.4 million electricity customers and about 1.35 million natural gas customers in Colorado. Increasingly, the utility is relying upon renewable energy to serve those clients.

“We have been the number one wind power provider among all electric utilities in the country for the past 12 years running,” says Alice Jackson, regional vice president for rate and regulatory affairs for Xcel Energy. “About 26 percent of our total energy portfolio is generated from renewable sources. We now have over 3,000 megawatts of wind capacity, and another 600 megawatts will come on line in the form of a new wind farm called Rush Creek on the Eastern Plains of Colorado.”

A \$1-billion investment, Rush Creek will be Colorado’s largest wind farm upon completion November of 2018. Xcel has contracted with Vestas Wind Systems, a Danish wind turbine manufacturer that operates four plants in Colorado, to supply 300 turbines for the project.

#### **SOLAR, BIOMASS PROJECTS HEAT UP**

“We also added 120 megawatts of solar power to our system with a new solar array near Pueblo,” says Jackson. “With the investment tax credit extended last year to 2020 and the declining cost curve for solar, we expect solar energy to be more cost-competitive moving forward.”

Xcel Energy also continues to invest into its hydro-electric and biomass generation resources, notes Jackson. “We need another 600 megawatts

or so of energy by 2023, and we are looking for a substantial portion of that to be sourced from renewables. Cleantech and renewables will evolve over the coming years, and Our Energy Future initiative was launched in January to ensure that.”

Investors at the local level in Colorado are also bullish on the future of renewables. Craig Harrison, president of Harrison Resource Corp. and founder of Niobrara Energy Development, launched the first hybrid energy park on some prairie land north of Denver. He bought 662 acres in the summer of 2010, and six years later Forbes magazine calls it the world’s largest planned microgrid — a utility-scale power grid that generates its own power and can operate independently from the main grid.

The idea is to create secure power for mission-critical facilities like data centers, hospitals, military installations and other sensitive operations.

“This park is located next to one of the three largest reserves of natural gas in America,” says Harrison. “And this past year we increased the water yield to the project by 70 percent. That could allow development of a full-scale natural gas power plant on site.”

In fact, notes Harrison, “I originally selected the site to be ready for the upcoming boom in horizontal oil and gas drilling. It started out as an oil and gas industrial park. This could be one of the most secure sites for power in America.”

Harrison says other executives should join him by investing in Colorado. “They won’t find another spot in the country that is more affordable or offers a higher quality of life for themselves and their workers,” he says. “I have been here for about 40 years, and I don’t plan on leaving.”



Colorado solidifies its position as a top destination for financial services companies.

by RACHEL DURAN





**Gusto founders (from left) Eddie Kim, Josh Reeves and Tomer London stand in front of a shoe cubby. Employees can be found in the office wearing “Gusto” brand socks, a nod to when the founders worked out of home-based offices.**

Photo courtesy of Gusto

# Hit the Ground *Running*

**C**olorado’s Front Range bills itself as the “Wall Street of the West,” one of the few financial centers outside of the US Northeast that feature three key financial services segments: banking and finance, investments and insurance.

But economic development officials know there are assets missing from the network, such as the presence of a foreign bank that would capitalize on the investments from international companies, says Sam Bailey, senior manager, business development, Colorado Office of Economic Development and International Trade (OEDIT).

Financial services firms find a Colorado location offers the ability to balance life and work, as well as benefit from a deep pool of highly educated workers, and favorable costs for business and housing. What’s more, companies transition successfully and get moving quickly, Bailey adds.

Connectivity is an important factor for financial services companies. Executives are not only looking at the business climate but also investments in infrastructure such as biking lanes and public transportation.

The FasTracks light rail system has been a welcome addition to Denver’s business climate, creating connectivity that cities such as Chicago and New York City have had for years. Bailey says companies discuss the advantages of the light rail system, pointing out the ease of access from downtown to Denver International Airport, for example.

## **THE ABILITY TO SCALE**

These assets play a role in attracting investments. A major site selection project win for Colorado is Partners Group. The company’s decision further positions the state as a global competitor for financial services companies. Bailey says the company, which has European

roots, had major operations and a headquarters in San Francisco, and offices in New York.

Partners Group was initially looking to create 150 jobs in Colorado; the company's officials eventually decided to consolidate their headquarters and North American operations in the state.

Another expansion comes from Fidelity Investments, which has plans to add 400 new jobs at its Greenwood facility, Bailey says.

Another company, OnDeck Capital Inc., a small business lending organization based out of New York, made its first significant investment outside of New York in 2012, establishing 200 jobs in downtown Denver. Bailey says in September 2013 the company announced it would add another 400 jobs to its Colorado workforce. "Their ability to scale has really been driven by the young, educated workforce.

"In that same frame," Bailey continues, "are companies like Gusto, formerly known as Zen Payroll, which started in San Francisco." The company focuses on optimizing the legacy industry of payroll, HR and other benefits through cloud-based formats.

Gusto plans to create 1,750 jobs in Denver during the next eight years, Bailey says. In Denver, Gusto's executives have found a location that will allow them to foster the company's culture.

"After an extensive search, we selected Denver because of a variety of reasons," says Rachel Kim, spokesperson, Gusto. "People in Denver had aligned values and this would allow us to have culture continuity between our two offices."

No. 1

Denver ranked America's best place to do business

Forbes 2015

No. 1

Denver rated as the best place to live in the US

US News and World Report, 2016

No. 1

US for Economic Success (Denver)

US News and World Report, 2016

No. 4

Best state to make a living

Source: Moneyrates.com, 2014

No. 1

Most Active State (Denver)

US News and World Report, 2016

Gusto's executives were also attracted to the vibrant entrepreneur community in Denver, as well as the public transportation infrastructure. "We are located right near the Tabor Center downtown, making the commute incredibly easy for the team," Kim says.

Bailey points out that in addition to a progressive business climate, Gusto's officials also found that companies such as Charles Schwab Corp. have been able to scale successfully in a


market where people want to be. "We have a highly educated workforce. People are moving here," he says.

