



THE ENERGY IS EVERYWHERE.

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ABOUT THE METRO DENVER ECONOMIC DEVELOPMENT CORPORATION

The Metro Denver Economic Development Corporation (Metro Denver EDC) is a regional economic development partnership that continues to lead the way for economic prosperity in the Metro Denver region. More than 70 cities, counties, and economic development organizations are part of this nationally recognized program. The organization provides energetic leadership, executes focused strategies, and takes advantage of opportunities as they arise to act in the region's business interests.

This work to create a competitive environment that attracts companies and jobs is backed by the region's business community, with primary funding coming from private-sector investors, as well as participating cities and counties. Strategic initiatives are developed among our economic development partners, with final decision-making authority by an investor board of directors. The Metro Denver EDC is an affiliate of the Denver Metro Chamber of Commerce.



"We compete every day regionally, nationally, and globally for new jobs. The Metro Denver EDC is the irreplaceable organization that ties together all the elements to achieve our regional and state mission. Its culture of inclusiveness seeks not to dictate the direction of the region but to draw from each of us our best thinking and our expertise. From all this comes a united regional vision of a strong, growing, and diverse economy."

Don Marshall - Regional President, Wells Fargo
Metro Denver EDC Executive Committee Co-Chair

CLEANTECH EXPANSIONS, BATTLING ANTI-BUSINESS LEGISLATION, AND COLORADOLOVESCA CAMPAIGN TOP 2009-2010 BUSINESS AGENDA.

Despite a year of challenges on the economic front, the Metro Denver Economic Development Corporation (Metro Denver EDC) and its investors and regional economic development partners continued to lead the way for economic prosperity in the Metro Denver region.

Highlights include several expansions and locations in the clean energy industry, the highly successful COLORADOlovesCA marketing initiative, and work to battle a trio of anti-business ballot initiatives on the November 2010 ballot.



Executive Committee Tackles Anti-Business Legislation

The Metro Denver EDC executive committee authorized \$500,000 in funding to Coloradoans for Responsible Reform to battle three ballot initiatives that will appear on the November 2010 ballot: Proposition 101, Amendment 60, and Amendment 61. The initiatives, if passed, would be extremely detrimental to Colorado’s business climate.



Cleantech Industry Leads Job Growth

In a year when most industry sectors have reduced their workforces, one industry in Colorado’s economy is bucking that trend – the cleantech industry. The Metro Denver EDC continued to work with Vestas Wind Systems on its nearly \$1 billion, four-plant expansion in the state. Additional relocations and expansions included SMA Solar Technology AG, REpower USA, Corp., SPG Solar, Boulder Wind Technology, SunRun, and SolarCity. Several Vestas suppliers announced expansions including Aluwind, PMC Technology A/S, SGB USA, Inc., and Bach Composite Industry.

Major news in other industries included United Launch Alliance, Raytheon, Scottrade, General Dynamics Information Technology, Mywedding.com, Sierra Nevada Corporation, DaVita, Tridaq, Arrow Electronics, Nanopartz, Hosting.com, and Intuit. During 2009-2010, more than 5,000 new jobs were added or retained in the region as a direct result of the Metro Denver EDC’s attraction and retention efforts.

COLORADO CA

Colorado is one of five states that will lead the national economic recovery due to its high-tech industry base. **Feel the love, but revel in the facts.** www.COlovesCA.com

California, You’re Still The One

Colorado again staked its claim on Valentine’s Day in the Golden state with a multi-tier marketing initiative to build on the state’s brand awareness among C-level executives and promote company expansion and new job creation in the Centennial state. The campaign resulted in over 60 media placements reaching an estimated 32 million consumers.



Workforce Initiative Concludes, 2,600 People Trained

The Metro Denver WIRED (Workforce Innovation in Regional Economic Development) Initiative housed at the Metro Denver EDC concluded in January 2010. Funded through a \$15 million, four-year grant from the U.S. Dept. of Labor, WIRED awarded grants to more than 38 organizations that included sustainable partnerships between business, education, nonprofit, and workforce development agencies. WIRED partners and subgrantees trained more than 2,600 people, building the capacity for the region’s high-growth industries: aerospace, bioscience, energy, and IT-software. More than \$18.9 million in other public and private funding was leveraged by WIRED partners.



Region One Of Eight Pilots For Climate Prosperity

The Metro Denver EDC and the City and County of Denver signed a Memorandum of Understanding for the region with the national Climate Prosperity Project, Inc. in early 2010. The Project was developed by the Rockefeller Brothers Fund in 2009 to create a low-carbon and prosperous American economy. Denver is one of eight pilot communities selected to demonstrate the viability of this new regional economic development strategy.



