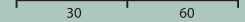


A well-diversified & productive industry-based region



COLORADO BLUEPRINT

A bottom-up approach to economic development



Regional Data

Examples of Largest Employers

- University of Colorado Health Systems
- JBS Swift
- Banner Health Systems
- Hewlett Packard
- State Farm Insurance Companies

Top 5 Key Industries by Employment

1. Health & Wellness
2. Advanced Manufacturing
3. Food & Agriculture
5. Energy & Natural Resources
4. Financial Services

Top 5 Regional Assets

- Higher education and research labs – CSU/UNC/FRCC/AIMS
- Water innovation
- Transportation
 - Rail capacity
 - Highways
 - GA airports
- Workforce
- Shovel-ready land

Where the Region would like to be in 5 years

- Leading the state in regional growth
- Innovation technology hotspot
- Increased capacity to attract business
- Innovation & utilization of natural resources

EXECUTIVE SUMMARY

The Northern Colorado region (Region 2) is a region of innovation, education and opportunity that encompasses Larimer and Weld Counties. Region 2 is located directly north of Metro Denver, with the Rocky Mountains to the west and Wyoming to the north. With affordable housing costs, low taxes, and a favorable business climate, the area is one of the fastest growing regions in the country. The area places an emphasis on innovation, entrepreneurship, and maintenance of its diverse and highly educated populous. One attraction for companies coming to the region is a base of prominent universities and community colleges.

The well-educated workforce and diverse employment base make Northern Colorado a prime area for business and industry growth. Northern Colorado's top industry clusters include agriculture, bio/life sciences, business services, energy, and manufacturing. Northern Colorado is also rich with cultural opportunities and outdoor recreation.

VISION

The Northern Colorado region's vision is to be a:

- World-class region recognized for a culture of innovation, and a spirit of enterprise and entrepreneurship
- Crossroads of diverse commerce, culture, recreation, and active lifestyle with one of the most dynamic and innovative economies

MISSION

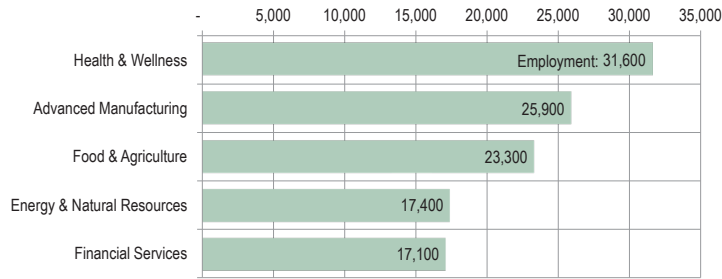
The Northern Colorado region will focus on:

- Jobs
- Capital Investment
- Increased Tax Revenues
- Balance

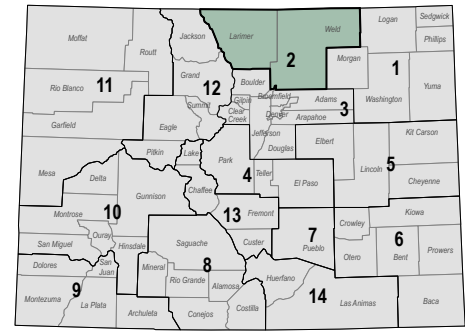
QUICK WINS

- Woodward – Build 870,000 sq. ft. facility 1,000 new jobs, 700 retained jobs
- Banner Health – 86 million dollar project. Over 290,000 sq. ft., 192 bed facility. 714 jobs at build out
- Value Plastics – 130,000 sq. ft. new facility, 80 new jobs, 92 retained jobs.
- Kaiser Permanente - \$3.6 million, 27,455 sq. ft. clinic in Greeley adding 20 jobs
- Launch of two sector partnerships – Healthcare & Advanced Manufacturing
- Heartland Renewable - \$50 million Anaerobic Digester from waste streams broke ground
- Noble Energy – 75,000 sq. ft. expansion, \$13 million investment, 253 new jobs. Will invest \$2 billion in region in 2014
- Anadarko - 2nd 50,000 sq. ft. expansion of new facility in Platteville. Will invest \$2 billion in region in 2014
- DCP Midstream - \$270 million natural gas processing plant opened
- Bella Ag – Doubled employees to six, 70% of revenue come from exports
- Flood recovery efforts have exceeded expectations; region rebuilding quickly
- Mead – 2 Colorado Companies to Watch
- Vestas Wind Systems – Doubling workforce
- The Summit – 50,000 sq. ft. \$15 million entertainment facility
- Food & Ag Value Chain identified a patent industry cluster opportunity in the region
- Have received \$25 million CHAMP grant in region
- Plains All American - \$50 million crude-to-rail facility, 50 new jobs
- Awarded \$10.1 million from the Colorado Department of Local Affairs, Energy /Mineral Impact Assistance Grant

