

Industry Overview

Colorado's airport system is a vital and significant contributor to the state's economy. The state's robust system of 74 public-use airports supports 265,000 jobs, \$12.6 billion in payroll, and generates \$36.7 billion in economic output annually. The airports enable economic growth, promote significant development and



tourism activities, facilitate commerce and investment, and help to maintain the state's outstanding quality of life. The state's largest airport, Denver International Airport (DEN), provides connectivity between the nine-county Metro Denver and Northern Colorado region¹ and serves as one of the busiest airline hubs in the world. The aviation cluster includes companies that manufacture aircraft and provide air transportation services. More specifically, the cluster includes airlines, airports, aircraft manufacturing and technology companies, and support services.

Aviation Economic Profile

The aviation cluster consists of 42, six-digit North American Industry Classification System (NAICS) codes including aircraft manufacturing, passenger and freight air transportation, airport operations, and air traffic control.

With direct employment of 18,470 aviation workers, the nine-county region ranked 11th out of the 50 largest metro areas in 2016. The region ranked 14th for aviation employment concentration.² Roughly 82 percent of Colorado's aviation cluster employees work in the region.

Aviation Employment and Company Profile, 2016

	Nine-County Region	United States
Direct employment, 2016	18,470	1,065,780
Number of direct companies, 2016	630	41,150
One-year direct employment growth, 2015-2016	4.6%	1.8%
Five-year direct employment growth, 2011-2016	22.4%	5.0%
Avg. annual direct employment growth, 2011-2016	4.1%	1.0%
Direct employment concentration	0.8%	0.6%

Sources: Dun & Bradstreet, Inc. Marketplace database, July-Sept. 2010; Market Analysis Profile, 2011-2016; Development Research Partners.

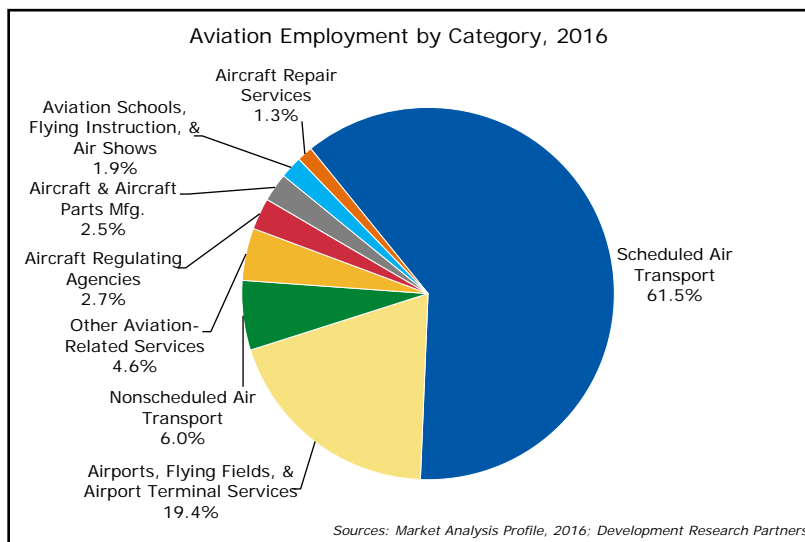
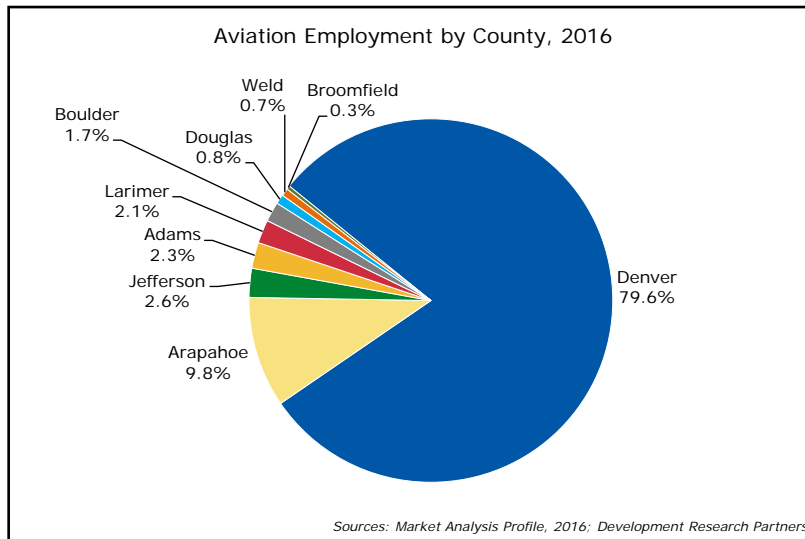
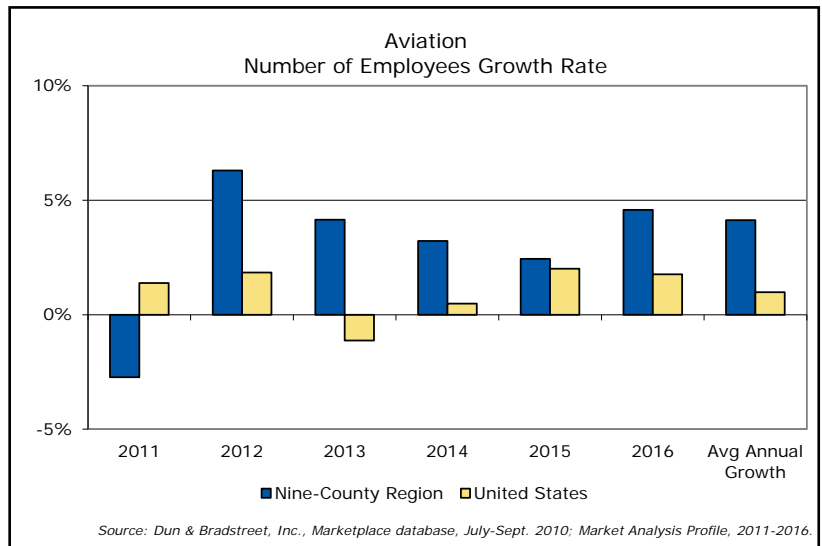
¹ The nine-county region is comprised of two principal areas, Metro Denver and Northern Colorado. Metro Denver consists of Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson counties. Northern Colorado consists of Larimer and Weld counties.

