DOSSIER

A HEMISPHERES SUPPLEMENT

MAY 2014



ROCKY MOUNTAIN HIRE

Everything looks better from the top, and that's where you'll find yourself and your business in Colorado.



state for startups with 4 of the nation's top 10 high-tech startup cities:

Boulder, Ft. Collins, Denver, Colorado Springs



TAKING OFF

Home to one of the world's top 10 airports (3rd in the U.S.), Colorado's aerospace industry also ranks 2nd for aerospace employment.



FITTEST OF THE FIT

As the leanest state in the country, Colorado's Health and Wellness Industry is one of the "healthiest" with more than 253,000 jobs and an \$11.3B annual payroll.



OUR GREAT OUTDOORS

Being king of the mountains, the concentration of outdoor companies in Colorado is estimated at 12% of the national total, accounting for over 107,000 jobs in the state.



TOPS IN

While nationally known for quality of life, Colorado is ranked 1st in the U.S. for best labor supply and 2nd most highly educated workforce

National Parks: 50

Days of Annual Sunshine: 300

Ski Areas & Resorts: 26

14,000 Ft. Peaks: 53

advanceColorado.com

IT'S OUR NATURE™





source: OEDIT Research, 2014

SNAPSHOT: COLORADO

With its skilled labor pool, easy access to capital and low taxes and business costs, in addition to rich natural resources, the Centennial State now ranks among the most economically competitive in the U.S.

IT'S SERIOUSLY SMART

More than 37 percent of Colorado's educated, technically savvy workforce have a bachelor's degree or higher, making Colorado the second most highly educated state in the country, according to the U.S. Census Bureau.

IT WELCOMES RISK-TAKERS

Colorado is ranked America's second-best state in entrepreneurship and innovation, according to the U.S. Chamber of Commerce, and it continues to outpace almost every state for venture capital investment per capita.

ITS POWER IS PLENTIFUL

With energy priced lower than the national average, Colorado is a top producer of oil, coal and natural gas, and is among the top 10 states for wind energy production and potential.



Four of the U.S.'s top 10 tech-startup cities are in Colorado-Boulder, Ft. Collins, Denver and Colorado Springs—according to the Kauffman Foundation.

Colorado ranks first for labor supply and fifth overall on Forbes' 2013 "Best States for Business and Careers" list.

The state is the fifth highest in the nation in employment growth and husiness creation, and third in high-tech employment.

The region is the largest in the United States to offer one-bounce satellite unlinks due to its unique geographic location.

Colorado ranks first in the U.S. for connectivity. Nearly 36 percent of Coloradans access the Internet from both their homes and another location through multiple devices—the national average is 27 percent.

COLORADO HAS ONE OF THE LOWEST INCOME TAX RATES OF ANY STATE WITH A CORPORATE INCOME TAX.

METRO BOULDER HAS THE HIGHEST RATIO OF FEMALE BUSINESS EXECUTIVES TO FEMALE WORKERS: 17.7 PER 1,000—MORE THAN TWICE THE NATIONAL AVERAGE.



AMERICA'S RIDE TO SPACE

Headquartered in Colorado, United Launch Alliance is our nation's premier rocket company.

ULA is America's choice for the safe and reliable launch of invaluable crew and payloads, from pioneering astronauts to game-changing exploration missions to vital eyes-in-the-sky.

Join the conversation:









Two men aim to turn Colorado into the most innovative state in the country—and are shepherding the strategies bringing that goal to life



JOHN HICKENLOOPER, **GOVERNOR OF COLORADO**

PAST:

After coming to Colorado in 1981 as a geologist for the oil industry, Hickenlooper went from exploring fossil fuel reserves to selling beer, opening the state's first brewpub in 1988. He also served as Denver's mayor for eight years, where streamlining the city's services earned him recognition as one of the nation's top five "big-city" mayors by Time Magazine.

PROUDEST ACHIEVEMENTS:

With many of Hickenlooper's initiatives quickly becoming national templates in such areas as early education and ethical energy standards, he's also the main impetus behind elevating Colorado's global competitiveness.

"We established the 'Colorado Blueprint,' which asked each county for their vision of a better economy, then blended those thoughts into a statewide vision that got everyone in our business community pulling on the oars at the same time to move forward."

The end result: When Hickenlooper took office in 2010, Colorado was the 40th state in the country in job creation. "Last year we were fourth, and our goal in three years is to become number one."

FUTURE EXPECTATIONS:

"I think we're on the precipice of a great decade, and I love that sense of discovery when people come to Colorado and see how much it's changed for the better," says Hickenlooper, who feels the state's entrepreneurial ecosystem has become—and is still evolving as—a place businesses want to be.

"We're working hard to become the healthiest state with the nation's best public education system, while simultaneously nurturing a pro-business environment—with the highest standards possible in place—that will always preserve our unparalleled quality of life."

KEN LUND. **EXECUTIVE DIRECTOR, OFFICE OF ECONOMIC** DEVELOPMENT AND INTERNATIONAL TRADE PAST:

Prior to OEDIT, Lund was the chief legal counsel for Governor Hickenlooper and also served as former managing partner of one of Colorado's largest transactional law firms Holme Roberts & Owen

PROUDEST ACHIEVEMENTS:

As a champion of the Governor's vision, Lund and OEDIT have driven Colorado's economy by helping to bring five corporate headquarters to the state, as

well as running the Colorado Innovation Network (COIN), a project that connects companies, government and entrepreneurs with the state's research universities and federal research laboratories to inspire and fund innovative business opportunities.

"Colorado may not be a financial center like New York, but we will be the place for innovation and ownership," Lund says. He is equally proud of the state's efforts in creating the Advanced Industries Accelerator Act, a recently passed piece of legislation that will financially fuel seven of Colorado's key STEM-focused industries over the next decade.

FUTURE EXPECTATIONS:

Lund believes COIN and the new legislation will be instrumental in turning Colorado into the nation's most pioneering state, but he's equally certain of their combined ability to lure the best and brightest. "Incentives are nice, but the greatest motivation for global companies is knowing we can attract the right talent," says Lund. "With everything we have here, we punch well above our weight on what makes a state a great place not just to work, but live."

HICKENLOOPER IS THE ONLY FORMER BREWER ELECTED STATE GOVERNOR SINCE SAMUEL ADAMS IN 1793.

HICKENLOOPER IS ONE OF ONLY A FEW GOVERNORS IN LEADERSHIP POSITIONS WITH BOTH THE NATIONAL GOVERNORS ASSOCIATION AND THE WESTERN GOVERNORS' ASSOCIATION.





Energetic Bodies. Energetic Minds.

An interesting thing happens when one of the country's most highly educated workforces emerges from an active place like Metro Denver. Innovative thinking translates quickly into action. After rallying support from across the region, Metro Denver was selected as the site for one of four new satellite offices of the U.S. Patent and Trademark Office. Further, Denver International Airport is one of the world's most modern and efficient airports and the FasTracks project to build out our entire mass transit system is well underway. Suffice to say, sitting still is not in our nature. If you're looking to invigorate your company, pay us a visit at metrodenver.org and metrodenverGIS.org.

FROM START TO FLOURISH

Two very different companies—one known for entertainment innovation and one for quality kidney care—show what's possible from Colorado



DISH NETWORK CORPORATION

TRIGGER

DISH originated in 1980 as EchoStar one of the nation's first C-band satellite-TV distributors. which initially served remote portions of Colorado. "Our founder, Charlie Ergen, started the company selling C-band dishes off the back of a pick-up truck," says CEO and president Joseph Clayton. In 1995, EchoStar launched its first satellite and created its own home TV system, DISH Network.

TURNING POINT

"In 1996, we shrunk our dishes, which ranged approximately six to 12 feet in diameter, to less than two feet across about the size of a pizza," says Clayton. From there DISH Network took off, beaming TV into homes across the U.S. EchoStar technology, meanwhile, pioneered the DVR industry, creating such innovations as the very first satellite receiver with integrated DVR.

TODAY

Since spinning off in 2008 from EchoStar (which still serves as a key technology partner to DISH), the Fortune 200 corporation headquartered in Englewood provides the most HD and international programming in the U.S. With service to more than 14 million customers, DISH employs about 25,000 people—more than 4,000 in Colorado alone—and enjoys annual revenues of \$14 billion.

TOMORROW

"We're focused on taking our earnings and building the basis of a wireless business going forward," says Clayton. The company is looking at buying additional spectrum to develop its presence, in addition to expanding dishNET, its broadband satellite service that will offer high-speed, satellitebased Internet to the 15 million U.S. homes either currently unserved or underserved by wireline broadband services.

TIP

"Don't fight changebut use it. You have to embrace change, whether that's a changing consumer or a changing technology, because that's the key for your business to be successful moving forward. If you don't stay adaptable and remain ignorant to what the world is telling you it wants next, you'll end up roadkill on the highway, I can guarantee you that."



DISH WAS THE FIRST PAY-TV PROVIDER TO OFFER A SERIES IN 1080P HIGH DEFINITION, AS WELL AS OFFER 200 NATIONAL HD CHANNELS.