Site Selection Consultants Get A ‘Mile High’ Experience

Nine national site selection consultants converged in Metro Denver for the Metro Denver EDC Site Selection Conference, September 23-25, 2009. The Conference is one of the most effective strategies for marketing Metro Denver’s business attributes to site selectors and corporate real estate professionals, key decision makers in corporate relocations and expansions that bring new companies and jobs to our region.



Colorado Energy Coalition Publishes Study

The Colorado Energy Coalition (CEC), an affiliate of the Metro Denver EDC, published the study *Resource Rich Colorado* in September 2009 measuring Colorado’s competitive position in the wind, solar, coal, natural gas, and oil industries. The consortium of energy leaders and stakeholders works to position Colorado as the “Balanced Energy Capital of the West.”



Economic Development Marketing Goes ‘Social’

The Metro Denver EDC adopted several cutting-edge social media strategies in 2009 including the “Clark’s Cone of Silence” Blog, the LinkedIn Economic Development in Metro Denver Group, Twitter, Facebook, and Flickr. Following a national survey, the International Economic Development Council recognized the Metro Denver EDC as one of four economic development organizations using social media most effectively.



Metro Denver Aviation Coalition Takes Flight

The region’s focus on promoting and growing the aviation industry in the nine-county region expanded in 2009 under the newly restructured Metro Denver Aviation Coalition, an affiliate of the Metro Denver EDC. The group also advocates for growth at Denver International Airport and the development of new nonstop international flights.

“I am amazed by your region’s growth over the past 10 years. You are now a main player against California when you used to be an afterthought. Plus you work well together and it shows.”

Saúl Gomez – Senior Manager, Ernst & Young
Site Selection Conference attendee

ENERGETIC LEADERSHIP + FOCUSED STRATEGY = ECONOMIC SUCCESS

In 2004, the Metro Denver EDC began an aggressive five-year plan called Breakthrough Denver! to restore economic vitality and to brand Metro Denver as a vital and sustainable hub for businesses, entrepreneurs, and workers in the new economy—with an overarching goal of creating 100,000 jobs within five years.

The Metro Denver EDC topped that goal in 2008 with 125,700 new jobs created. In 2009, the organization completed a five-year capital campaign to broaden its business leadership base and raise an additional \$5 million over the next five years to grow the economy. In the past six years, our results have been impressive. As an investor in the Metro Denver EDC,

you'll find that your money has been spent wisely on six strategic areas impacting the economic health and competitiveness of our region:

- **Tax Reform**
- **Mobility**
- **New and Existing Business**
- **National Marketing**
- **DIA/International Flights**
- **Special Opportunities**

TAX REFORM

WORKING TO KEEP BUSINESS LESS TAXING IN METRO DENVER AND COLORADO

- » With the DMCC, conducted ongoing early-stage voter polling on legislation affecting business
- » Helped craft and advocate for HB 1001 providing income tax credits to companies creating 20 or more jobs
- » Created a website in 2009 to track federal stimulus dollars flowing into Colorado
- » Helped craft key business legislation including single factor tax apportionment, business personal property tax reform, and elimination of the fly-away tax
- » Provided \$250,000 in seed money to fight the Poison Pills ballot initiatives
- » With the DMCC, led efforts against HB 1072 union legislation
- » Provided \$750,000 in campaign support to pass Referendum C
- » Supported several bioscience bills including legislation to create a Bioscience Discovery Grant program



MOBILITY

CREATING A REGION THAT PROACTIVELY SOLVES ITS TRANSIT CHALLENGES

- » Continued to advocate for the full buildout of FasTracks
- » Testified on behalf of FASTER legislation to raise \$250 million annually for transportation improvements
- » Released an in-depth study on the economic impacts of FasTracks
- » Contributed \$750,000 to the FasTracks Yes! Campaign
- » Funded efforts to ensure successful transit-oriented development
- » Led a national public relations effort to promote the success of T-REX