² Direct employment is the number of employees in the industry cluster in a region. No multiplier effects are included. Direct employment is estimated and ranked for the 50 largest metropolitan statistical areas (MSAs). Employment concentration is the direct cluster employment in a region expressed as a percent of total employment in all industries in the same region. Employment concentration is calculated and ranked for the 50 largest MSAs.

Aviation Employment

The nine-county region's aviation employment (18,470 workers) rose 4.6 percent in 2016, compared with the previous year's level, adding nearly 810 new jobs during the same period. National employment levels increased 1.8 percent over-the-year. The region employs 1.7 percent of the nation's aviation workforce. Between 2011 and 2016, the region's aviation employment rose 22.4 percent, compared with 5 percent at the national level. Aviation companies employed 0.8 percent of the region's total employment base, compared with a 0.6 percent employment concentration nationwide.

About 630 aviation companies operated in the nine-county region in 2016. Nearly 81 percent of the region's aviation companies employed fewer than 10 people, while 1.3 percent employed 250 or more.



Nine-County Region Airport Information

The nine-county region's commercial, reliever, and general aviation airports are major economic catalysts, providing residents and businesses connectivity to worldwide markets and destinations. The state's largest airport—Denver International Airport (DEN)—generates more than \$26 billion for the region annually. Combined, the nine-county region's airports contribute more than \$28 billion to the region's economy annually, according to the Colorado Department of Transportation's (CDOT) Division of Aeronautics.

Denver International Airport (DEN)

DEN is a state-of-the-art facility owned and operated by the City and County of Denver. Occupying 53 square miles and located approximately 24 miles northeast of downtown Denver, DEN is the primary airport serving the nine-county region and the state of Colorado. Approximately 35,000 people work at the airport, of which about 1,100 people are employed by the City and County of Denver.

The first, major, new airport to be built in the U.S. in 20 years, DEN has grown from serving 31 million passengers in 1995 to a record 54 million in 2015, marking the second-consecutive year of record-setting traffic in the airport's history. The airport expects to top 58 million passengers in 2016, setting yet another passenger traffic record. Overall passenger traffic at DEN increased by approximately 8 percent in 2016. November 2016 was the busiest November on record for the airport, with over 4.6 million passengers traveling through DEN. Passenger traffic between January and November 2016 reached a record 53.4 million passengers, which was 8.1 percent higher than the same period of 2015.

