

First among large U.S. metro areas for total population gain for 25-34 year old age group between 2008 and 2010

COLORADO BLUEPRINT

A bottom-up approach to economic development

30 60

Regional Data

Examples of Largest Employers

- HealthONE Corporation
- SCL Health System
- Centura Health
- Lockheed Martin Corporation
- CenturyLink

Top 5 Key Industries by Employment

1. Health & Wellness
2. Financial Services
3. Transportation & Logistics
4. Creative Industries
5. Technology & Information

Top 5 Regional Assets

- Denver International Airport
- Federal Research Laboratories, Agencies & Facilities
- Regional Mass Transit System
- Educated Workforce
- University Research & Tech Transfer
- Multimodal Transportation Infrastructure

Where the Region would like to be in 5 years

- Nonstop international flights to South America
- Epicenter of entrepreneurial activity
- Aerospace activity at Spaceport Colorado
- Visible, positive impact of USPTO on innovation and the economy
- Unmanned Aerial Systems center of excellence

EXECUTIVE SUMMARY

The Denver region (Region 3) consists of Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Gilpin, and Jefferson Counties. Taking a regional approach is how we do business. Region 3, which is synonymous with Metro Denver, has a long history of getting big projects done. In the last three decades, the region successfully cleaned up its air and diversified its oil and gas-dependent economy, spearheaded construction of the nation's only new airport in the past 25 years, and rolled out the nation's single largest transit project. Metro Denver's population reached nearly 2.9 million in 2012. The region had a 1.4% population growth rate between 2002 and 2012 and is consistently ranked as one of the fastest-growing areas in the nation.

Region 3 features a diversified economy of viable industries, the nation's third-most highly educated workforce, access to two dozen federal laboratories, a dozen four-year colleges and universities, and the largest concentration of federal employment outside Washington, DC. Able to do business with Europe in the morning and Asia in the evening, global business activity here is supported by connectivity via the world's 13th busiest airport and high speed telecommunications.

Metro Denver offers all major professional sports teams, as well as a science and cultural facilities district that supports major museums, the zoo, and countless community arts program including the largest performing arts complex under one roof.

VISION

The Denver region's vision is to be a world-class region recognized globally for a culture of innovation, a spirit of enterprise, and an active outdoor lifestyle.

MISSION

The Denver region will focus on:

- Advocating for public policy that creates and ensures a vibrant business environment
- Continuing promotion and development of targeted industry clusters that create highly-skilled, high wage primary jobs
- Promoting the region as a destination for business location and tourism
- Encouraging capital investment
- Focusing on initiatives in the following areas: global marketing, nonstop international flights, new and existing business, mobility, tax reform, special opportunities, exports and foreign investment

QUICK WINS

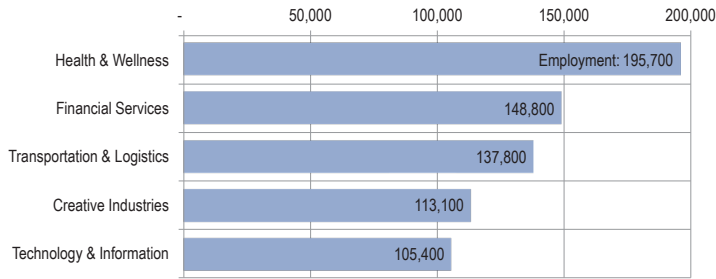
- 28 projects won in 2013
 - 13 existing expansions
 - 15 new companies
 - 14 located in Denver, 11 which are downtown
- 4,428+ total new jobs expected
- \$149.4+ million total investment expected
 - 9 Headquarters
 - 9 financial services
 - 3 aerospace
 - 4 food/beverage
- Ardent Mills

- Cool Planet
- Horizon Ag
- Ardent Mills
- Kinross Gold USA
- Summit Materials
- DigitalGlobe
- Richard Sandoval Restaurants
- Sympoz
- White Wave Foods
- Denver International Airport (DIA) is the

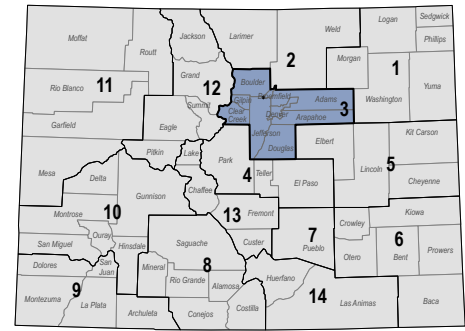
world's 13th busiest airport, 5th in the United States, ranked 1st place for best U.S. airport for art.