DISH WAS THE FIRST SATELLITE TV SERVICE TO OFFER LOCAL CHANNELS TO MARKETS IN ALL 50 STATES AND WASHINGTON, D.C.





DAVITA HEALTHCARE PARTNERS, INC.

TRIGGER

In 1999, Kent Thiry became chairman and CEO of Total Renal Care, a dialysis company on the verge of bankruptcy. After embarking on an aggressive restructuring plan that included changing its core values (decisions were made by all employees via ballot), the renamed DaVita transformed itself into the largest independent provider of dialysis services in the United States.

TURNING POINT

"From a cultural standpoint, it was when we officially announced in 2000 that we would be a community first and a company second," says Thiry. "But from a business standpoint, we made a \$3.1-billion acquisition in 2004 of a global Colorado-based company—a move that dramatically increased our market share in the nation." DaVita has since moved its corporate headquarters to Denver from El Segundo California.

TODAY

DaVita has more than 53,000 "teammates" caring for 163,000 patients in more than 2.000 facilities nationwide. DaVita also operates 67 dialysis centers internationally. "There aren't any American healthcare service companies that have succeeded in expanding overseas, yet we're now in countries that include China, Germany, India, Saudi Arabia and Taiwan, achieving incredible things."

TOMORROW

In 2012, DaVita acquired HealthCare Partners the country's largest operator of medical groups and physician networks-a union that Thiry believes will move DaVita beyond its leadership role in kidney care. "Over the last decade, we set out to be the world's greatest dialysis company, and over the next decade, we're poised to build the greatest healthcare community the world has ever seen."

TIP

Treat everyone with respect. "Where we come from, you always show care and affection to people in your community. That's why we chose Colorado for our headquarters. A lot of other larger places have a lot of residents but very few citizens. Here, not only do you have a lot of happy residents, but you have a lot of citizens that feel a shared accountability."

DAVITA IS THE ONLY HEALTHCARE COMPANY (AND FORTUNE 500 COMPANY) RANKED AMONG THE WORLD'S MOST DEMOCRATICALLY OPERATED WORKPLACES BY WORLDBLU.

IN 2014, FORTUNE MAGAZINE RANKED DAVITA ONE OF THE WORLD'S MOST ADMIRED COMPANIES FOR ITS NINTH CONSECUTIVE YEAR.



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FORGING AHEAD

Colorado's greatest institutions set the pace for tomorrow's transformations



IHS

About once every two minutes, an IHS analyst is quoted in the media. Businesses and governments in more than 165 countries rely on the information company's supply of comprehensive content, custom software and expert analytics to develop and execute strategies.

"We basically show the world where risk is—and where opportunities lie," says IHS president and CEO Scott Key.

Headquartered in Englewood, Colorado, the company provides insight and information that range across industries—including technology, energy, finance and aerospace—and is used by 72 percent of Fortune 1000 companies and 77 percent of the Global Fortune 500.

"Currently, we're preparing for a half-century of resurgence of competitiveness and productivity in the U.S.—due to the country's recent low-cost energy solutions—within the industry sectors that we touch," says Key. "And we're looking at methods of connecting supply chains and industries in innovative ways around this new reality that we have never seen before."

While IHS's expertise will be paramount in shaping future economies, the company is also invested in helping individuals make the right decisions. "Last year, we acquired CARFAX, which contains more than 12.5 billion automotive records in its database," says Key, referring to the website that allows buyers of used vehicles to look at potential purchases in fine detail.

"We help people understand the landscape, and as a result, we help people make the best decisions that improve the world around them."



In 1993, when chef Steve Ells opened his first restaurant—Chipotle Mexican Grill, in Denver—fast food was viewed as cut-rate meals made from processed fixings served in shoddy locales. By introducing high-quality ingredients (organic produce, hormone-free meat), classic "open-kitchen" cooking techniques and fine dining interiors, Ells helped to reinvent the industry.

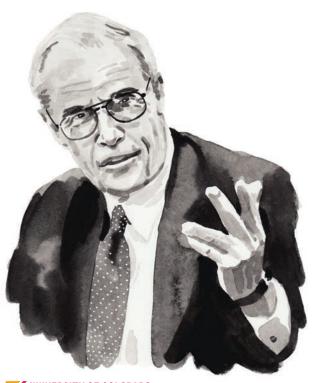
"It's a service model that has allowed our customers to get exactly what they want, not only for taste, but also for their diet," says Chipotle's founder, co-CEO, and chairman. "It's a transparent experience that allows consumers to watch their food being prepared and cooked—something that has become very important these days as more and more people become concerned with what's actually in the foods they eat."

That high-quality fast-food template has since been emulated by other chains, but Chipotle is staying ahead of the game, expanding its influence with such concepts as ShopHouse Southeast Asian Kitchen and Pizzeria Locale. "Our mission has always been to change the way people think about and eat fast food," says Ells, "and we're not going to do that only with burritos and tacos."

The two new restaurants may only have seven locations between them at present, but Ells is confident that these numbers will grow. After all, in a little over two decades, that single Chipotle in Denver has given rise to a billion-dollar business of more than 1,600 restaurants worldwide.

IHS IS ONE OF THE MOST ACQUISITIVE U.S. COMPANIES, HAVING COMPLETED MORE THAN 60 TRANSACTIONS SINCE ITS IPO IN 2005.

LAST YEAR, CHIPOTLE SERVED UP MORE THAN SEVEN MILLION POUNDS OF ORGANICALLY GROWN BEANS AND 130 MILLION POUNDS OF NATURALLY RAISED MEAT.



UNIVERSITY OF COLORADO

CU's four campuses combined make it the third-largest employer in Colorado, and its expertise in such areas as sustainable energy, bioscience and healthcare contribute to its \$5.3 billion-plus annual economic impact in Colorado. But there's more: CU's influence also extends to outer space.

"We're the only research institution that has designed and built space instruments for NASA that have been launched and sent to every planet in the solar system," says CU president Bruce D. Benson.

The institution also ranks second among public U.S. institutions, excluding military academies, in astronaut alumni. Eighteen CU graduates have flown into space, on a total of 40 missions (starting with the Mercury missions in the 1960s), and the university even has an astronaut on its teaching staff.

Most recently, CU was behind developing the mission concept and hardware of MAVEN—Mars Atmosphere and Volatile EvolutioN—a spacecraft currently traveling to the Red Planet on a one-year mission to analyze its upper atmosphere.

"When you look at the planet's surface, you can see the drainage patterns and it's obvious there was once water on Mars," says Benson. "This NASA mission may help scientists unlock how Mars lost its lower atmosphere billions of years ago and changed from a once warm, wet planet into the cold, barren place we see today."

If CU can help NASA unravel that cosmic mystery, it could play a role in helping us understand our own planet a little better.



CH2M HILL

"When a civil engineering professor and three of his students formed a partnership after World War Two to focus on water treatment solutions, their vision was to make the country a better place," says Jacqueline Hinman, CEO of CH2M HILL. "What they probably couldn't envision back then was how the company would eventually have the same effect on the world."

Today, the engineering and project delivery firm offers fullservice consulting, construction and operations services to private and public clients worldwide. Besides being one of Colorado's largest companies, CH2M HILL manages mega-projects like the Panama Canal expansion, the construction of World Cup facilities in Qatar and major sewer upgrades in Abu Dhabi and London.

"London is an old city with a tremendous number of Victorian sewers with leakage issues," says Hinman. To solve the problem, CH2M HILL set about making one of the deepest tunnels in the world to capture and clean 39 million metric tons of annual overflow.

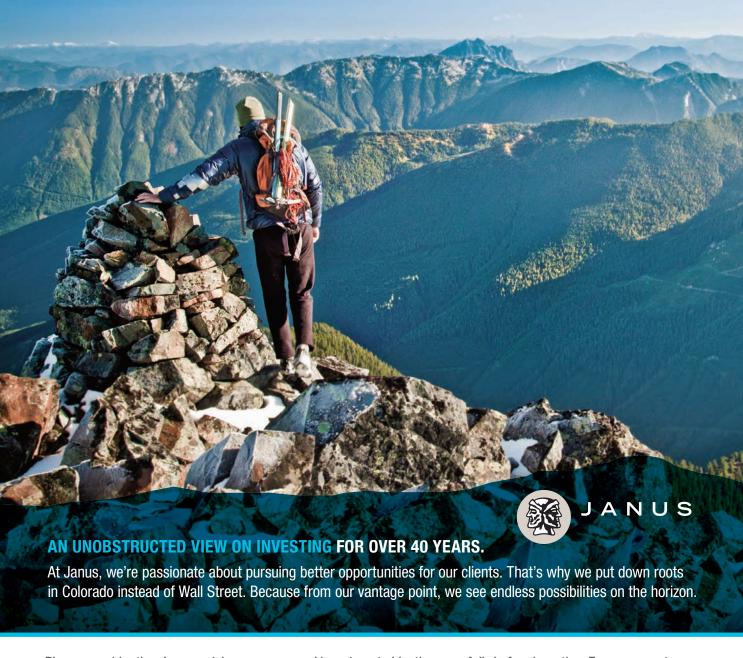
Last year, CH2M HILL supported more than 21,000 projects worldwide, but the firm is less known for its smaller projects, such as assisting the humanitarian organization Water For People with creating sanitation systems for communities in places like Latin America and Africa.