NEW AND EXISTING BUSINESS

DEVELOPING AND EXPANDING THE REGION'S BUSINESS BASE

- » 125,700 new jobs created in Metro Denver from 2003 – 2008
- » Major company relocations and expansions include ConocoPhillips, Vestas Wind Systems, Charles Schwab, RES-Americas, GE Energy Control Solutions, Siemens Energy, the United Launch Alliance, Kaiser Permanente, Rio Tinto Minerals, Molson Coors, ProBuild, Vodafone, and Fast Enterprises
- » Hosted delegations from Spain, Germany, and Denmark seeking investment opportunities in the cleantech industry
- » Released annual cluster studies of Metro Denver's top industries for job growth: aerospace, aviation, bioscience, broadcasting and telecommunications, energy, financial services, and IT – software
- » Increased outreach to national site selectors with immersion visits
- » Utilized a national prospect qualification system along with national and international prospect visits to create new jobs
- » Released annual "Toward a More Competitive Colorado" reports on the state's economic competitiveness
- » Obtained a \$15 million U.S. Department of Labor WIRED workforce grant
- » Through the Metro Denver WIRED Initiative, commissioned and released a study on the workforce needs of the region's top industries
- » Attended and/or exhibited at several national tradeshows including WindPower, AdvaMed, the National Space Symposium, MD&M, BIO, and CoreNet Global
- » Partnered on two Canadian Energy Missions and led the Governor/Mayor California Trip in 2004



"The Metro Denver EDC is blessed with a strong group of economic development partners throughout the nine-county region. Each brings its professionalism and its expertise into a highly competitive global marketplace. The Metro Denver EDC is the place where all this talent flows through. It has kept us focused on the future while fighting back against those forces that could derail our economy. And through it all, the EDC has never lost its regional perspective, knowing that together we are stronger than when we are apart."

John Beeble – President, Saunders Construction

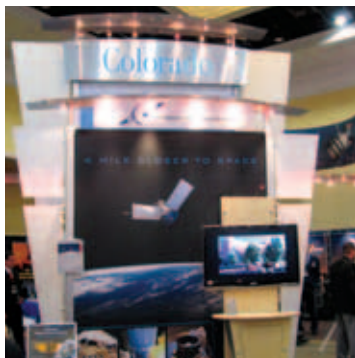
Metro Denver EDC Executive Committee Co-Chair



NATIONAL MARKETING

KEEPING METRO DENVER'S BUSINESS ASSETS IN THE INTERNATIONAL SPOTLIGHT

- » Launched www.metrodenver.org in 2004 and redesigned site in 2007 – website rated the country's top ED website by our economic development peers and site selectors
- » Developed www.MetroDenverGIS.org, a GIS-enabled site selection website
- » Created the Metro Denver “Energetic Bodies. Energetic Minds.” branding campaign
- » Initiated national and international public relations efforts promoting Metro Denver
- » Coordinated inbound and outbound media trips
- » Secured articles and broadcast placements in top-tier media outlets including *The New York Times*, *The Wall Street Journal*, *Newsweek*, *The Economist*, *FOX News*, *National Public Radio*, *CNN*, *Bloomberg*, and *Governing* magazine
- » Hosted CoreNet Global and ULI national conferences in Denver
- » Marketed the region and industries with a state-of-the-art exhibit booth at national trade shows



DIA/INTERNATIONAL FLIGHTS

NONSTOP EFFORTS TO ADVANCE THE REGION'S AVIATION INDUSTRY AND DEVELOP INTERNATIONAL FLIGHTS

- » Created the Metro Denver Aviation Coalition as a private-sector advocate for aviation industry and growth at DIA
- » Hosted annual State of DIA events on growth at the airport and health of the aviation industry
- » Participated in the World Route Development Forum in Beijing to promote new international flight development
- » Partnered with the state of Colorado and DIA for the 2008 Asia Trade Mission to Japan and China
- » Working with DIA, led several trips to Tokyo in order to promote a new nonstop flight
- » Assisted Southwest Airlines with its expansion into the Denver market