- Two new, Colorado-born spacecraft each will have crucial test flights in 2014:
 - Lockheed Martin's Orion space capsule
 - Sierra Nevada Corp.'s Dreamchaser space plane
- Awarded \$6.1 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 3

CORE OBJECTIVES

1 Build a Business-Friendly Environment

GOALS

- Promote “Do No Harm” legislation and Enterprise Zone reform
- Encourage infrastructure development and enhancement
- Support a referendum to modify the state’s structural budget deficiencies

DELIVERABLES

- Support recommendations of the Enterprise Zone Task Force
- Collaborate with regional partners, Metro Denver EDC and EDCC to collectively monitor and respond to public policy issues
- Educate and inform state legislators on economic development and business issues

4 Create and Market a Stronger CO Brand

GOALS

- New West vs. Old West
- Align complementary regional and state brands

DELIVERABLES

- Help strategize, create and promote a state business brand
- Cross-market the state brand in all regional and local marketing

2 Recruit, Grow and Retain Business

GOALS

- Promote workforce development
- All EDO’s are information brokers for tools & resources
- Promote regional collaboration through Code of Ethics

DELIVERABLES

- Advocate significant increases in state business incentives for employers that hire, train and provide healthcare to employees
- Economic development websites will serve as portals to business tools and resources
- All economic development professionals will embrace and sign on to the Code of Ethics

5 Educate and Train the Future Workforce

GOALS

- Support education funding at a level that produces an excellent/above-qualified workforce appropriate for employer needs
- Support reading proficiency goals for all third graders

DELIVERABLES

- Support the state’s education community to implement standardized school graduation guidelines that are measurable and hold all accountable

3 Increase Access to Capital

GOALS

- Identify, catalog and promote sources of capital

DELIVERABLES

- Promote Colorado Bankers Association and other websites with financial resource information
- Refer and connect businesses to consultants and business counselors to optimize business performance

6 Cultivate Innovation and Technology

GOALS

- Connect entrepreneurs to COIN and innovation programs
- Support programs for entrepreneurs and innovators
- Retain and recruit talent and resources (don’t lose to other states)

DELIVERABLES

- Marketing materials and programs will include information and resources for innovation and entrepreneurship programs

STRATEGIC PROJECTS

- Help promote state brand: cross market the state brand in all regional and local marketing efforts
- Collective response to public policy issues
- Healthcare sector partnership

STAKEHOLDERS

Adams County Economic Development
 Arvada Economic Development Association
 Brighton Economic Development Corporation
 City of Lakewood

City of Northglenn
 Colorado Office of Economic Development & International Trade (facilitator)
 Denver South Economic Development Partnership

Jefferson County Economic Development Corporation
 Metro Denver Economic Development Corporation



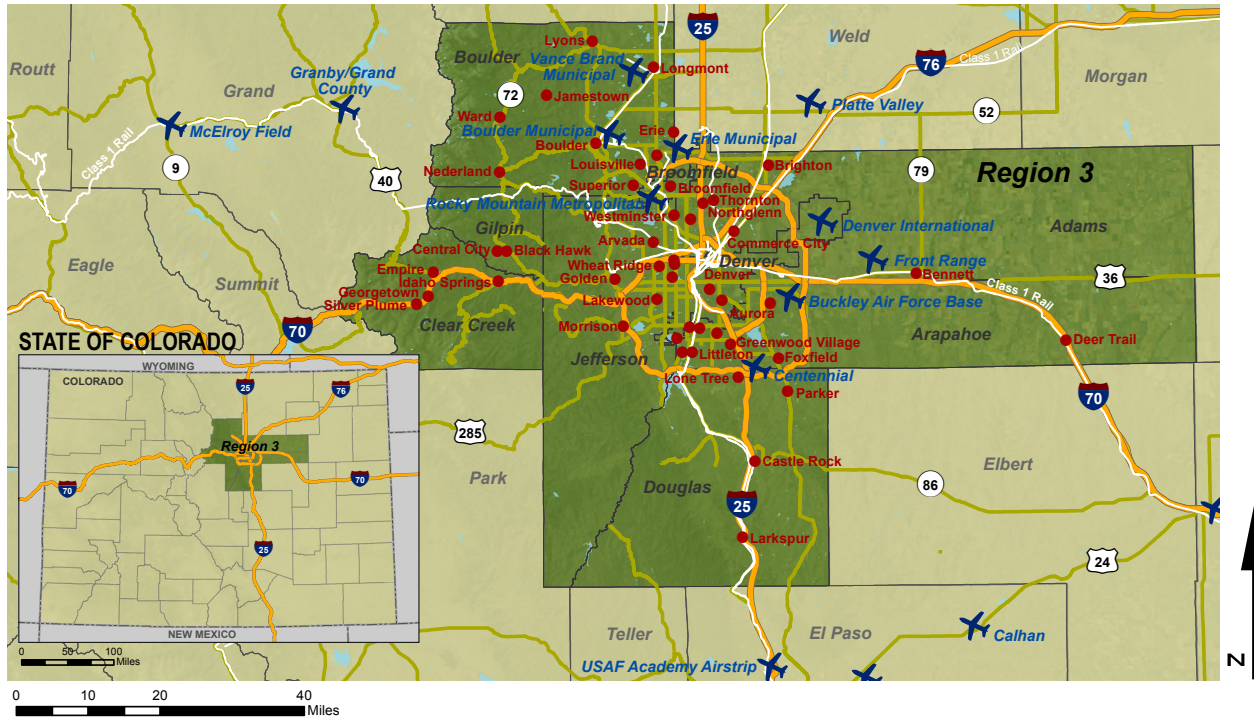
COLORADO
 Office of Economic Development & International Trade