"We get a lot of awards for our large-scale projects," says Hinman, "but we're just as proud of the little things we're doing that are making a fundamental difference in people's lives every day."

UNIVERSITY OF COLORADO BOULDER IS OFTEN REFERRED TO AS ONE OF THE MOST BEAUTIFUL CAMPUSES IN THE NATION.

HERE

SEEING THE BIG PICTURE COMES NATURALLY



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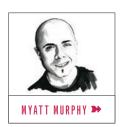
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LLUSTRATION: SAM KERR@DEBUTART PHOTOS; GETTY

THERE IS MORE TO COLORADO than outdoor fun. While tourism may be big in the state, it is also where you'll find key defense and homeland security institutions and commands, including Air Force Space Command and NORAD. It is also one of the few places outside of the Northeast with a substantial financial services industry. It's referred to as the "Wall Street of the West," and global investment leader Janus

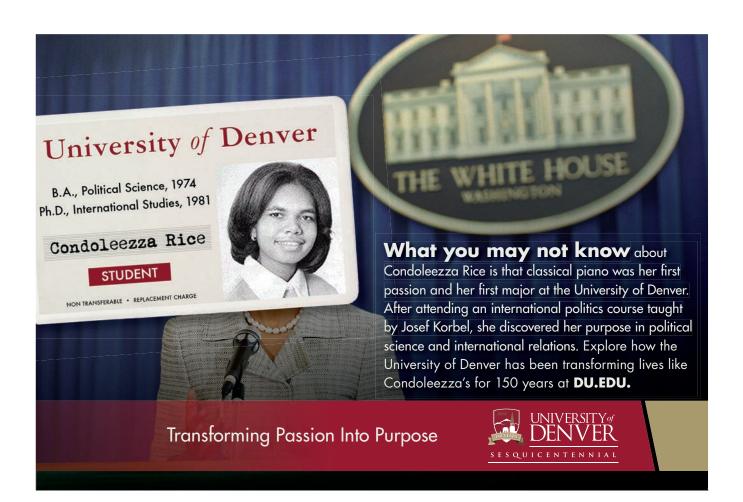
Capital Group and Western Union are both headquartered here.

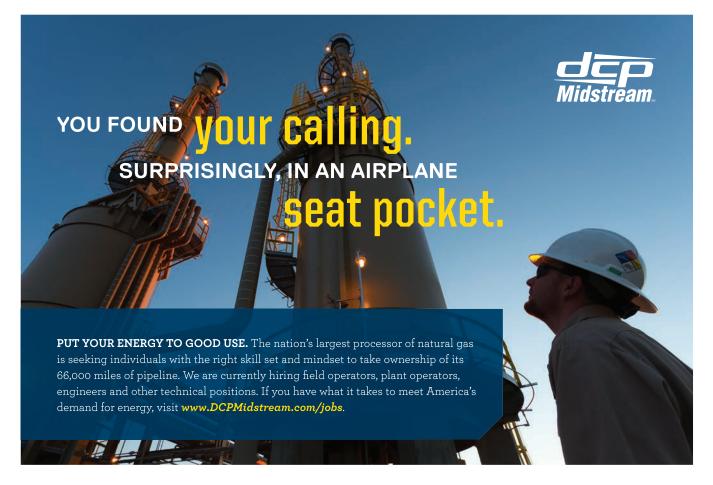
"When you look at Colorado's many industries, they may be completely diverse businesses, but when you look closer, where we lead is how they all connect through innovation," says Governor John Hickenlooper.

One defining area that demonstrates Colorado's ingenuity is its infrastructure engineering. "Our state is home

ARROW ELECTRONICS WAS NAMED BY FORBES MAGAZINE AS ONE OF "THE WORLD'S MOST ADMIRED COMPANIES" FOR THE 14TH CONSECUTIVE YEAR IN 2014.

WESTERN UNION IS ONE OF JUST FIVE FORTUNE 500 COMPANIES WITH A LINEAGE THAT GOES BACK MORE THAN 160 YEARS.





GLOBAL IMPACT



to tens of thousands of engineers who work on large-scale civil, commercial and environmental projects that serve the needs for secure water, energy and ecosystems around the world," says Ken Lund, executive director of OEDIT. "We also have a high concentration of companies that build things throughout the globe, including firms MWH Global and CH2M HILL, which presently are both participating in the refurbishment of the Panama Canal."

Other areas of expertise include electronics, technology and information. With the nation's second most-educated workforce and its third highest concentration of high-tech workers in the country, Colorado launched a digital technology company every three days in 2012.

That depth of world-class talent has caused many businesses renowned for innovation to move their headquarters into the state, including electronics distribution and services leader Arrow Electronics. The Fortune 150 company is Colorado's largest revenue-generating business, and a supply channel partner for more than 100,000 manufacturers and commercial customers in 58 countries, dominating about 40 percent of the global market-share in its industry.

"From the computer on your desk to the watch on your wrist, somewhere along the line, Arrow has touched the components in almost everything you use on a daily basis," says Hickenlooper.

Other businesses making their global mark from Colorado include global software company Swiftpage, which started as a small e-marketing platform that assisted micro and small businesses with sending out emails and managing their contacts, among other things.

"Today, we collaborate with more than 1,000 business partners to serve 10,000 enterprises and millions of end users worldwide, with companies such as GE Healthcare, Goldman Sachs, Lord Abbett, and Gucci all using our customer relationship management and marketing solutions," says president and CEO, H. John Oechsle.

There's also Ball Corporation, which contributes to Colorado's diverse advanced manufacturing segment, employing more than 120,000 and contributing \$16.3 billion in annual economic output.

"We're known as the company that once made the Ball Mason jar, but even though we've been around for 135 years, most people aren't aware that they use our products every day," says CEO, John Hayes.

Headquartered in Broomfield, the world's

largest producer of recyclable beverage cans produces approximately 60 billion around the world for clients that include Coca-Cola, Pepsi, Anheuser-Busch, and Coors Brewing Company, along with food and aerosol cans for many other packaged products.

"But what even fewer people know is that for more than 50 years, we've been a leader in innovative aerospace systems," says Hayes. "If you've ever gone to Google Earth to look at pictures of your home or community, inevitably, those pictures came from satellites that Ball built."

That's right—the same Colorado company responsible for what you eat and drink from a can is also a pioneer in developing and manufacturing spacecraft, advanced instruments and sensors, components, and other technologies for science, exploration, national security and intelligence programs.

Just a few examples of Ball aerospace division's creations are the only space-based sensor capable of monitoring objects without disruption from weather, atmosphere or time of day (built for Boeing and the U.S. Air Force) and the Suomi NPP—a weather satellite used by the National Oceanic and Atmospheric Administration to help scientists understand the Earth's environment.

BALL MAKES AND SELLS MORE THAN 100 MILLION CONTAINERS IN THE U.S.—AND 175 MILLION GLOBALLY—EVERY DAY.

THE DOWNTOWN DENVER WIFI ZONE WAS AMONG THE FIRST IN THE NATION TO PROVIDE LARGE-SCALE, PUBLIC INTERNET ACCESS.

In addition to Ball, many of the nation's major aerospace contractors have vital operations in the state, including Boeing, ITT Exelis, Northrop Grumman and Raytheon. Colorado's universities are among the world's best for aerospace engineering, and its aerospace industry ranks second in the nation for private sector aerospace employment.

"One of the areas where we expect to see real growth is in commercial space flight," says Lund, who cites companies such as Sierra Nevada Corporation and its Dream Chaser space transportation system, as well as Lockheed Martin's Orion Multi-Purpose Crew Vehicle, as two examples of how Colorado companies will soon be delivering both crew and cargo into orbit in just a few years.

Both Sierra and Lockheed are relying on the

COLORADO COMPANIES WILL SOON BE DELIVERING BOTH CREW AND CARGO INTO ORBIT

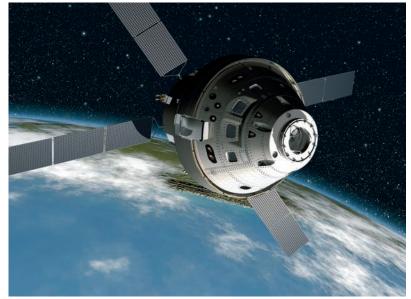
rocket power of one of the state's major players—United Launch Alliance (ULA), a joint venture between Lockheed Martin's Atlas and Boeing's Delta launch divisions.

"We like to think of ourselves as America's premier rocket company," says ULA president and CEO, Michael Gass. "With our heritage from both Lockheed Martin and Boeing, we have a combined century of experience and have been there from the very beginningfrom launching John Glenn into space to handling today's most critical missions."

ULA—the nation's most experienced and reliable launch service provider with a total of 79 satellites successfully delivered to orbit—has assisted in launch missions that have allowed everything from providing coordinates to troops in the field and the expansion of Wi-Fi, to enabling GPS navigation in planes and unlocking the mysteries of the solar system.