TOP 5 KEY INDUSTRIES BY EMPLOYMENT



Source: EMSI, 2013.2



State of Colorado, Region 2

CORE OBJECTIVES

1 Build a Business-Friendly Environment

GOALS

- Do no harm to current business environment
- Enterprise Zone reform
- Speed to market
- Educate and collaborate with players
- Align state/local regulations

DELIVERABLES

- Speed to market improvement by local government
- Northern Colorado Business Assistance Consortium (NCBAC) education & training
- Participate in legislation

2 Recruit, Grow and Retain Business

GOALS

- Targeted proactive vs. reactive business retention and attraction
- Enhancing business intelligence
- Workforce development

DELIVERABLES

- Participate in Key Industry Network (KIN) -
- Know local backyard (business intelligence)
- Asset mapping

3 Increase Access to Capital

GOALS

- Identify catalog sources of capital
- Follow legislation and regulations
- Find infrastructure funding for small communities

DELIVERABLES

- Put Colorado Bankers Association (CBA) info on website
- Regional Business Loan Fund additional funding
- Innovation

4 Create and Market a Stronger CO Brand

GOALS

- Consistent NCEDC & Upstate marketing & regional collaboration throughout Northern Colorado
- Talking points
- Marketing pieces – shared website
- Innovation through research & technology transfer

DELIVERABLES

- Speed to market & elimination of business risk
- Improve Inaugural Economic Development Leadership Summit rankings

5 Educate and Train the Future Workforce

GOALS

- Encourage alignment of Education, Industry & Workforce system
- Promote rapid response around business needs
- Support education funding

DELIVERABLES

- Convene partners to address workforce needs of the business community

6 Cultivate Innovation and Technology

GOALS

- Support the integration of the United States Patent Trade Office (USPTO) into Northern Colorado
- Advance technology transfer from universities & federal research labs to the market place
- Support the regional entrepreneurial efforts

DELIVERABLES

- Strengthen the entire entrepreneurial ecosystem

STRATEGIC PROJECTS

- Business friendly environment development
- Healthcare & Manufacturing sector partnership
- Food & Ag industry cluster development

STAKEHOLDERS

Chambers of commerce
Local economic development professionals
Local governments
Metro Denver and state economic

development partners SBDC's
School districts
Trade and private schools
Transportation planning districts

Two countywide economic development agencies as co-conveners
Universities and Community Colleges
Workforce centers



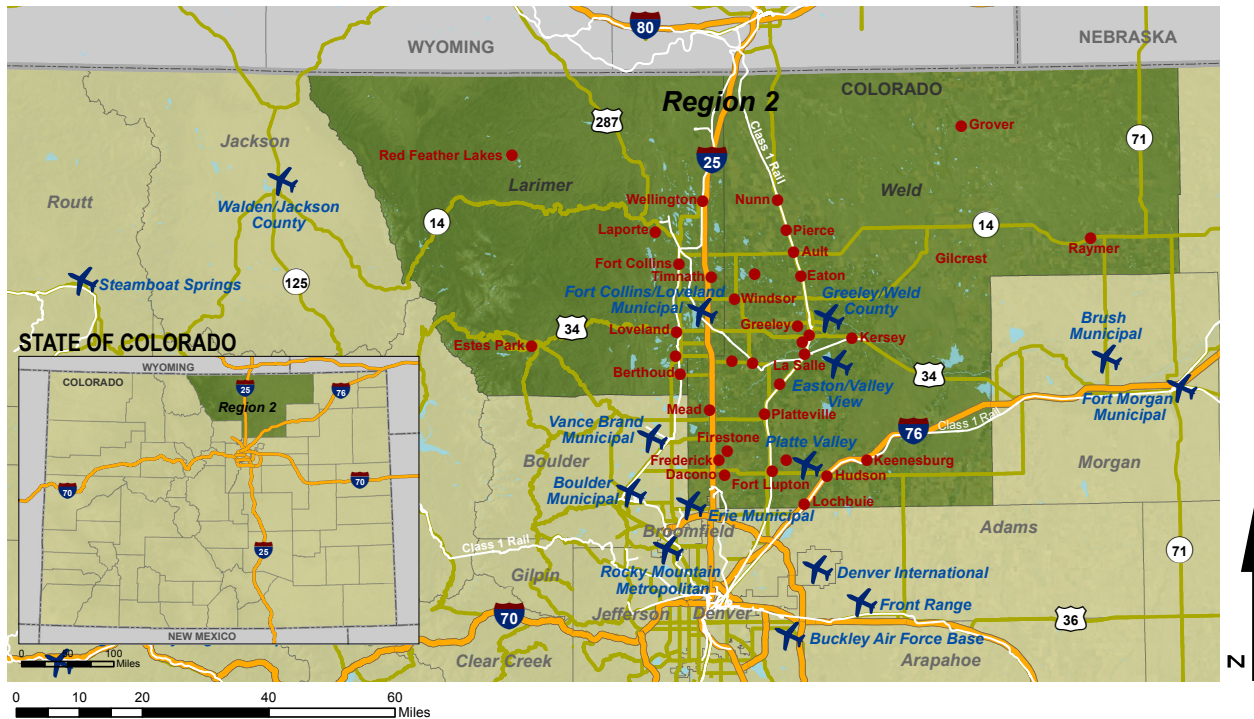
COLORADO
Office of Economic Development & International Trade