Charles Schwab continues to make investments in Lone Tree, and will soon be the company's largest employment center. In addition to investments in its new 47-acre campus, the company has formed a relationship with the University of Colorado-Denver for a financial services curriculum. They want to create

a pipeline of talent, whether it is for Schwab or other financial services companies.

The presence of more financial services firms in the state has created more entry-level opportunities so talent can get a start in the industry.

Gusto's Kim said the company's aim is to create one team across two offices [Denver and San Francisco], and as such, they will be hiring for all roles in Denver.

An added benefit of doing business in Colorado is the state's quality of life. "Our founders really like that everyone at our company have time for introspection, and liked the accessibility to hiking and skiing," says Kim. 





# GEARED FOR SUCCESS

by RACHEL DURAN

Funding mechanisms give companies the push they need while retaining manufacturing activities.

**T**he establishment of the Advanced Industries Accelerator Grant programs is making a major difference in the Colorado's manufacturing cluster. According to data from April 2016, in three years, the programs have awarded 227 organizations \$35.4 million with the goal of creating a strong manufacturing ecosystem and increasing the state's global competitiveness.

Grants are awarded to qualifying companies in the categories of early-stage capital and retention, proof of concept and infrastructure projects.

state, contributing \$16.3 billion in annual economic output, according to the Colorado Office of Economic Development and International Trade (OEDIT). Major employers include Ball Aerospace, Cargill, IBM, JBS USA, MillerCoors Brewing Co., Terumo BTC and Vestas, among others.

#### **ENTIRE SECTOR BENEFITS**

The Advanced Industries Accelerator Grants provide a boost to manufacturing companies in the state by driving innovation, accelerating commercialization, and encouraging public and private partnerships.

## **The U.S. Department of Energy's National Renewable Energy Laboratory in Golden is its only laboratory committed to the research, development, commercialization, and deployment of renewable energy and energy efficiency.**

Colorado's advanced industries cluster consists of seven industry segments:

- Advanced manufacturing
- Aerospace
- Bioscience
- Electronics
- Energy, natural resources and clean tech
- Infrastructure engineering
- Technology and information

According to COEcon Collaborative Economics, Colorado is home to more than 5,900 manufacturers; 120,000 manufacturing industry jobs; and by 2022, Colorado expects to add 7,000 new production jobs. The manufacturing industry is diverse and distributed throughout the

“What we are able to do through our funding is position companies to scale their companies, which furthers them along so they are attractive to venture capitalists or angel investors,” says Katie Woslager, senior manager, advanced industries, Colorado OEDIT. “They can stay in Colorado and grow the company here versus leaving and going to another state.”

Woslager says one of the state's largest funded programs was through the infrastructure funding grant, which went toward a project that brought industry stakeholders together to form a 3-D metal printing research consortium.

The consortium, spearheaded by Manufacturer's Edge (the state's Manufacturing Extension Partnership), and operating out of



## Bioscience, clean technologies, environmental engineering, aerospace, and atmospheric sciences are examples of the major industry sectors that benefit from Colorado's research universities and federal laboratories.

the Colorado School of Mines, was awarded \$2.5 million to help build the infrastructure that enables 3-D metals printing standardization and qualification for businesses of all sizes, according to an OEDIT statement. The consortium also includes Ball Aerospace, Lockheed Martin and Fauston Tool. An R&D center will be built at the School of Mines, dedicated to applied research and creating an open source database.

The open source database will be shared with different networks throughout the country, Woslager says. "What is unique is that industry really helped support the project," she says. Lockheed Martin could undertake a project like this itself, but the information would be proprietary and not open source. "This shifts the model; this is something that can be shared," Woslager says. "Ideas and challenges can be shared and solved openly."


Lockheed Martin is investing \$3.1 million in the initiative; Ball Aerospace will invest \$500,000; and Fauston Tool will invest \$900,000 toward the initiative. The Colorado School of Mines is contributing \$1

million toward the effort.

Woslager says the consortium's efforts speak to the paradigm shift taking place in the manufacturing sector. "Obviously, it [3-D printing] will be disruptive to the industry, which it has been to some extent, and will give Colorado a big leverage point so that private industry can participate in that initiative."