"Some people like to tease that Denver is a mile higher closer to space, so that's why we're here," says Gass. "Although that doesn't add a lot to the physics of getting anything up into space—it's a nice thought though."







COLORADO RANKED THIRD FOR ITS ADVANCED BIOFUELS INDUSTRY IN 2013, ACCORDING TO ENVIRONMENTAL ENTREPRENEURS.

THE COLORADO SCHOOL OF MINES IS ONE OF A FEW INSTITUTIONS IN THE WORLD TO OWN AND OPERATE ITS OWN EXPERIMENTAL MINE.





FLIGHT **DONE RIGHT**



Denver International Airport (DIA) is the nation's fifth-busiest airport and 13th-busiest worldwide and the only major U.S. airport to be built in the last 25 years.

"Since then, DIA has grown to become Colorado's primary economic engine, with an annual economic impact of \$26.3 billion in the state," says DIA CEO Kim Day, who expects the airport's already-impressive numbers to continue improving, especially with the Federal Aviation Administration forecasting that air travel on U.S. airlines will nearly double to 1.2 billion passengers by 2032.

"Because of our size (53 square miles), DIA is the largest airport site in the nation and second-largest airport in the world in terms of land mass," says Day, who adds that DIA is one of the few major U.S. airports that still has room to grow to handle all that future potential.

Some of that expansion has already begun: DIA's Hotel and Transit Center Program will add a public plaza, a world-class Westin hotel and a commuter rail line that will run from the airport into downtown Denver every 15 minutes.

"The train will finally make us an extension of downtown Denver which is what we've always wanted to be," says Day.

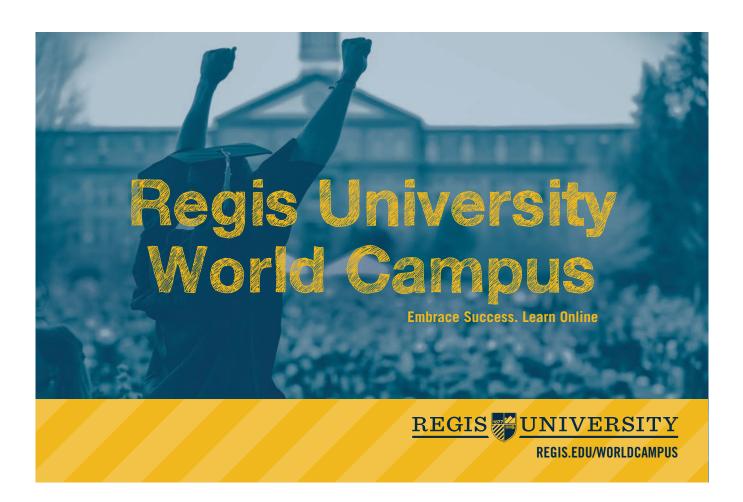
Clockwise from top: DIA's Jeppesen Terminal, Lockheed Martin/ULA facility in Waterton Canyon, the Orion Multi-Purpose Crew Vehicle

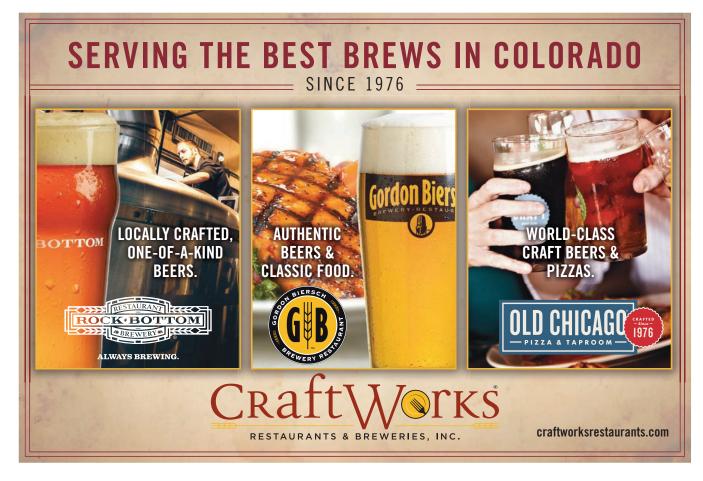


A LOW RISK OF NATURAL DISASTERS MAKES DENVER ATTRACTIVE FOR HIGH-TECH DATA CENTERS.

LEVEL 3 HANDLES MORE THAN 50 PERCENT OF COMMUNICATIONS CROSSING THE ATLANTIC OCEAN.







GLOBAL IMPACT

A TELECOM PHENOMENON

With more than 40,000 broadcasting and telecommunications workers in Metro Denver alone. Colorado is a national hub for telecommunications and home to powerhouses in the satellite, subscription TV and telephone industries.

The state is home to numerous highprofile companies, including Level 3 Communications, Located in Broomfield. the Fortune 500 multinational telecommunications and Internet service provider recognized in the late 1990s that the world of communications was changing and that demand was set to explode.

"We knew that video and content would soon be distributed in a different way, but to do that, we needed to build an all-new type of infrastructure to provide the range and scope of services that companies would soon need," says Jeff Storey, Level 3 president and CEO.

Today, the billion-dollar company is responsible for 10 million fiber miles worldwide (enough to circle the Earth 400 times), and last year alone its secure network delivered 10 exabytes of data (the equivalent

of 12 billion movie downloads).

Metro Denver is the birthplace of the cable television industry, evolving from revolutionary companies such as Jones Intercable and TCI—once the largest cable operator in the U.S.—whose investments in fiber-optic cable infrastructure connect millions of people in the U.S. and around the world. Today, a broad range of businesses has taken that same spirit of entertainment innovation in Colorado to the next level.

"Because of our unique geographic location, businesses here are one satellite bounce away from virtually anywhere on earth," says Lund.

That reliability is something EchoStar the former hardware and technology arm of DISH Network—banks on to remain the premier global provider of satellite solutions.

"Before being spun out of DISH—which remains our largest customer—we were the engineering organization that designed all of the set-top boxes, worked with the initial satellite providers, built the very first broadcast center for DISH from scratch," says Mike Dugan, president and CEO.

With a customer base spanning more than 100 countries, EchoStar not only manages and operates 23 advanced communication satellites (one of the world's largest fleets), it's also behind the infrastructure and technologies central to new products like the Hopper, Slingbox and HughesNet (North America's top high-speed satellite Internet service), which allow users to access the Internet in remote places where DSL and cable can't reach.

Liberty Global, the largest international cable company with more than 24 million customers worldwide, has its U.S. headquarters in Denver. The company's range of broadband services include Internet downstream speeds up to 250 mbps (one of the fastest available in its market), Horizon TV and TiVo, among many other advanced media and entertainment platforms.

"We operate in 14 countries, and although every country has its differences, you would be surprised at how similar consumers are throughout the world," says Mike Fries, Liberty Global's president, CEO and fifth employee 24 years ago (the company



HOTOS: LEVEL 3

Level 3 occupies the forefront of Colorado's telecoms industry



METRO DENVER RANKED FOURTH OUT OF THE 50 LARGEST METRO AREAS FOR FOSSIL FUELS EMPLOYMENT CONCENTRATION IN 2013.

GLOBAL IMPACT

now has 36,000). "In the end, our products and services appeal to consumers across language groups, demographics and geographies because it's almost a human need to be connected."

Colorado also has Starz, the entertainment company behind the most widely subscribed pair of flagship premium channels, Starz and ENCORE—and a spin-off of Liberty Media Corporation.

Liberty Media—which owns interests in a broad range of media, telecom and technology, including some of the world's most recognizable brands, like Sirius XM, QVC, HSN, Trip Advisor and Expedia—enjoys a presence in Douglas County.

"We live in a time where information processing, technology and the Internet are having an enormous impact on many types of industries—and few are being impacted more then the media business," says president and CEO Greg Maffei, who feels the rugged entrepreneurial spirit of Denver is one reason why Liberty Media succeeds.

"Rather than let change become something that threatens a business, you want to be on the right side of change and recognize the opportunities created from it, and there's an entrepreneurial culture here that has certainly caused us to always remain nimble—and ahead of the pack."

ENERGY INFUSED

A similar adaptability applies to Colorado's robust energy industry. Nine of the nation's 100 largest natural gas fields, and two of the nation's 100 largest oil fields, are located in the state, which has become a leader in energy conservation, renewable clean energy and other forms of innovation.

"You could say that energy weaves together the entire state, in that we have assets in virtually most of the region, not just in fossil fuels, but renewable clean energy such as solar, wind and biofuels," says Lund.

The state has significant oil shale rock deposits, particularly in western Colorado's Piceance Basin, which is estimated to hold 1.5 trillion barrels of recoverable oil. OEP Resources—a leading independent natural gas and oil exploration and production company—is one of several energy producers headquartered in Denver, and is active in several of North America's largest energy reserves.

"We've been able to develop pioneering techniques that have allowed us to unlock vast quantities of energy in the areas we explore," says chairman, president and CEO Chuck B. Stanley, who says QEP is already expecting a 25 percent year-over-year increase in production in 2014.