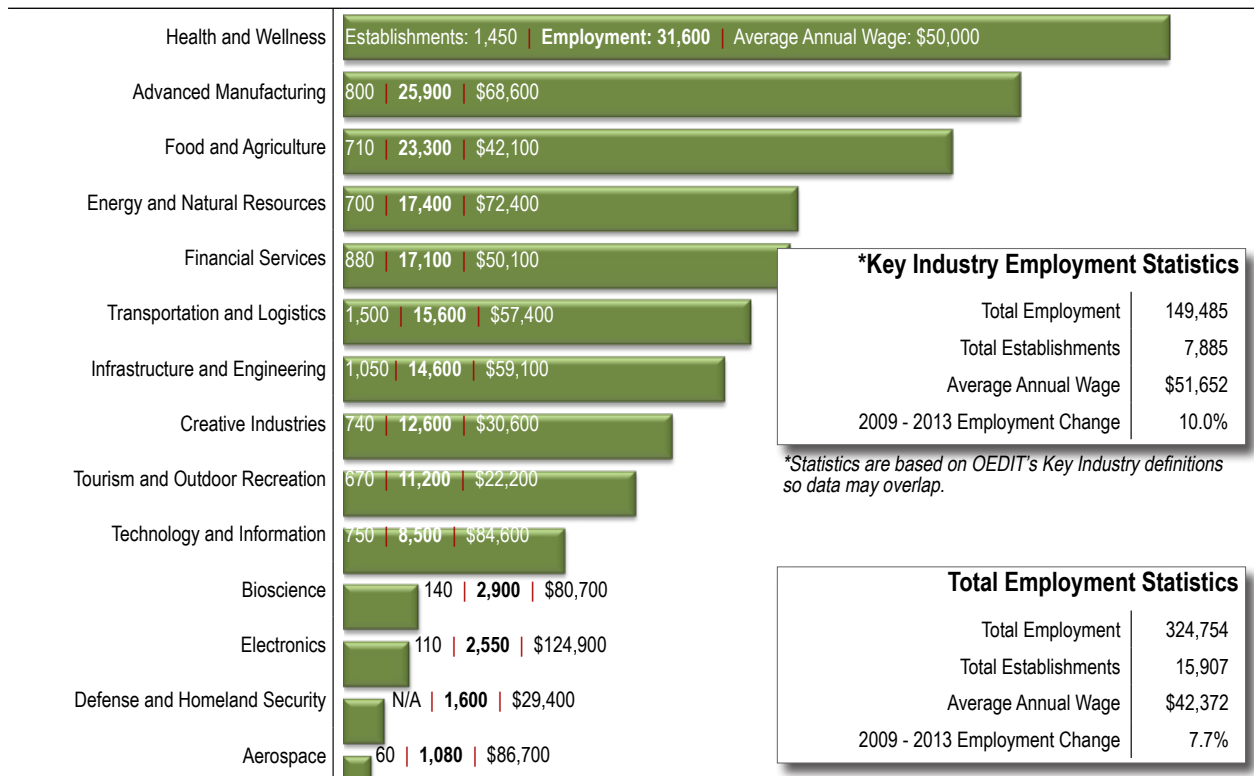
www.advancecolorado.com/blueprint

Colorado Office of Economic Development & International Trade

COLORADO - REGION 2: Economic Profile



Employment by Key Industry



SOURCE: Colorado Office of Economic Development & International Trade and EMSI, 2013.2

Top Employers by Employment

Sectors*	Business or Organization	Jobs
■ ■	Poudre Valley Health System	5,300
■	JBS Swift & Company	4,500
■ ■	Banner Health: North Colorado Medical Center McKee Medical Center	4,100
■	Hewlett-Packard	2,000
■	State Farm Insurance Companies	1,500
■ ■	Woodward	1,200
■	Center Partners	1,100
■	Halliburton Energy Services, Inc.	800
■	Hach Company	800
■	Avago Technologies, Ltd.	700