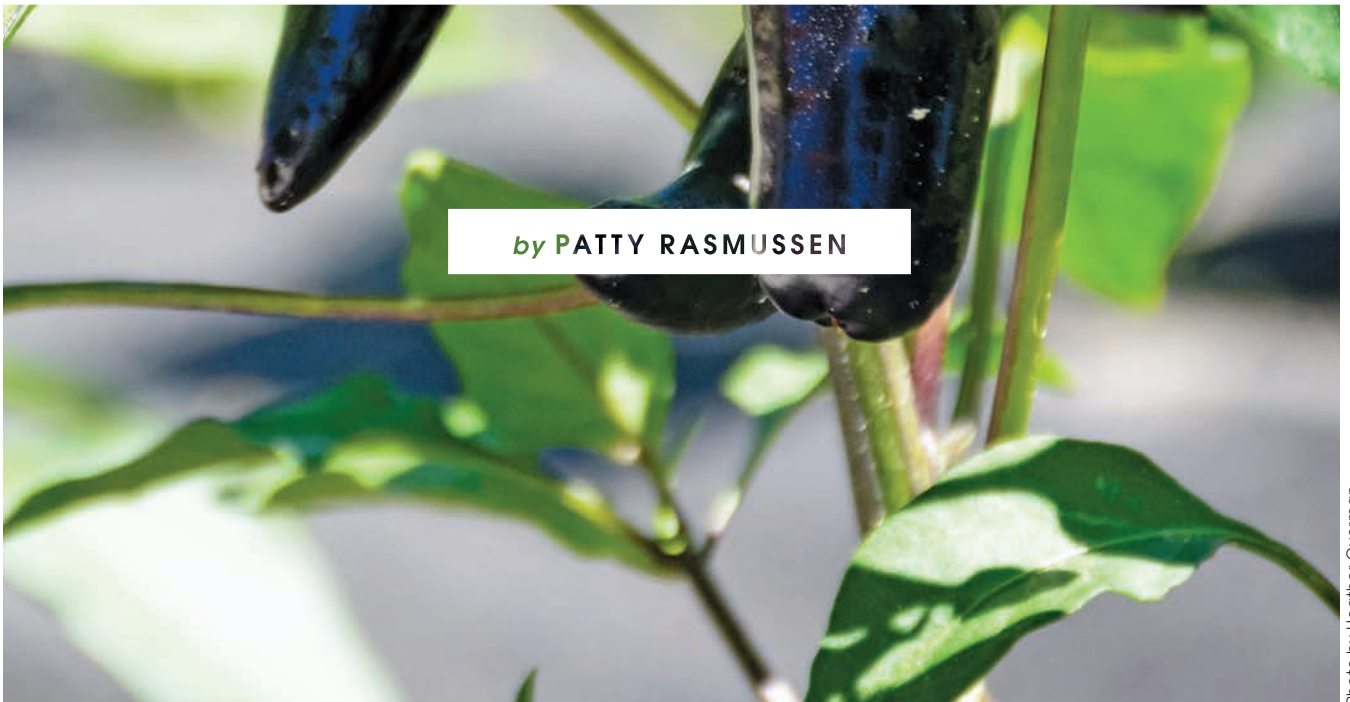
### OPPORTUNITIES PRESENT THEMSELVES

Novel technologies taking place at companies in the recently created outdoor recreation division at OEDIT present areas of opportunity. Woslager says economic development officials recognize that although these companies may be classified in the creative industry sector, their manufacturing processes in building bike frames and ski equipment, for example, present opportunities for the state's advanced industries ecosystem.

"Our opportunities are allowing companies to stay here in Colorado versus leaving or moving their manufacturing processes overseas," she says. 



# The Colorado Culture



by PATTY RASMUSSEN

Chiles grow at Musso Farms in Pueblo.

Photo by Heather Overman



## The innovation ethos fuels growth in a high-growth food production sector.

**C**olorado is a leader in the agriculture and food processing industry, especially in the burgeoning organic sector. According to the 2015 State Agriculture Overview, Colorado is home to more than 34,000 farms or ranches with more than 31.7 million acres devoted to farm operations. Colorado ranchers raised more than 770,000 beef cattle and 148,000 dairy cattle. The state is third in the nation in sheep production.

The state's agriculture industry contributes more than \$41 billion to Colorado's overall economy. Food, beverage and other agriculture products are exported to more than 130 countries. Even the products made by companies like Celestial Seasonings, a tea company founded in Boulder, seem to embody the Colorado ethos of nature and beauty.

### **BLAZING A HEALTH FOODS TRAIL**

Denver-based WhiteWave Foods Company would like to become the

cream in your coffee. Or, they'd like to sell it to you. The global food manufacturer with more than 5,000 employees and production facilities throughout North America and Europe is the parent company of International Delight coffee creamer and the contract manufacturer of Land O' Lakes Half and Half and Mini Moos. The company is a giant in the healthy, plant-based foods sector with brands like Silk, So Delicious, Alpro and Vega. In addition to its corporate headquarters in Denver, the company's North American division headquarters is based in Broomfield and Technical Innovation Center in Louisville, both cities north of Denver.

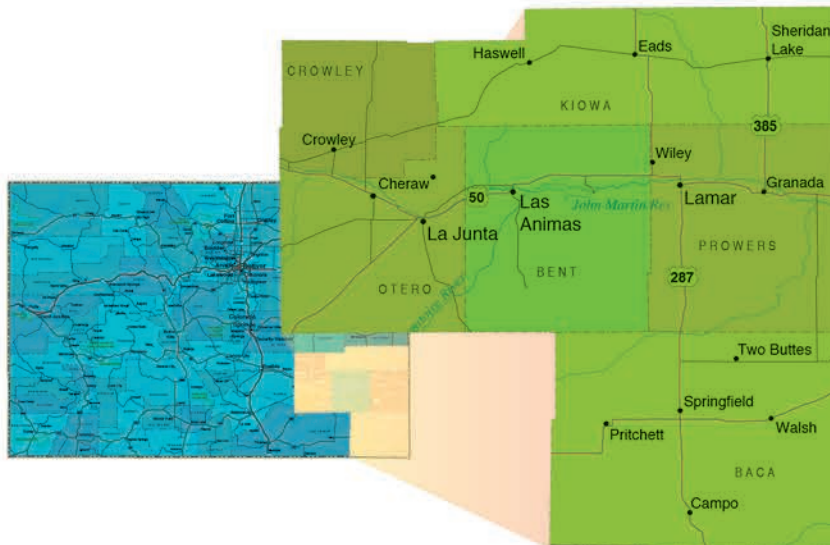
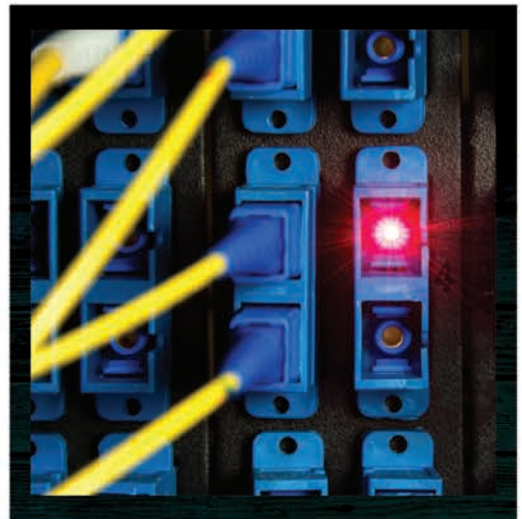
A number of factors come into play with WhiteWave's decision to locate its leadership in Colorado, "not the least of which is the fact that our Silk brand was founded in Boulder," says Matt Hargarten, director of communications at WhiteWave. Hargarten says Colorado has a long history of