Also based in the Denver is DCP Midstream, the largest natural gas processor,

the largest natural gas liquids (NGL) producer and the third-largest NGL pipeline operator in the U.S. The DCP enterprise gathers and transports seven trillion BTUs of natural gas and produces more than 400,000 barrels of NGL every day, and is presently investing \$4- to \$6 billion in infrastructure in the next three years to keep that energy moving.

"Of all of the natural gas being produced in the U.S. today, about 12 percent goes to one of our plants and pipelines," says Wouter van Kempen, chairman, president and CEO. "That's why we look at ourselves as a must-run industry, because no matter what happens, we have to operate 24/7, 365 days a year, to keep the United States economy running."

Colorado isn't simply energy-abundant, but setting the national pace in proactive energy measures. The state was the first to pass a voter-approved renewable energy standard, with the goal of using 30 percent renewable energy by 2020. It also created a partnership between the University of Colorado Boulder, Colorado State University, the National Renewable Energy Laboratory and the Colorado School of Mines, to accelerate the transfer of research into new energy technologies.

"Our focus is in the areas of the Earth, energy and the environment," says Dr. M. W. Scoggins, president of the Colorado School of Mines. "So any issues related to all threeespecially those that challenge our state, country and the world—are issues that are always at the top of our priority list."

Colorado is one of only five states to have an industry association dedicated to clean tech, which benefits companies like Xcel Energy (the number one provider of wind energy nationwide for nine consecutive years) and Vestas, the world's largest wind turbine manufacturer.

"We make the entire components of the wind turbines—from the towers to the blades," says Chris Brown, president of Vestas-American Wind Technology, Inc. Vestas has installed more than 51,000 wind turbines in 73 countries (more than any company in the world) and has invested more than \$1 billion in four manufacturing facilities in Colorado, aiming to one day



METRO DENVER'S CENTRAL U.S. LOCATION IS A TWO-HOUR FLIGHT FROM TWO-THIRDS OF THE NATION'S POPULATION.

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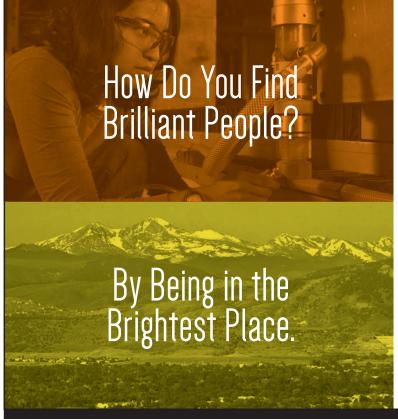
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Northern Colorado is home to the best and the brightest.

Our highly talented and educated workforce, along with our creative culture, research, innovation, and vibrant communities, drove more than \$1.5 billion in new investment into the region in just the last year.

And that's only half of the story.

Contact us to learn why hundreds of technology, manufacturing, healthcare, agriculture, and life science companies have chosen to call Northern Colorado home.



stas manufacturing facility in Brighton. Right: Noodles & Company opens a new



put wind power on par with oil and gas.

"In January, we produced the world's most powerful turbine called the V164-8.0 MW, which features 262-foot-long blades," says Brown, who adds that its new prototype will increase the amount of energy captured while lowering costs by allowing its customers to run fewer, larger turbines with fewer service visits.

And while the state leads the way with its pioneering technical know-how, many of its largest energy companies can take comfort from the fact that they also have the support of some of the sharpest legal minds in the business, courtesy of law firm Holland & Hart.

From a two-man outfit when it was established in 1947, the firm has grown to become one of the biggest in the Mountain West. It now boasts one of the nation's largest and most highly recognized energy and environmental practices, as it guides its clients through the ever-changing regulations in the energy and natural resources arena.

FROM MENUS TO MEDICINE

From wind harnessing to food harvesting, Colorado influences what and how you eat. The state is known for its agriculture, leading the nation in beer production, and having close to 270 certified organic farms and ranches (totaling more certified organic acres than any other state). It is also where

leading brands, such as specialty tea company Celestial Seasonings, makes products keeping the world happy and healthy—the Boulder-based company makes 1.5 billion tea bags annually and exports to more than 50 countries.

It's where you'll find the headquarters for many global restaurant franchises, including Red Robin Gourmet Burgers, Chipotle and Quiznos. The second-largest submarine sandwich chain in North America (behind Subway) started in Denver more than 30 years—now, Quiznos boasts 1,450 locations nationwide, and plans to open more than 1,000 international stores in more than 40 countries by 2020.

"I think one of the reasons there are so many successful restaurant companies in Colorado is because the level of competition is so high—and so are the expectations of our consumers," says Noodles & Company chairman and CEO Kevin Reddy, whose business opens a new location nationally every week and enjoys an annual growth rate of around 13 percent.

"So many Coloradans are independent thinkers with busy active lifestyles and a true sense of wanting to feel good about their food choices," he says. "With that level of awareness, if you can be that choice right in their backyard, you can generally take that idea anywhere."

Srinivas Kumar, CEO of multi-brand

restaurant operator CraftWorks Restaurants & Breweries, Inc., has also flourished from a Colorado homebase. As the largest operator of brewery restaurants, CraftWorks keeps tabs on its 12 brands currently located throughout 38 states nationwide from its duel headquarters in Broomfield.

Two of its best-known brands-Old Chicago Pizza & Taproom and Rock Bottom Restaurants & Breweries-started in the state, and thrive today in other places because of the Colorado-born concepts they brought to the industry. "A great brand often starts with a great idea," says Srinivas Kumar, CEO. "Both brands began by differentiating themselves at the time, and continue to lead by staying true to their roots."

Another area in which Colorado continues to set itself apart is healthcare and wellness. The state is home to renowned clinical systems, organizations and institutions, including Centura Health (its facilities consistently rank among the top hospitals in the nation for cardiovascular care) and HealthONE, with eight hospitals throughout the metro area that each year treat more than 750,000 patients from 49 states (plus the Virgin Islands and Puerto Rico).

"While many look at Colorado as an outdoor tourism destination, and healthcare may not always get top billing, we feel

IN THE LAST 40 YEARS, CELESTIAL SEASONINGS HAS PRODUCED ENOUGH TEA BAGS TO FILL UP 5,000 OLYMPIC-SIZED POOLS.

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GLOBAL IMPACT



Denver Health provides the highest standards of care plus industry-leading research



"WE'RE THE ONLY U.S. SAFETY-NET HOSPITAL RANKED IN THE TOP 10 IN OVERALL OUALITY" Denver is set to become a premier worldwide medical destination," says HealthONE president and CEO Sylvia Young.

There's also Denver Health, which cares for about one-third of Denver's population annually. "Among 117 leading academic hospitals in the U.S., we've been consistently ranked in the top 5 percent for inpatient survival since 2011," says CEO Arthur Gonzalez. "We're also the only U.S. safety-net hospital to be ranked in the top 10 in overall quality."

Beyond providing high-quality care and service, the integrated healthcare system is

recognized as a leader in research. Denver Health was the recipient of a \$19.8 million innovation award from the Center for Medicare and Medicaid Innovation to transform its primary care delivery system in alignment with health reform.

Denver Health also has a contract with the U.S. Department of Defense to conduct clinical research, namely to explore how its techniques in the area of trauma may apply to combat situations. Another area of excellence is its ACUTE Center for Eating Disorders, the only medical stabilization program in the world that caters to people with the



ACCESS TO EXCELLENCE

Recognized as having "very high research activity" by the Carnegie Foundation, Colorado State University (CSU) is one of the nation's leading research institutions.

Its world-class research and programs in areas from infectious disease and atmospheric science to clean energy technologies and agriculture are highly regarded, but what makes CSU truly unique are its many

contributions to veterinary science.

"We've trained more medical, radiation and surgical oncologists than any other U.S. veterinary institution," says CSU president Tony Frank. "And our Flint Animal Cancer Center is the largest center of its kind in the world."

CSU's Orthopedic Research Center is recognized worldwide for breakthroughs in regenerative therapies, including the use of stem cells to repair meniscal tears in horses, and its College of Veterinary Medicine and Biomedical Sciences is among the top three institutions nationally.

"As a land-grant university, our job has always been to provide access to excellence," says Frank, "so that anyone who has earned the right through their talents and motivation will always be able to obtain a world-class education, work toward their passions and get straight to work on solving tomorrow's great global challenges."

PHOTOS: DENVER HE ALTH

BY SERVING MEALS ON REAL CHINA, NOODLES & COMPANY KEEPS MORE THAN 30 MILLION PLASTIC BOWLS OUT OF LANDFILLS ANNUALLY.

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most severe cases of anorexia and bulimiapatients too medically compromised to be treated at traditional clinics.

"The definition of anorexia nervosa is having a BMI (Body Mass Index) of less than 18.5, but to get into acute, our patients have to have a BMI less than 12—and we've taken care of people every day that have been as low as 7 to 8," says director Dr. Philip Mehler. "There is no other place in the U.S. that can do what we do, and patients come from all over the country and around the world to become medically stabilized and begin their recovery through us."