Note: Table does not include establishments that are primarily classified as Public Administration, Educational Services, and/or Retail Trade

* Sectors represented by business and establishment locations

■ Mining and Oil & Gas Extraction	■ Finance and Insurance
■ Manufacturing	■ Professional, Technical Services
■ Wholesale Trade	■ Health Care and Social Assistance
■ Information	

About Top Employers by Employment

Poudre Valley Health System - serves residents of Colorado, Nebraska, and Wyoming with general medical and surgical services, including trauma care. They also offer orthopedic surgery and treatment centers for cancer and brain and spine disorders.

JBS Swift & Company - a leading animal protein producer and exporter with a leading position as a beef and lamb producer in the United States and Australia. They are also a producer of pork in the United States and a leading chicken producer in the United States, Mexico and Puerto Rico.

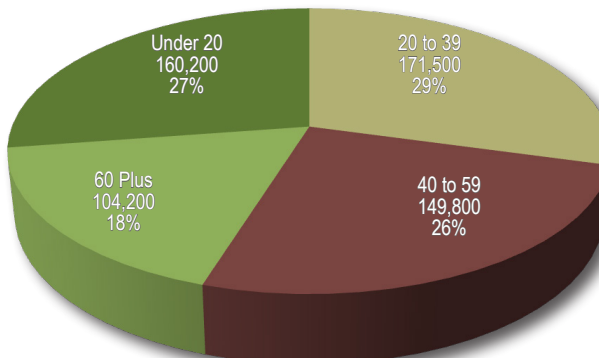
Banner Health - North Colorado Medical Center is a fully accredited facility licensed to operate 378 beds. The McKee Medical Center, a smaller hospital of 132 beds, offers cancer treatments and a range of inpatient and outpatient services. Banner Health serves as a regional medical center with community-based and specialty services in a service area including southern Wyoming, western Nebraska, western Kansas and northeastern Colorado.

Hewlett-Packard - multinational information technology company that provides cloud computing and security, as well as business process outsourcing, application development, and systems integration services. In addition, they are the world's largest provider of personal computers, servers, storage devices, printers, and networking equipment.

State Farm Insurance Company - a mutual company owned by its policyholders. They have more than 18,000 agents, servicing 81 million policies and accounts throughout the United States and Canada.

SOURCE: Dun & Bradstreet, Equifax, Local Economic Development Groups, Corporate Websites, and Other Sources

Population by Age Groups



SOURCE: EMSI, 2013.2

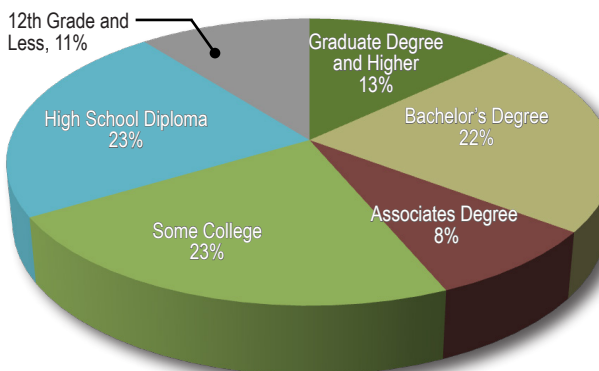
Top Occupation Categories by Employment

	Jobs	Median Wage	Annual Wage*
Sales and Related	47,600	\$14.81	\$30,800
Office and Administrative Support	38,900	\$15.38	\$32,000
Management	23,700	\$26.02	\$54,100
Food Preparation and Serving Related	22,800	\$9.47	\$19,700
Construction and Extraction	20,700	\$18.64	\$38,800
Business and Financial Operations	18,791	\$25.87	\$53,800
Education, Training, and Library	17,600	\$20.38	\$42,400
Production	17,300	\$15.42	\$32,100
Transportation and Material Moving	15,200	\$15.18	\$31,600
Healthcare Practitioners and Technical	14,300	\$33.23	\$69,100

* Annual wage is based on a 40 hour work week

SOURCE: EMSI, 2013.2

Educational Attainment



SOURCE: EMSI, 2013.2

Population and Households

Population	552,455
Total Households	209,644
*Median Age	35
*Median Household Income	\$56,500
*Mean Household Income	\$72,000
*Median Family Income	\$69,800
*Per Capita Income	\$27,800

* Average of median or mean values of all counties in region

SOURCE: U.S. Census, 2010 and ACS 2007-2011 5 Year Estimate



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