# Fiber to Fiber, SOUTHEAST COLORADO HAS IT ALL



- Shovel ready industrial park with 1500 acres
- Gigabit city - Triple Redundancy
- Growing Manufacturing sector
- Low Cost of doing business
- Retail and Healthcare hub
- State and Local Incentives available

Ryan Stevens • 719-671-9499  
[www.lajuntaeconomicdevelopment.com](http://www.lajuntaeconomicdevelopment.com)



- Coalition of 6 counties in Southeast Colorado
- 2 Community Colleges
- Access to Hwy 287, 50, 96
- Rail Access
- Gigabyte Region
- Renewable Energy
- Regional Population 50,000
- Cost of Living: 20% below US avg. 32% below state avg.
- Agriculture, Healthcare, & Manufacturing



[www.sebrea.org](http://www.sebrea.org)  
719-292-1280





## BACA COUNTY ECONOMIC DEVELOPMENT



- Strategically located in 287/385 Ports to Plains Corridor connecting Mexico to Canada
- Affordable shovel ready mixed use site with 69 acres in Springfield
- Rail sites available
- Enterprise zone tax credits available
- Light Manufacturing
- Expanding Industrial Hemp Industry

Shelia Crane • 719-353-2244  
[www.bacacountyco.gov](http://www.bacacountyco.gov)



- SECED Business Assistance
- Revolving Loan Program
- Home Owner Assistance
- SE Colorado Enhanced Ent. Zone
- Energy Impact Tech Assistance
- Transportation Planning
- Workforce coordinating Council
- Serving Baca, Bent, Crowley, Kiowa, Otero, & Prowers Counties

[www.seced.net](http://www.seced.net)  
 719-336-3850

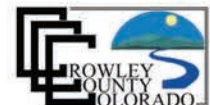






Photo by Matt Inden/Miles, courtesy of Colorado Tourism Office

Farm-fresh produce is available throughout the summer at farmer's markets and roadside stands throughout the state.

successful business formation and growth in the sustainable agriculture and food production sector. “This history allows us to tap into that infrastructure to share best practices and recruit best-in-class talent,” he adds.

Companies in the state are among the industry’s trailblazers in the organic, free-from and sustainable food production practices. At a time when consumers are demanding more accountability from food producers, Colorado companies like WhiteWave are leading the way rather than playing catch-up.

“Colorado has long been a state where new ideas and innovative thinking in the food industry are embraced and nurtured,”

says Hargarten. “We sponsor an organization called Naturally Boulder which links together innovative companies in the natural foods industry to share best practices, discuss issues

driver of why WhiteWave located within Colorado.”

The company routinely partners with Naturally Boulder to enhance workforce training in Boulder, and

works with state universities to guide curriculum development to advance innovation and growth of the food production sector. Hargarten says the state’s reputation is a workforce development boon.

“We believe the history of innovation in the natural foods industry has helped us recruit great talent from within Colorado,” he adds.

“What’s more, we find that

Colorado is an easy place to recruit outside talent to because of the great outdoor lifestyle and standard of living residents of Colorado enjoy.”



Photo courtesy of WhiteWave Foods Company

Silk, a popular non-dairy milk brand, is produced by WhiteWave Foods, a company based in Boulder.

of shared importance, and further nurture the business climate for food companies. This history and business climate for food companies was a main



# The Big Business of Beer

AN ICONIC COLORADO BEER HELPED CREATE THE STATE'S BILLION-DOLLAR INDUSTRY.

In 1873, Adolph Coors and Jacob Scheuler, both German immigrants, invested a combined \$20,000 to build their first brewery in Golden, Colorado. From those humble beginnings a mighty brewing empire was born. Today the Coors Brewing Company operates in a joint venture with the Miller Brewing Company as MillerCoors.

It's hard to believe but there was a time when Coors Banquet beer, in its distinctive tall aluminum can, could only be bought west

of the Mississippi. Back in the 1960s and 1970s, it wasn't unusual to hear of a couple of enterprising East Coast college kids turning weekend bootlegger — driving west, loading up their vehicle with as much Coors as possible and driving back to school to resell the brew. The practice was even immortalized in the 1977 movie *Smokey and the Bandit*.

By the end of the 1980s, however, Coors was available almost everywhere in the US. Today, Coors Banquet is still produced

at the original brewery in Golden, presumably still made — as the tagline says — using “pure Rocky Mountain spring water.”

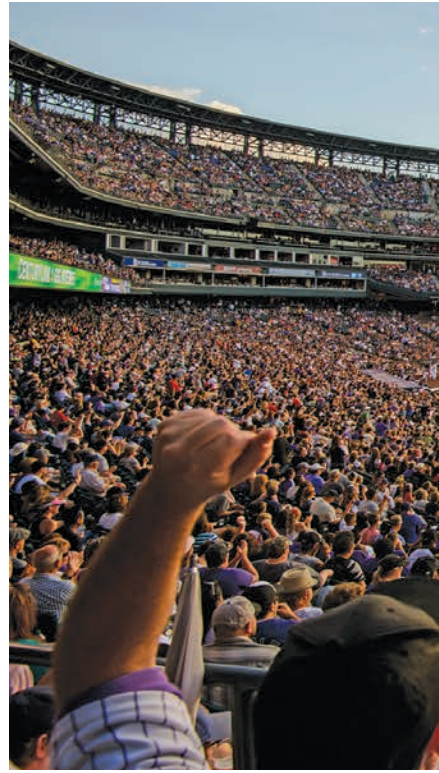
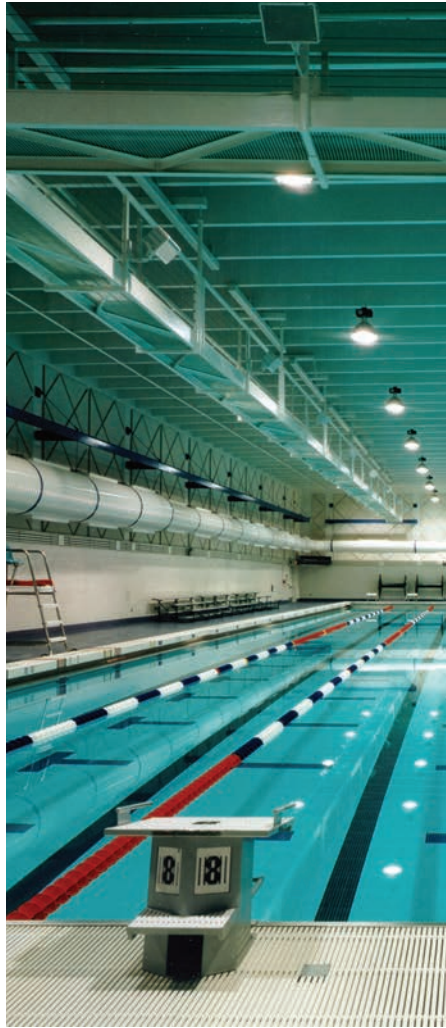
These days, Colorado is home to a thriving \$2.7-billion craft beer industry led by some of the most popular names in craft beer, including New Belgium Brewing, Oskar Blues and Left Hand Brewing. More than 100 beer festivals, including the Great American Beer Festival, will take place in Colorado in 2016.