Colorado's investment in healthcare is apparent in the Fitzsimons Life Science District and Anschutz Medical Campus in the city of Aurora. The 578-acre site has the highest concentration of healthcare, research and education facilities in the nation, and its campus—anchored by two world-class research hospitals—the University of Colorado Hospital (UCH) and Children's Hospital Colorado—is expected to serve more than 500,000 patients annually.

UCH, already recognized as one of the country's highest-performing academic

hospitals for the past four years by the University HealthSystem Consortium, has pioneered research in everything from the development of influenza vaccines to helping boost survival rates for certain types of cancer, up to four times the national average.

"A BIG PART OF OUR HERITAGE WAS THE WILLINGNESS OF PEOPLE TO COLLABORATE"

"Because of our research and educational components, we touch lives around the world and provide outcomes that not only give patients a longer life, but just as important, a better quality of life," says John P. Harney, UCH president and CEO. "For example, our cancer center has over 800 clinical trials open at any timethe largest number of human cancer clinicals in the region—and the cuttingedge research we're working on is what provides patients with potentially the best opportunity for survival and recuperation."

CU Cancer Center's Phase I Trials program

is the only one of its kind in the region, and the center is already hard at work developing molecular tumor tests that can find specific gene defects, which is already showing potential and has positioned CU Cancer Center as a national leader for clinical trials of targeted drugs.

"I believe part of the role of any academic medical center is to be a world leader, because if you look at the research that comes from any clinical trial, it's research that may ultimately change how medicine is directed, the care a patient receives, or the clinical outcomes of a patient—not just in Colorado, but throughout the world," says Harney.

It's that mix of responsibility, individualism and grit that Colorado's governor believes is behind the fact that businesses of all types assemble—and succeed—in his state. "A big part of our heritage was the willingness of people to work together and collaborate," says Hickenlooper.

"Those who chose to come to Colorado back then were willing to take risks and were focused very seriously at what they wanted their lives to be-and that sense of clarity and determination has never left us."

BECAUSE OF ITS HIGHER ALTITUDE, A GOLF BALL FLIES AN AVERAGE 10 PERCENT FARTHER IN COLORADO THAN OTHER STATES.

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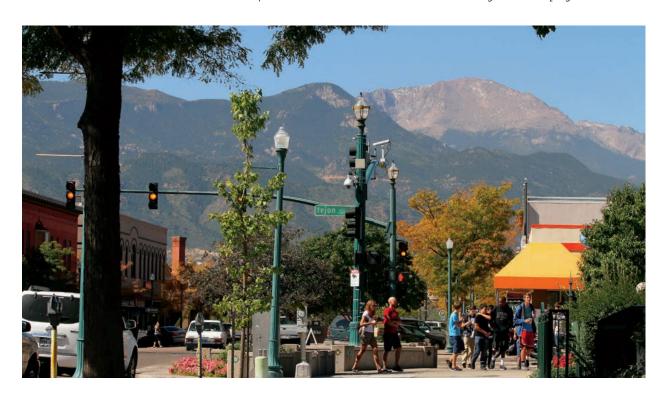
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ABOVE THE REST

Colorado's communities have topography to credit for their higher location, but themselves to credit for their elevated stature, writes Myatt Murphy



COLORADO MAY BE KNOWN for its dramatic scenery, but residents of the state have created an economic landscape every bit as impressive.

Take Colorado Springs, one of the top vacation spots in the United States, with attractions that include Pikes Peak, the Garden of the Gods and the Chevenne Mountain Zoo (the only mountain zoo in the U.S.). Beyond its many tourism treasures, it's also home to one of only three U.S. Olympic training centers and five military installations (one of the largest concentrations of installations for any community in the country).

"There is only one North American Aerospace Defense Command (NORAD), one U.S. Northern Command operation, one United States Space Command, one United States Air Force Academy and one United States Olympic Committee," says Joe Raso, president and CEO of the Colorado Springs Regional Business Alliance. "All are at the highest level of excellence with the work that they doand they are all headquartered right here."

In addition to Colorado Spring's strengths in sports, aerospace and defense, the region is also one of the largest nonprofit centers in the world, with well over 2,000 organizations with operations or headquartered here, including Junior Achievement USA and Compassion International.

To support its many businesses and institutions, Colorado Springs and the Pikes Peak region already take infrastructure measures that include being the only region in the state with a local sales tax in place to maintain, fix and grow its road and bridge systems. "We've also initiated 'City of Champions,' a set of four projects that will harness and focus the assets we have," says Raso.

Those developments include



DENVER IS HOME TO A BRANCH OF THE FEDERAL RESERVE BANK AND ONE OF ONLY SIX U.S. MINTS.

DENVER RANKED EIGHTH AMONG THE "TOP 30 BEST CITIES FOR YOUNG ENTREPRENEURS 2013" ACCORDING TO UNDERSOCEO.COM.





erecting a United States Olympic Museum in downtown Colorado Springs, along with a neighboring Colorado Sports and Events Center—a multi-use facility that will soon host Olympic time trials, a well as playoffs, world championships and other national and international sports competitions.

"The other two projects will be building a high-performance Sports Medicine and Performance Center on the campus of the University of Colorado Colorado Springs, as well as creating a new, more accessible visitors center at the U.S. Air Force Academy," says Raso.

With several projects expected for completion over the next few years, Raso is confident the region will further distinguish itself and stay on pace with its northern neighbors in the Metro Denver region. The nine-county area (which includes

northern Colorado) stretches just north of Colorado Springs up to the Wyoming border and along the front range of the Rocky Mountains, incorporating such notable cities as Fort Collins, Aurora and the capital city of Denver.

"In the 1980s, we were essentially a three-pronged economy," says Tom Clark, CEO of Metro Denver EDC. "It was Coors, carbon-based energy and the Cold War-we brewed beer, we produced oil and gas and we built missiles."

But when the oil glut of the mid-80s caused prices to drop from \$35 dollars a barrel to single digits, it brought the region's economic engine to a halt.

"About 20 percent of the population left and we had about 30 percent of our office space left vacant," says Mike Fitzgerald, president and CEO of Denver South

Economic Development Partnership.

"At that point, citizen leaders brought themselves together and said we better do something fast, and their first move was recognizing that Colorado was pretty much a flyover place at the time."

An initiative was passed to build Denver International Airport (DIA)—a massive undertaking given the state of Colorado's economy. Since opening its doors in 1995, "DIA has grown into the largest economic generator in the Rocky Mountains—serving virtually every U.S. market within three and a half hoursand it's had a huge gravitational pull on national and global companies into our metro region," says Clark.

DIA was without doubt one the most effective new developments in the last three decades, but logistics were just one



GOING THE DISTANCE

Every year, millions of people across America and around the world look to boost their skills and gain new qualifications with a distance learning course—and all of them owe a degree of thanks to Denver-based Regis University for the opportunity. It became one of the first U.S. institutions to recognize the worth of the concept

when it began mailing out cassette tapes—online learning was still many years off—while staying true to the Jesuit vision of a values-centered education, established when the university was founded in 1877.

Named a "Top University in the West" by U.S. News & World Report for 19 consecutive years, Regis is

consistently updating its facilities as it reassesses its approach to further education. Students benefit from small student-to-teacher ratios and personal attention from award-winning staff across its three colleges and schools, including the College for Professional Education, which is a national leader in the provision of adult education.

THE BROADMOOR — THE LONGEST RUNNING FIVE-STAR RESORT IN THE UNITED STATES — IS LOCATED IN COLORADO SPRINGS.

THE DENVER MINT STORES GOLD AND SILVER BULLION AND PRODUCED MORE THAN 4.6 BILLION COINS IN 2012.

part of the solution. During Colorado's slump, Denver's downtown struggled, so a plan was hatched to bring businesses back that focused mainly on large-scale development around its core. The effort included the construction of a light rail system to connect neighborhoods around its central business zone, as well as making a serious commitment to its arts district.

Metro Denver collects more for the arts per capita than any other U.S. city, raising more than \$40 million a year, which is shared with close to 300 arts organizations and facilities. "We've worked very hard—and continue to work hard—to develop a culture of innovation and entrepreneurship in our Center City," says Tami Door, CEO and president of the Downtown Denver Partnership.

Today, within a one-mile radius, visitors and residents have access to three sports

stadiums, the country's second largest performing arts complex, an assortment of museums, the country's only downtown amusement park, a world-class aquarium and more than 300 restaurants, brewpubs, cafes and music venues.