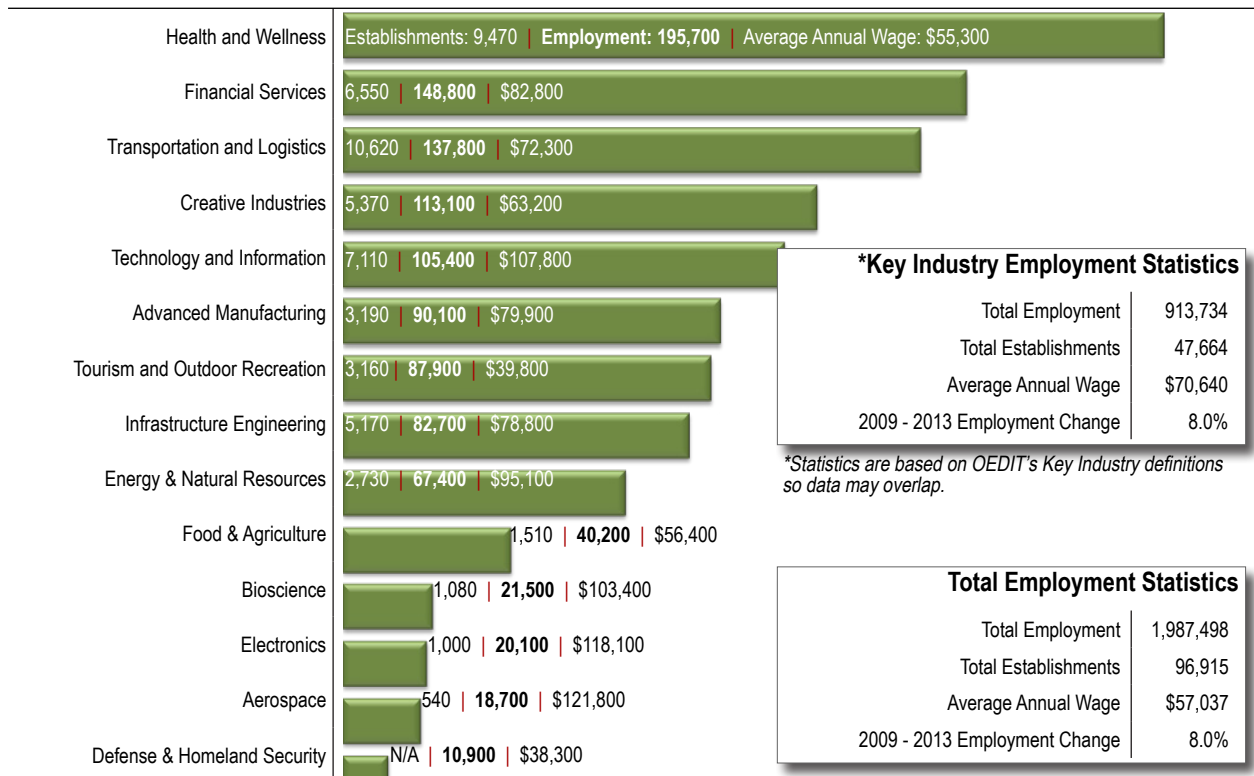
www.advancecolorado.com/blueprint

Colorado Office of Economic Development & International Trade

COLORADO - REGION 3: 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
■	HealthONE Corporation	10,300
■	SCL Health System	7,700
■	Centura Health	7,100
■ ■	Lockheed Martin Corporation	7,000
■	CenturyLink	6,800
■	Kaiser Permanente	6,000
■	Comcast Corporation	5,500
■	Children's Hospital Colorado	5,000
■	United Airlines	4,900
■	University of Colorado Health	4,900