— Patty Rasmussen



Photo by Heather Overman

A tasting flight at Equinox Brewing Company in Fort Collins.



# A Taste for Competition

by PATTY RASMUSSEN





**Denver Broncos mascot "Miles" takes the field before a game at Sports Authority Field.**

Photo by Eric Lars Bakke/  
Denver Broncos

**The US Olympic Training Center in Colorado Springs**

Photo courtesy of VisitCOS.com

**Dusk at Coors Field, home of the Colorado Rockies**

Photo courtesy of Colorado Rockies.

**Rodeos have been part of the sporting landscape since the earliest days of the state's history.**

Photo courtesy of Colorado Tourism Office/Matt Inden/Miles



Whether actively engaged or cheering from the sidelines, Coloradans savor the sporting life.

**H**ealthy, sports-centered living is a way of life in the Centennial State, but as much as they love hitting the slopes or trekking the trails, Coloradans also support athletics at every level of competition — from Olympic trials to NASCAR, rodeo riders or Super Bowl champs.

#### THE PROS KNOW

With a population of close to 3 million, metropolitan Denver has not one, not two, but five professional sports franchises, including the reigning NFL Super Bowl champions. In fact, the small-market Denver Broncos have won two Super Bowl championships behind two of the game's most famous quarterbacks, John Elway in 1993 and Peyton Manning in 2016, with their orange-clad fans cheering all the way.

Denver is also home to other teams who have seen playoff success through the seasons, including the Denver Nuggets NBA franchise, the Colorado Rockies Major League Baseball team and the NHL's Colorado Avalanche. One of the city's newest and professional teams with a fast-growing fan base is the Denver Rapids, a major league soccer club.

Other Colorado cities with professional sports teams include Grand Junction — home of the Grand Junction Rockies, a rookie ball affiliate of the Colorado Rockies — and Colorado Springs, home to the Colorado Springs Sky Sox, the Triple-A affiliate of the Milwaukee Brewers.

The economic impact of professional sports franchises is certainly influenced by the success of the team. After all, it's not just the locals buying game tickets, jerseys, beer and wings at the local tavern. City officials estimated that tourists alone spent approximately \$10 million when



the AFC Championship game was played in Denver in January 2016.

But a much longer-lasting impact is demonstrated by the revitalization of the Lower Downtown (LoDo) district of downtown Denver following the construction of Coors Field, home of the Colorado Rockies. The ballpark, which opened in 1995, served as both a catalyst and an anchor in downtown Denver, sparking commercial, residential and cultural redevelopment in the city that continues to this day.

### RANKED AMATEURS

The Olympics are typically considered the pinnacle of amateur athletics, and Colorado has a unique spot in US Olympic history. In 1894, the US Olympic Committee (USOC) was founded in Colorado Springs. After a long stint in New York City, the USOC moved the organization's headquarters back to Colorado Springs in 1978, and the city is considered the "Official Hometown of the USOC."

The USOC functions as the leadership and administrative arm of the US Olympic movement. The committee is designed to serve the nation's elite athletes competing at the highest level of global competition, whether in the Olympics, Paralympics or Pan American Games. Each particular Olympic sport has its own National Governing Body (NGB); there are 21 NGBs in Colorado Springs.


Situated on a 35-acre campus just minutes from downtown Colorado Springs is the US Olympic Training Center (USOTC). It is one of three such centers operated by the USOC, and

is considered the flagship center. The USOTC in Colorado Springs complex houses the national headquarters of two Olympic teams — USA Swimming and USA Shooting.

The campus includes practice and competition facilities for sports from fencing and modern pentathlon to swimming and taekwondo. The USOTC provides residence and dining halls, and a complete sports medicine and sport science center. Athletes, coaches and staff use the facility throughout the year.

A recent addition to the USOTC is a wind tunnel allowing the US cycling team to test the aerodynamics of the athlete's cycling suits and other hard equipment, like bike frames, wheels and helmets. The data from the wind tunnel analysis is used to personalize the athlete's suit, where possible, and also make posture corrections to enhance performance.

The economic impact of the USOC, NGB and USOTC on Colorado Springs and the surrounding area is substantial. The USOC has 361 employees with a payroll of \$31 million. The 21 NGBs employ 750, though not all live in Colorado Springs — some work remotely.

The presence of the USOC, NGB and USOTC has had a spillover effect on the region. Sports companies and other sports events have located in the area to take advantage of proximity to high-caliber athletes and training facilities. Tourists interested in seeing how and where Olympic athletes live and train are welcomed at USOTC. An estimated 130,000 visitors tour the Olympic Training Center in Colorado Springs annually, making the site among the top 10 tourist destinations in the region. 