It's a determination that shows in the

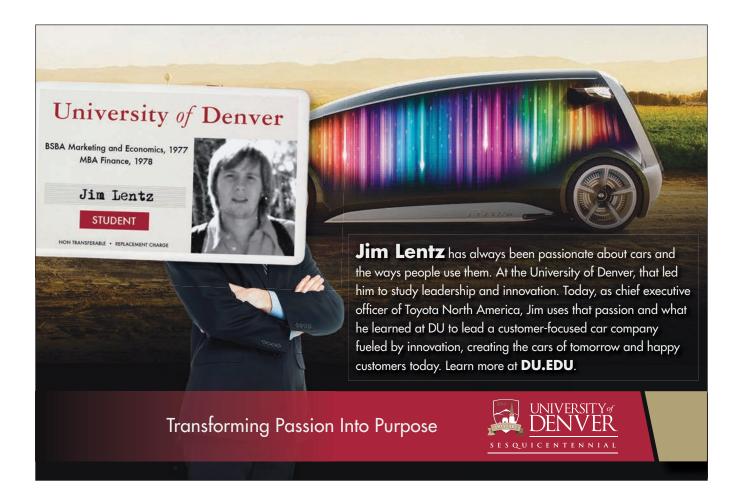
DENVER COLLECTS MORE FOR THE ARTS PER CAPITA THAN ANY OTHER U.S. CITY

numbers. Denver grew by 30 percent in the 1990s at an average pace of 1,000 new residents a week—every week—for 10 straight years. Denver now has the 10th largest downtown in the United States, and is still one of the fastest growing cities in the country, projected to grow another 10 percent over the next five years.

That growth will be driven in part by a number of ambitious projects currently in the pipeline. The first of these is the 578-acre Fitzsimons Life Science District in Aurora Colorado, which could become the state's second largest economic generator, trailing only behind the international airport.

When fully completed over the next two decades, says Clark, "the Fitzsimons Life Science District—which includes the Colorado Science + Technology Park—and the adjacent Anschutz Medical Campus will become one of the largest bioscience real estate developments in the country, and position us as a powerful player in the life sciences and biotech sector throughout the world."

The region also moved forward on a smarter way of moving, investing in a multi-billion dollar plan to expand



REVITALIZATION





Far-left: Elitch Gardens Amusement Park. Left: Metro Denver has embarked on a massive transit program. Below: the Colorado Convention Center has proven a boon to Denver's reputation as a business destination

Metro Denver's entire mass transit system, with 122 miles of new light rail and commuter rail, in order to better connect its counties, downtown and airport.

"It's the largest transit program built in the United States since the Washington, D.C., system," says Clark. With many rail lines already operational, the finishing touches which include converting Denver's historic Union Station into a central hub, as well as offering direct rail service between DIA and downtown Denver-will be mostly completed by 2016.

But it's not only the region that's looking to add to its excellence—it's the corporations and institutions that





THE CENTER OF ATTENTION

One of Colorado's most successful economic moves was building the Colorado Convention Center (CCC). Since opening its doors in 1990, the facility has turned Denver into a major national and international convention destination, and has gained a reputation for being one of the userfriendliest centers of its kind.

"We're consistently ranked by meeting planners as one of the top five convention centers in the U.S.," says Richard W. Scharf, president and CEO of Visit Denver, who says the city's conventions generated a record \$665 million in spending in 2013.

In addition to being one of the most green convention facilities in the nation, the LEED certified center is walking distance to 9,300 downtown hotel rooms and more than 300 restaurants—which helps explain why CCC attracts more than 250 events annually.

"If you look at the events we've hosted, which include World Youth Day, the G8 Summit, all of the all-star games—including the NHL, MLB and NBA—the Democratic National Convention, and soon the Clinton Global Initiative America in June of 2014 and 2015, we've had—and continue to bring in world-class events that continue to place Denver and Colorado on a global stage."

DENVER METRO CONVENTION & VISITORS BUREAU, COLORADO CONVENTION CENTER, VISIT DENVER

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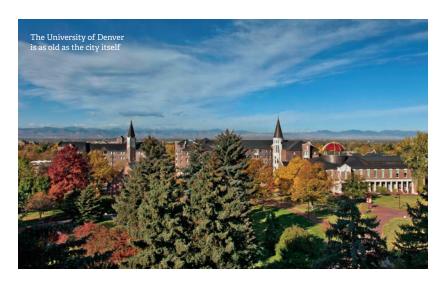
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REVITALIZATION



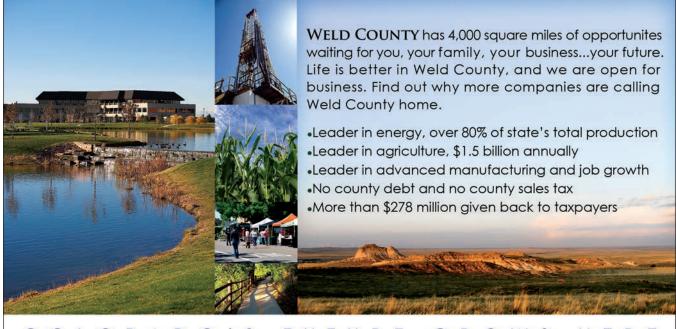
A NEW SCHOOL WILL ALLOW DU TO GROW ITS FACULTY AND STUDENTS BY 30 PERCENT

reside there that also share that goal. Founded in 1864, the University of Denver is as old as the city itself, and one of the institution's priorities is to remain synchronized with the region's goals of enriching its global standing.

"We aspire to be a great international university for Denver as it becomes a great international city," says Dr. Robert Coombe, chancellor of the University of Denver.

Part of DU's efforts include constructing and expanding a new school of engineering and computer science—a move which will allow DU to grow its faculty and students by more than 30 percent—and making the Josef Korbel School of International Studies (already one of the top 10 schools of its kind globally) into the best in the world within 10 years.

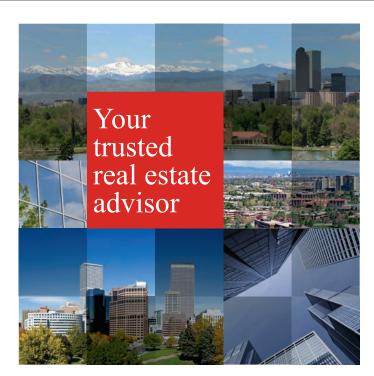
Others banking on the region's future include financial services frontrunners Janus Capital Group and The Charles Schwab



COLORADO'S RE

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Corporation, which broke ground on a new \$230 million, 40-plus acre office campus in the city of Lone Tree to accommodate and add to its existing 2,000 employees.

"I believe our new campus does a few things beyond allowing us to grow—it shows our devotion to the region," says Brian McDonald, senior vice president of client service and support at Charles Schwab. "Denver is a wonderful Western hub, and not only is that reflected in the commitment we're making—it's reflected in the commitments our competitors are making here as well."

Denver-headquartered global investment leader Janus Capital Group has enjoyed a presence here since 1969. Its recent commitment is implementing strategies that attract and retain the greatest of educators. "A community cannot be successful unless its public education is also successful," says CEO Richard Weil.

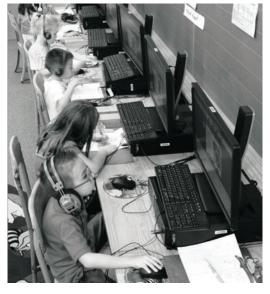
That's why, six years ago, Janus Capital developed a groundbreaking program in partnership with Denver Public Schools (DPS) that offered qualified teachers the chance to teach and learn alongside a mentor teacher in for one academic year, while also earning a master's degree from the University of Denver.

"Teachers who successfully complete the program are guaranteed an offer in the Denver Public School System," says Weil, who looks at Janus as being an early-stage venture capital investor in the development of public education in Denver and Colorado. Since the program's inception, 92 percent of participants are still employed across 43 schools in the DPS, while nationally, an average 46 percent of all new teachers leave the profession within the first five years.

"That culture of collaboration permeates our community, and is what's allowed us to do extraordinarily great things," says Clark. "When people come here and ask how we've achieved what we have, it was through banding together to figure out how to do something different and better—and the cool thing is, we've maintained that same collaborative view for three decades now."

"A COMMUNITY CANNOT BE SUCCESSFUL UNLESS ITS PUBLIC FOUCATION IS ALSO"





Above: Charles Schwab's new office complex in Lone Tree. Left: Janus Capital Group works closely with DPS in the development of public education in Denver

THE AMERICAN COLLEGE OF SPORTS MEDICINE RANKED METRO DENVER AS THE FIFTH-FITTEST METRO AREA IN THE NATION IN 2013.

A SURVEY BY GRADUATEPROGRAMS.COM RANKED THE UNIVERSITY OF COLORADO BOULDER LAW SCHOOL AS THE TOP-RATED LAW SCHOOL IN THE NATION.



A unique public research university with a global reach, engaging innovative thinkers who are working to solve the world's most pressing challenges. Mines students and faculty are engineering new frontiers in areas such as unconventional natural gas • solar materials • fuel cells • biofuels • advanced water technology • critical materials • lightweight metals • robotics • biomedical engineering

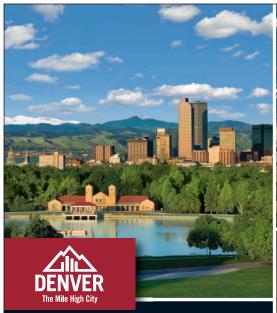
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Undergraduate Admissions 303-273-3220

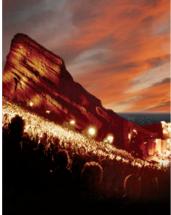
Graduate Admissions 303-273-3247

www.mines.edu Golden, Colorado



Fresh thinking requires a great location. And you won't find one more inspiring than Denver. Our state-of-the-art facilities and walkable downtown give you the setting your meeting needs, with innovative chef-owned restaurants and Rocky Mountain backdrop that will keep attendees talking. Learn more at **DENVERMEETINGS.com**





GREAT MEETINGS CAN INSPIRE YOU. SO CAN A GREAT CITY.