SPECIAL OPPORTUNITIES

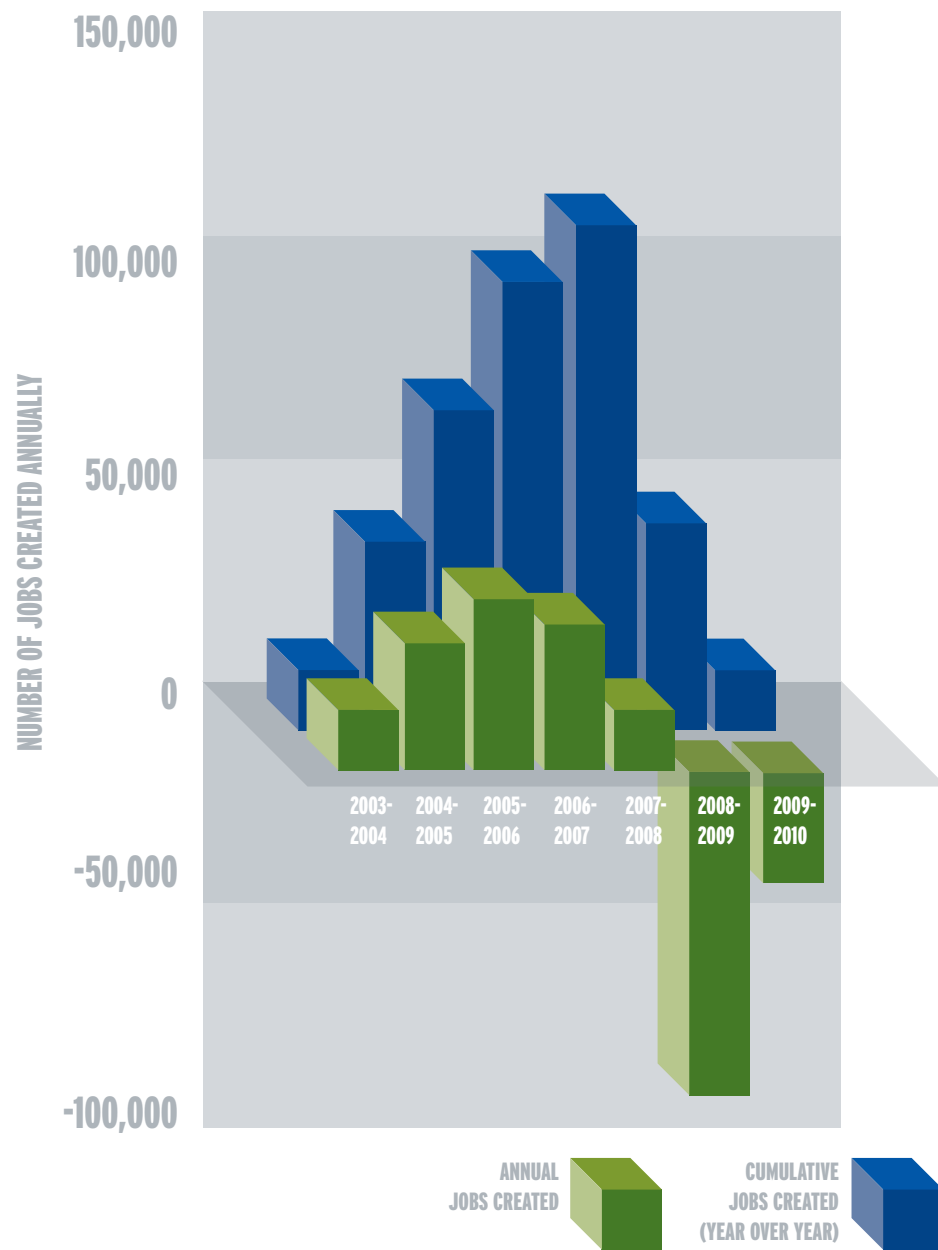
CAPITALIZING ON INSTANCES TO ACT IN THE REGION'S BUSINESS INTERESTS

- » Created the Colorado Energy Coalition to promote the state as the “Balanced Energy Capital of the West”
- » Staffed the Colorado Space Coalition, developed a national marketing campaign, and created the www.spacecolorado.org website to advance our space industry
- » Sponsored the 2009 Sportaccord Conference in Denver with a \$50,000 donation
- » Provided \$250,000 to support the 2008 Democratic National Convention in Denver
- » Received a \$1.7 million endowment from CH2M Hill to fund job growth
- » Contributed \$100,000 to fight Amendment 34/construction defects
- » Released an Energy Efficiency Study detailing conservation investments for companies
- » Hosted U.S. cities and regions wanting to learn from Metro Denver's successful economic development model

“At no time in the past have Metro Denver's regional economic development groups worked more closely and more effectively. With a regional focus on retaining and attracting companies, industry development, marketing, and business issues – we are raising the tide for success throughout Metro Denver. I attribute this to the convening role that the Metro Denver EDC plays.”

Becky Hogan –
Economic Development Director,
Town of Parker
 2010 Chair,
Metro Denver EDC Professionals

JOBS CREATED 2003-2010



METRO DENVER ECONOMIC DEVELOPMENT CORPORATION INVESTORS

(AS OF APRIL 30, 2010)