# FROM THE TOP TO THE BOTTOM OF THE CENTENNIAL STATE



Photo by Heather Overman

Most people know that Colorado has a varied landscape and a wealth of natural beauty, but here are a few things about the state you might not have guessed.

by CRYSTAL VILLARREAL



They know how to brew a good beer. Colorado has more craft breweries per capita than any other state.



The state inspires songwriters. Katherine Lee Bates wrote “America the Beautiful” after gazing at the view from Pikes Peak.



The cheeseburger was born in Denver. Louis Ballast of the Humpty Dumpty Drive-In named his sandwich the cheeseburger.



The word “Colorado” means ‘colored’ or “colored red” in Spanish. The Colorado state was named after the Colorado River, which Spanish explorers named “Río Colorado” (meaning “colored river”) for the red silt the river carried from the mountains.



Pikes Peak Cog Railway is the highest cog railway train in the world. It runs on cog wheels and special track with “teeth” that allow the train to climb mountains.



The United States Air Force Academy is located in Colorado Springs.




Elk are plentiful. Colorado hosts the world’s largest elk herd in the wild.



Colorado has the highest mean altitude of all the states.



Colorado is the only state whose geological symbols reflect the national flag’s colors: red (rhodochrosite), white (yule marble), and blue (aquamarine). 

The Kit Carson County Carousel in Burlington dates back to 1905, making it the oldest wooden merry-go-round in the United States. It is the only wooden carousel in America that still has its original paint.



The world’s largest flat-top mountain is the Grand Mesa.