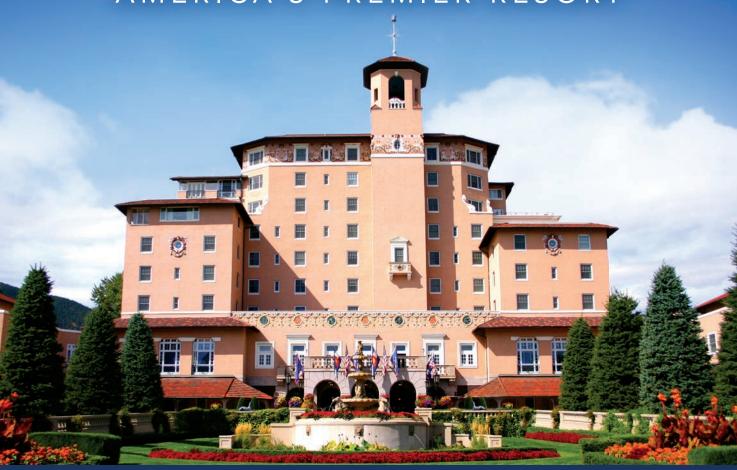




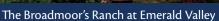
A SUMMER TO REMEMBER

BROADMOOR

AMERICA'S PREMIER RESORT









#1 Golf Resort in North America - Golf Magazine



The Broadmoor's Cloud Camp

ENTER FOR A CHANCE TO WIN A BROADMOOR SUMMER VACATION

Beyond the buildings by the lake and the luxury you've come to expect of The Broadmoor lies a world of unique experiences. Grand Prize winners will receive a three-night stay for two, including airfare, to one of three exclusive destinations: The Broadmoor, The Ranch at Emerald Valley, or Cloud Camp. Experience world-class accommodations and dining alongside the best activities of the rustic Colorado wild.

Enter to win your summer to remember vacation today at broadmoor.com/remember.







COLORADO CAPTIVATE

Cosmopolitan flair, world-class culture, a wide range of outdoor activities and about 300 days of sunshine a year—no wonder more than five million people call Colorado home

SPORTS

Four major professional sports teams offer year-round entertainment.



DENVER NUGGETS



DENVER **BRONCOS**



COLORADO AVALANCHE



OUTDOORS

Colorado has 23 million acres of public land that cater to wildlife recreation, including:



HIINTING



FISHING



VIFWING

PERFORMING ARTS



The Denver Performing Arts Complex is the second largest center of its kind in the U.S., and home to the Colorado Symphony Orchestra, Opera Colorado, Denver Center Theater Company and the Colorado Ballet.

Colorado is the leanest state with the nation's lowest rate of adult obesity. It is the only state with an obesity rate below 21 percent.

20.5%

COLORADO

27.95%

CYCLING

USA Today ranked two of Metro Denver's bike paths on its list of the best urban bike paths in the U.S.



BOULDER CREEK PATH



CHERRY CREEK BIKE PATH



The Denver Botanic Gardens is one of the top five botanic gardens in America, with more than 32,000 plants representing more than 2,000 species.

WILDLIFE



Open every day of the year, the Denver Zoo is the fourth most popular zoo in America and has the seventh most diverse animal collection (including the incredibly rare okapi, black rhino and Siberian tiger).

IN COLORADO

Colorado is where you'll find:



The largest archaeological preserve and the longest set of dinosaur tracks in the U.S.



The tallest sand dunes and the largest cliff dwellings in North America

OVER THE LAST YEAR...



A Harris poll found that Colorado was the FIFTH MOST-DESIRED STATE in the nation to live in



CareerBuilder ranked Denver as the SIXTH BEST CITY FOR COLLEGE GRADUATES LOOKING FOR A JOB



Telluride is among the FRIENDLIEST CITIES IN THE U.S., according to Condé Nast Traveler



Gallup found that Colorado residents have the SECOND HIGHEST WELL-BEING in the nation

NATIONAL FORESTS OCCUPY NEARLY 22 PERCENT OF COLORADO'S LAND AREA, THE THIRD-HIGHEST PERCENTAGE AMONG ALL 50 STATES.

THE \$92 MILLION ELLIE CAULKINS OPERA HOUSE IS RECOGNIZED AS ONE OF THE FINEST ACOUSTICAL VENUES IN THE WORLD.

PHOTOS: PIKES PEAK, MOLSONCOORS, STEVE CRECELIUS AND VISIT DENVER

OPEN-ENDED TICKET

Colorado is an international hub of historic and outdoor recreation that welcomes more than 60 million visitors annually. Here's a taste of what keeps the tourists coming back



3









1 RED ROCKS AMPHITHEATRE

The only naturally occurring, acoustically perfect amphitheater, this geological marvel is a 9,000 seat natural outdoor arena carved from 500-foot red sandstone cliffs and considered the best amphitheater in the U.S.

redrocksonline.com

2 ROCKY MOUNTAIN NATIONAL PARK

Ranked among the top 20 destinations on National Geographic Traveler's 2014 Best of the World list, the park offers visitors more than 300 miles of hiking trails, stunning scenery and outdoor activities ranging from lake fishing to ice climbing. nps.gov/romo

3 BREWERIES

Colorado has more than 200 breweries. with Denver brewing more beer than any other American city. The must-see spot: Coors Brewery. The largest single brewing site in the world offers free tours of its complex—and free samples if you're of age.

Coors.com

4 SKIING

coloradoski.com

Colorado resorts offer more than 42,000 skiable acres and a wide range of challenging terrain. Spot a celeb in Aspen, experience Vail (the U.S.'s second largest single mountain ski resort) or brave Silverton Mountain, the highest ski area in North America.

5 GLENWOOD HOT SPRINGS POOL

Visitors have been coming since 1888 to swim, soak and play in the mineral-rich water of the largest hot springs pool in the world. Measuring more than two blocks long, the pool stays a balmy 90 to 93 degrees Fahrenheit all year long. hotspringspool.com

6 PIKES PEAK COUNTRY

The region features more than 40 attractions, including the Pro Rodeo Hall of Fame, the Garden of the Gods and the Pikes Peak Cog Railway. Operating for 115 years, the railroad takes passengers to the 14,110-foot summit of Pikes Peak. pikes-peak.com

THE GREAT AMERICAN BEER FESTIVAL HELD IN DENVER EVERY FALL IS THE LARGEST FESTIVAL OF ITS KIND IN THE U.S.

THE MAROON BELLS, LOCATED 10 MILES FROM ASPEN, ARE THE MOST PHOTOGRAPHED MOUNTAINS IN NORTH AMERICA.

WHERE URBAN ADVENTURE MEETS THE SPIRIT OF THE ROCKY MOUNTAINS

300 days of sunshine, thriving arts & culture and one of the hottest dining scenes in the country means there's always something going on in Denver.



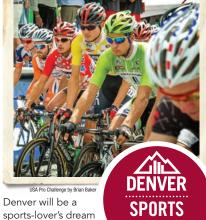


No music lover's bucket list is complete without a show at worldfamous Red Rocks Amphitheatre!

Farm-fresh and fun! Indulge at chefowned restaurants on Larimer Square, or sip one of the 200 craft beers brewed in Denver daily.







this summer, with the FIL World Lacrosse Championships in July,

USA Pro Challenge bike race in August and the BMW Golf Championships in September.

Not enough for you? Try seven professional sports teams for year-round thrills.







Catch the thrill rides downtown at Elitch Gardens Theme and Water Park, or visit the pachyderms at Denver Zoo's Toyota Elephant Passage.

A day hike at Mt. Evans is the perfect family getaway - and be back in time for dinner!

Dale Chihuly, Fairchild Tropical Botanic Garden, Coral Gables, Flor





2014 blockbuster exhibits include Maya: Hidden Worlds Revealed at Denver Museum of Nature & Science and Chihuly at Denver Botanic Gardens. This fall brings exciting shows like Cartier at Denver Art Museum and Mark Mothersbaugh: Myopia at the Museum of Contemporary Art Denver.

Explore more than 40 museums throughout the city's diverse neighborhoods.





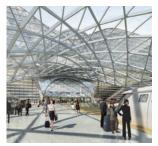




Denver International Airport's Hotel and Transit Center is made up of independent, yet physically integrated projects, which include design and construction of:

- A 519-room Westin hotel and conference center
- A public transit center, which will include a commuter rail station connecting the airport with downtown Denver and a centralized pick-up and drop-off for all Regional Transportation District (RTD) buses serving the airport
- A public plaza, Denver's newest venue for programs and events where passengers and visitors can find entertainment, relaxation, art and restaurants

BUILDING THE FUTURE BUILDING A COMMUNITY CONNECTION BUILDING ECONOMIC OPPORTUNITY



Renderings by Gensler