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

■ Manufacturing	■ Information
■ Wholesale Trade	■ Professional, Technical Services
■ Transportation and Warehousing	■ Health Care and Social Assistance

About Top Employers by Employment

HealthONE Corporation - provides residents of Denver and surrounding communities with a range of health care services through seven hospitals with some 2,300 beds, as well as more than a dozen ambulatory surgery centers and 30 outpatient facilities.

SCL Health System - a faith-based, nonprofit health care organization that operates nine hospitals, four safety net clinics, one children's mental health center and more than 100 ambulatory service centers in four states including Colorado, Kansas, Montana, and California.

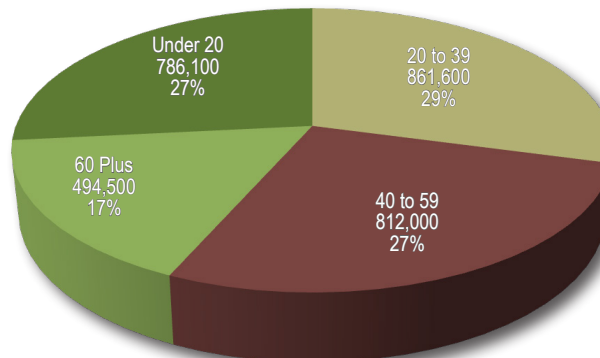
Centura Health - focused on connecting Colorado and western Kansas to affordable, world-class care. Centura Health's integrated network includes 15 hospitals, seven senior living communities, medical clinics, affiliated partner hospitals, Flight For Life® Colorado, 13 Colorado Health Neighborhoods and home care and hospice services.

Lockheed Martin Corporation - designs, develops, tests, manufactures and operates advanced-technology systems for national security, civil, and commercial customers. Products include human space flight systems, space observatories and interplanetary spacecraft, laser radar, fleet ballistic missiles, and missile defense systems.

CenturyLink - the 3rd largest U.S. telecom company by total access lines, and is the incumbent local carrier in 37 states. CenturyLink provides wireless service through Verizon and paid television service through its own Prism TV

SOURCE: Dun & Bradstreet, Equifax, Metro Denver Economic Development Corporation, Corporate Websites, and Other Sources

Population by Age Groups



SOURCE: EMSI, 2013.2

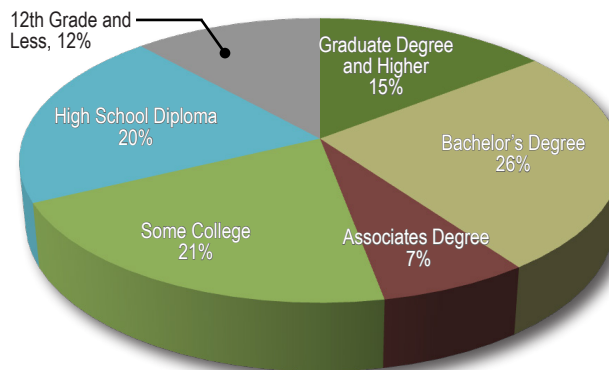
Top Occupation Categories by Employment

	Jobs	Median Wage	Annual Wage*
Sales and Related	289,300	\$18.48	\$38,400
Office and Administrative Support	266,100	\$17.76	\$36,900
Business and Financial Operations	170,300	\$31.36	\$65,200
Food Preparation and Serving Related	135,600	\$9.91	\$20,600
Management	123,100	\$37.52	\$78,000
Transportation and Material Moving	93,800	\$16.62	\$34,600
Construction and Extraction	90,139	\$18.52	\$38,500
Education, Training, and Library	88,200	\$22.83	\$47,500
Healthcare Practitioners and Technical	81,600	\$37.44	\$77,900
Personal Care and Service	79,400	\$10.94	\$22,800

* Annual wage is based on a 40 hour work week

SOURCE: EMSI, 2013.2

Educational Attainment



SOURCE: EMSI, 2013.2

Population and Households

Population	2,798,757
Total Households	1,108,442
*Median Age	38
*Median Household Income	\$66,400
*Mean Household Income	\$84,800
*Median Family Income	\$82,000
*Per Capita Income	\$34,600

* 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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& International Trade

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