# Picture This

All photos by Heather Overman unless otherwise noted



**Pawnee Buttes are found in the northeast region of Colorado.**

Photo courtesy of Colorado Tourism Office/Andrea Golod/Miles



**Balloon Festival, Steamboat Springs**

Photo by Matt Inden/Weaver Multimedia Group





**A waterfall near the Maroon Bells**



**A hand-carved horse on the Kit Carson County Carousel in Burlington**

Photo courtesy of Colorado Tourism Office/Matt Inden/Miles

**Denver International Airport**







Town of Ouray and the San Juan Mountains



A view of the Mesa from Canyon Winds Cellars in Palisade



Aerial tram in Glenwood Springs





Garden of the Gods Visitor & Nature Center



Along Highway 160 in Southern Colorado



The 40-foot-tall Blue Bear at the Colorado Convention Center in Denver



A waterfall from the Million Dollar Highway in the San Juan Mountains



Trail through the Garden of the Gods Visitor & Nature Center





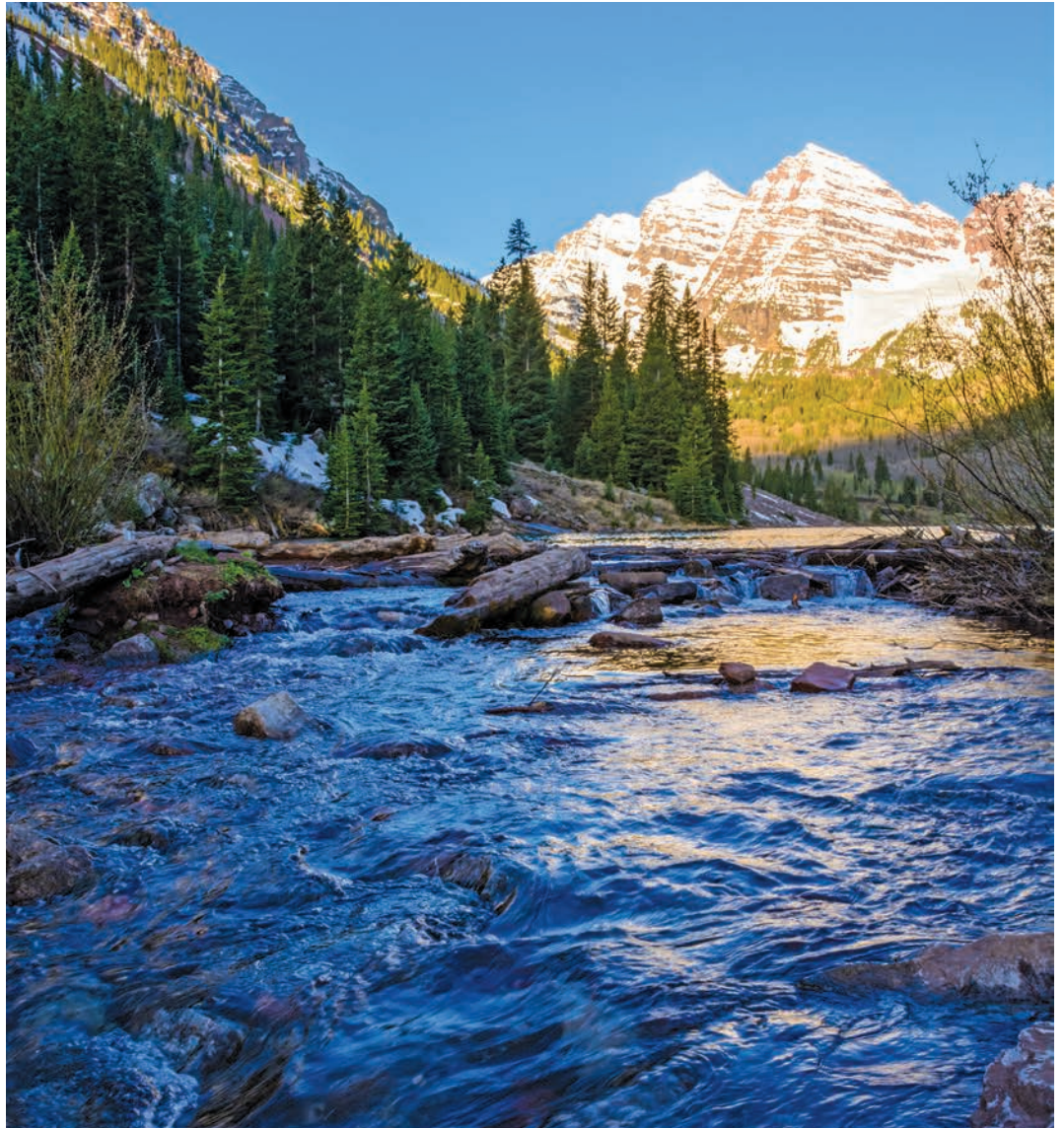
Downtown Fort Collins

The rock formations of the Colorado National Monument





Maroon Bells near Aspen



A Denver sunset





	PAGE
<b>Baca County Economic Development</b> . . . . .	104-105
<i>www.bacacountyco.gov</i>	
<b>Broomfield Economic Development</b> . . . . .	81
<i>www.investbroomfield.com</i>	
<b>City of Castle Pines</b> . . . . .	13
<i>www.castlepinesgov.com</i>	
<b>City of Fort Morgan</b> . . . . .	83
<i>www.cityoffortmorgan.com</i>	
<b>City of Glenwood Springs</b> . . . . .	7
<i>www.gwsco.gov</i>	
<b>City of Littleton</b> . . . . .	29
<i>www.littletongov.org</i>	
<b>Colorado Office of Economic Development and International Trade</b> . . . . .	BC
<i>www.advancecolorado.com</i>	
<b>Colorado Springs Regional Business Alliance</b> . . . . .	IFC-1
<i>www.coloradospringsbusinessalliance.com</i>	
<b>Grand Junction Economic Partnership</b> . . . . .	69, 71, 73, 75
<i>www.GrandValleyCO.com</i>	
<b>La Junta Economic Development</b> . . . . .	104-105
<i>www.lajuntaeconomicdevelopment.com</i>	
<b>Longmont Economic Development Partnership</b> . . . . .	79
<i>www.longmont.org</i>	
<b>Metro Denver Economic Development Corporation</b> . . . . .	120-IBC
<i>www.metrodenver.org</i>	
<b>Montrose Economic Development Corporation</b> . . . . .	17
<i>www.MontroseEDC.org/Success</i>	
<b>Prowers County Development, Inc.</b> . . . . .	4-5
<i>www.prowerscounty.net</i>	
<b>Pueblo Economic Development Corporation</b> . . . . .	Center Gatefold
<i>www.pedco.org</i>	
<b>San Luis Valley Development Resources Group</b> . . . . .	2-3
<i>www.slvdr.org</i>	
<b>Southeast Colorado Business Retention, Expansion and Attraction</b> . . . . .	104-105
<i>www.sebrea.org</i>	
<b>Southern Colorado Economic Development District</b> . . . . .	31
<i>www.scedd.com</i>	
<b>Southeast Colorado Enterprise Development</b> . . . . .	104-105
<i>www.seced.net</i>	
<b>Town of Erie</b> . . . . .	9, 49
<i>www.erieco.gov/economic_development</i>	
<b>Town of Parker</b> . . . . .	39
<i>www.parkerED.org</i>	
<b>Town of Superior</b> . . . . .	19
<i>www.superiorcolorado.gov</i>	
<b>Trinidad-Las Animas County Economic Development</b> . . . . .	24-25
<i>www.trinidad.co.gov</i>	
<b>Western Colorado Economic Alliance</b> . . . . .	10
<i>www.choosewesterncolorado.org</i>	