Adams County Economic Development, Inc.	Burkett Design, Inc.	Colorado State University	Enserca, LLC	Holland & Hart LLP	Land Title Insurance Corporation
Adams Mendel Allison Construction, Inc.	Butler Rents	Comcast Cable Communications, Inc.	Ernst & Young	Holme Roberts & Owen, LLP	Legacy Partners Commercial, Inc.
Adolfson & Peterson Construction	Callahan Capital Partners	ConocoPhillips	Etkin Johnson Group	Howell Construction	Leo A Daly
AECOM	CB Richard Ellis, Inc.	COPIC	Exempla Healthcare – Corporate Office	Husch Blackwell Sanders, LLP	Level 3 Communications, Inc.
AeroSolutions	Centennial Airport	Corporex Colorado, LLC	Fairfield and Woods, P.C.	Hyatt Regency Denver at Colorado Convention Center	LNR Property Corporation
American Family Insurance	Centura Health	Coventry Development Corporation	Fast Enterprises LLC	Hyder Construction Inc.	Lockheed Martin Space Systems Company
Amgen, Inc.	CH2M Hill	CRESA Partners	First Data Corporation	IHS, Inc.	Lockton Companies, LLC.
Anadarko Petroleum	Chase	Davis Graham & Stubbs LLP	FirstBank Holding Company	IMA Financial Group, Inc.	Logplan
Anthem Blue Cross & Blue Shield	Cherry Creek Shopping Center	Deloitte & Touche LLP	Fitzmartin Consulting Co.	Isaacson Rosenbaum P.C.	Longmont Area Economic Council
Argosy University Denver	Children’s Hospital	Delta Dental of Colorado	Flood and Peterson Insurance, Inc.	ITT Corporation, Space Systems Division	M.A. Mortenson Company
Associated General Contractors of Colorado	CIGNA HealthCare of Colorado	Denver Broncos Football Club	Forest City Development	Janus	Manpower
AT & T	City of Commerce City	Denver Business Journal	Fransen Pittman	Jehn Engineering	McWhinney Enterprises
Ball Corporation	City of Lakewood Economic Development	Denver Finance Lab	Front Range Airport	Johnson & Wales University	Meadow Gold Dairies, Inc.
BBVA Compass Corporate Office	City of Lone Tree	Denver Hospice, The	Frontier Airlines, Inc.	Jones Lang LaSalle	Merrick & Company
Beck Group, The	City of Westminster, Economic Development	Denver International Airport	Fuller Real Estate	Jones Realty Group	Miller International, Inc.
BELFOR USA Group, Inc.	Citywide Banks-Lowry	Denver Newspaper Agency	Gary-Williams Energy Corporation	JVIATION Aviation Consultants, Inc.	Rocky Mountain Clothing Co.
BELLCO Credit Union - Corporate Office	Clifton Gunderson LLP	Denver Office of Economic Development	GE Johnson Construction Company	Kaiser Permanente	MillerCoors
Bentek Energy, LLC	Colliers International	Dex	GeoDynamics Exploration, Inc.	Kendall, Koenig & Oelsner PC	Morgan Stanley
BKD, LLP	Colorado Association of Mechanical & Plumbing Contractors	Douglas County Economic Development	Grant Thornton LLP	Kenney Group, Inc., The	Moye/White LLP
BP America	Colorado Bankers Association	dovetail solutions	Greenberg Traurig, LLP	KeyBank	MPV Holdings LLC
BPI Group	Colorado Business Bank	Dynalectric Company of Colorado	Haselden Construction, Inc.	Kiewit Building Group Inc.	National Association of Industrial and Office Properties
Broomfield Economic Development Corporation	Colorado Community College System	E-470 Public Highway Authority	HealthONE, LLC	King Soopers, Incorporated	National Jewish Health
Brown Palace Comfort Inn Complex	Colorado Concern	Ehrhardt Keefe Steiner & Hottman PC	HealthTrans	KPMG LLP	National Renewable Energy Laboratory
Brownstein Hyatt Farber Schreck, P.C.	Colorado Real Estate Journal	EideBailly	Hellmuth, Obata & Kassabaum, Inc.	L. C. Fulenwider, Inc.	New West Physicians
	Colorado State Bank & Trust	EnCana Oil & Gas (USA) Inc.	Hensel Phelps Construction Co.	Lafarge North America, Inc.	Nolte Associates
		Encore Electric, Inc.	Heska	Land Title Guarantee Company	Northrop Grumman Corporation Information Systems
			Hogan & Hartson, LLP		

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OfficeScapes
Olinger Cemeteries / Mortuaries
Opus Northwest, L.L.C.
OZ Architecture
PA Consulting Group
PCL Construction Services, Inc.
Pepsi Bottling Group
Physician Health Partners
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Polsinelli Shughart
Power Roofing & Exteriors
PricewaterhouseCoopers LLP
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Xcel Energy

PUT YOUR TALENTS TO WORK FOR THE FUTURE. JOIN THE LEADERS OF THE METRO DENVER EDC.

**PLEASE CONTACT JULIE BOLAND, DIRECTOR OF INVESTOR RELATIONS
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