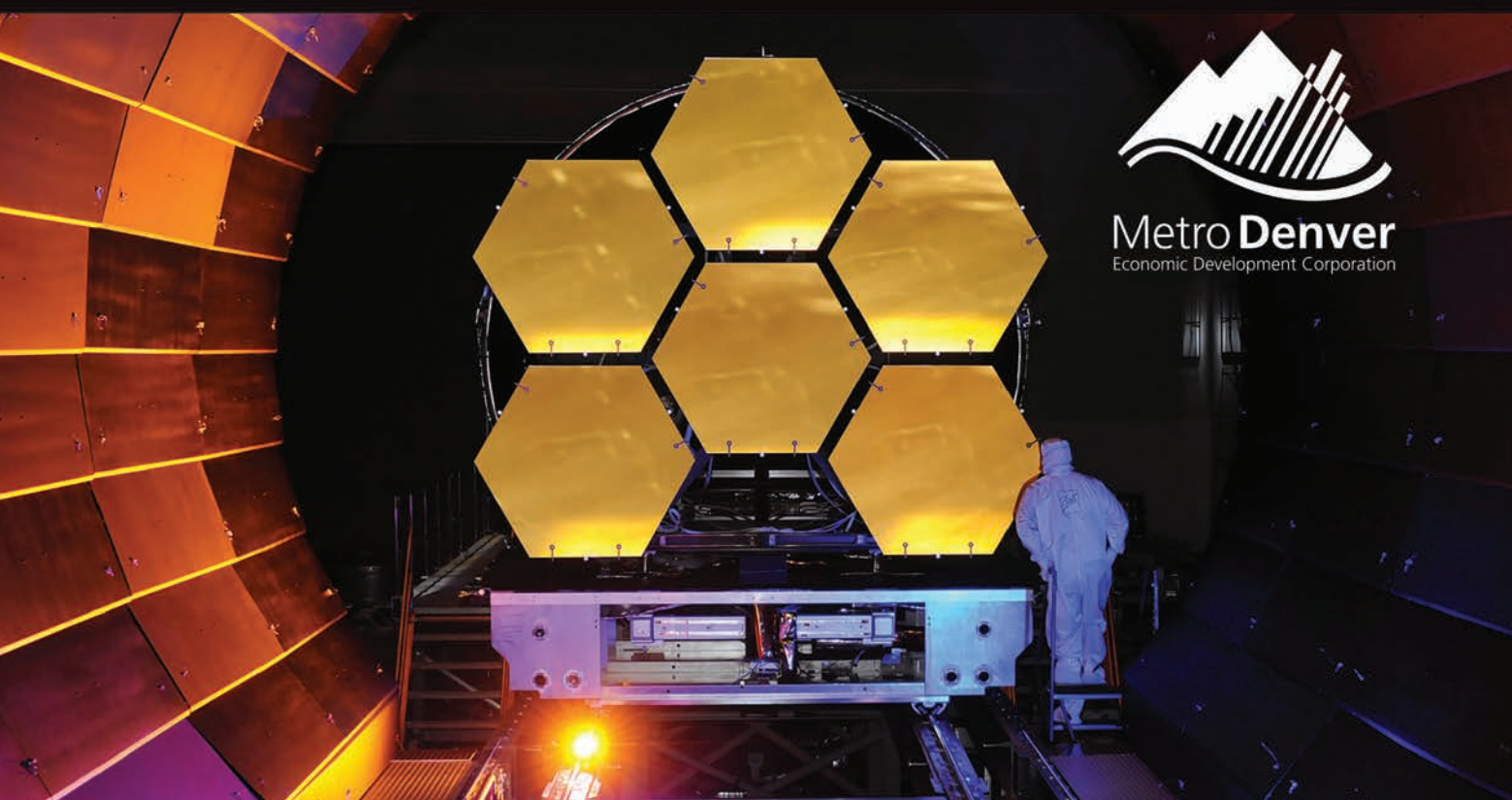


*charles* SCHWAB

"We couldn't wish for a better situated, more functional, and beautiful place to live and grow our business than the Metro Denver area."

— Kent Clark, Senior Vice President  
Charles Schwab & Co., Inc.

# ENERGETIC BODIES. ENERGETIC MINDS.



**Metro Denver**  
Economic Development Corporation



# MILE-HIGH VISION

The **Metro Denver** region, made up of the seven-county Metro Denver and two-county Northern Colorado area, checks every box your company might need to thrive—including a young, healthy, and highly educated workforce, affordable business costs, and a multimodal transit system built to support the region now and years from now. *In short, we're a true hub for the entire Rocky Mountain region.*



**No. 1 for Business & Careers**

- *Forbes, 2015*

**No. 1 City in the U.S. to Live**

- *U.S. News & World Report, 2016*

## AT A GLANCE

Population	<b>3.6 Million</b>
Population Growth Rate (2014-2015)	<b>1.9%</b>
Median Home Price (2015)	<b>\$339,300</b>
Median Age	<b>36.5</b>
Labor Force	<b>1.98 Million</b>
Average Wage	<b>\$58,400</b>
Bachelor's Degree & Higher	<b>41.3%</b>
Corporate Tax Rate	<b>4.63%</b>
Labor Status	<b>Modified Right-to-Work</b>



**"The strength of the economy in Colorado's state capital seems to have put it on everyone's list of top markets for 2016."**

— *Emerging Trends in Real Estate, United States and Canada 2016, ULI*



# WHO'S THRIVING IN METRO DENVER

## LEADING INDUSTRIES

Aerospace  
Aviation  
Beverage Production  
Bioscience  
Broadcasting  
& Telecom  
Energy  
Financial Services  
Healthcare & Wellness  
IT-Software

## FORTUNE 500 COMPANIES

Arrow Electronics  
DISH Network  
DaVita HealthCare  
Partners  
Liberty Interactive  
Ball Corporation  
Newmont Mining  
Level 3  
Communications  
Western Union  
CH2M



### Top State for Wind-Energy Manufacturing Jobs

- AWEA, 2016

### Arden Mills

"The Metro Denver area has a strong network of companies that support each other and support our industry. We were also highly impressed by Colorado State University's agriculture focus and research capabilities, so the Denver market made for a great choice for us to get collaborative and innovative with our young brand."

— Bill Stoufer, Chief Operating Officer,  
Arden Mills



### First Among Big Cities in Economic & Job Growth

- Area Development, 2015



### No. 1 Metro for Private Aerospace Jobs

- Development Research  
Partners, 2016



# ON THE FAST TRACK

It's possible to answer a region's living, breathing needs while addressing the unknowns ahead. A prime example: FasTracks, a multibillion dollar transit expansion that allows us to plan for Metro Denver's future transportation demands, today. The recent opening of the University of Colorado A Line—a 23-mile commuter rail moving visitors from Denver International Airport to the heart of downtown—underscores Metro Denver's role as the nation's leading model for smart growth.

## Panasonic

"Their deep commitment to sustainability and quality of life make Denver and the state of Colorado the perfect place for Panasonic Enterprise Solutions' home base."

— Jim Doyle, President,  
Panasonic Enterprise Solutions  
Company



## 2nd Most-Highly Educated State

- U.S. Census Bureau, 2015



## METRO DENVER CONSTRUCTION BOOM REACHES \$4.2 BILLION

MULTIFAMILY  
\$2B  
73 projects



INDUSTRIAL  
\$263.4M  
26 projects



HOTEL  
\$1B  
23 projects



OFFICE  
\$748.9M  
16 projects



**Metro Denver**  
Economic Development Corporation

1445 Market Street  
Denver, CO 80202

303.620.8092  
info@metrodenver.org

metrodenver.org

Source: CBRE Research, CBRE EA Dodge Pipeline, April 2016



# WHERE PASSION MEETS PURPOSE

THIS IS YOUR PLACE.

## COLORADO OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE

### SUPPORTING BUSINESS DEVELOPMENT AT EVERY LEVEL

- ▶ Business recruitment and retention services
- ▶ Business funding and incentive programs
- ▶ Minority owned business services
- ▶ Creative Industries
- ▶ Colorado Innovation Network
- ▶ Colorado International Trade Office
- ▶ Colorado Tourism Office
- ▶ Colorado Small Business Development Centers
- ▶ Colorado Office of Film, TV & Media
- ▶ Colorado Outdoor Recreation Industry Office

WHERE WORK COMES TO LIFE.

THIS PLACE IS COLORADO.

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