DEN provides nonstop service to more than 185 destinations worldwide, including 20 international destinations in eight countries. Over the past several years, the addition of new, nonstop service to international destinations has driven increases in international passenger traffic. Between 2011 and 2015, international passenger traffic increased 27.9 percent from over 1.7 million passengers to nearly 2.2 million passengers. In November 2016, international passenger traffic increased 5 percent year-to-date compared to the same period in 2015. Additionally, international traffic accounted for approximately 4 percent of the airport's total passenger traffic. The expansion of nonstop flights to international destinations at DEN will continue to support global connectivity, shared innovation, and trade.

Located near the geographic center of the United States, DEN is the only major hub airport within a 500-mile radius. As such, DEN serves as the gateway into Colorado and the Rocky Mountain West and has direct flights to 12 destinations in Colorado, including popular ski resorts, vacation, and business destinations. DEN is the third-largest domestic origination and destination hub in the nation. Additionally, DEN has service to 21 Federally-subsidized Essential Air Service (EAS) routes across the Western and Midwest U.S., making DEN the only air service option for these rural markets. DEN is also a major hub for United, Southwest, and Frontier Airlines.

DEN is also a leading air cargo center and serves as a key distribution hub. Nine cargo airlines and nine major and national carriers currently provide cargo service at DEN, handling over 494.5 million pounds of cargo as of November 2016. With 24-hour operations, the airfield and a 39-acre cargo ramp make freight handling efficient, with no curfews. DEN is home to several world-class cargo companies and support facilities, including FedEx, UPS, Southern Air, DHL, Alpine Air Express, and United Airlines cargo. The U.S. Postal Service facility is also located nearby, providing a wide array of competitive shipping and receiving options. More than 50 freight forwarders and customs brokers operate within 20 miles of DEN.

DEN serves its ever-expanding travel market with six runways, three concourses, 107 gates, and 42 regional aircraft positions. DEN is one of the few major U.S. airports with room to expand its current facilities to accommodate future growth and has capacity for six additional runways, another terminal, and two additional concourses. In 2016, DEN received the prestigious Balchen/Post award for excellence in maintaining operations during challenging winter conditions. The award criteria includes snow and ice control plans, equipment readiness, and overall safety awareness. DEN was named the winner in the category of large commercial airports with more than 200,000 operations annually.

DEN is a global environmental leader and was the first airport in the nation to receive ISO 14001 Environmental Management System certification in 2004. DEN also received the international Airport Carbon Accreditation for measuring and reducing carbon emissions in 2015. Additionally, DEN is a Gold Member of the Colorado Department of Public Health and Environment's Environmental Leadership Program. The airport continually works to reduce its carbon footprint through a variety of energy-efficient technologies. DEN currently recycles or reuses 21 different types of materials, including approximately 75 percent of collected aircraft deicing fluids. Since 2008, DEN has been committed to investing in on-site renewable energy

technology. DEN has one of the largest airport solar installations in the world and is home to four photovoltaic solar arrays, with a combined capacity of 10 megawatts. The arrays have the capacity to offset up to 11,465 metric tons of greenhouse gas emissions each year, which is equivalent to the emissions associated with burning more than 12 million pounds of coal. The airport also has one of the largest compressed natural gas fleets in the country including buses, sweepers, and other alternatively fueled vehicles, and over 120 electric and hybrid electric vehicles.

DEN is undergoing several energy conservation upgrades including replacing older lighting with newer, more efficient lighting and upgrading its heating and air conditioning systems. These upgrades include equipment replacement, decommissioning, and integrating new control technology that will track performance and improve overall system efficiency. DEN's escalators in Jeppesen Terminal and the concourses are equipped with energy-saving motor controllers, resulting in an annual savings of 1.7 million kWh of electricity. The airport continues to install more efficient motors, variable frequency drives, and efficient compressors as appropriate; these systems are currently saving over 6.8 million kWh of electricity annually.

The Federal Aviation Administration (FAA) recognized DEN with a 2016 Regional Administrator Aviation Partnership Award for the airport's partnership and work with the federal agency's NextGen and Unmanned Aircraft Systems (UAS) programs. DEN has been at the forefront of developing, testing, and implementing NextGen flight procedures since 2010, and was the first commercial airport to design a truly comprehensive plan of Area Navigation (RNAV) from the beginning that allows aircraft to fly more predictable and smoother approaches into Denver that reduce fuel consumption and residential noise. The award also recognized DEN for its commitment to the FAA's UAS program, which seeks to safely integrate remotely piloted aircraft into the nation's airspace system. In 2016, DEN partnered with the FAA to evaluate emerging technology that could one day help airports detect UAS that could be hazardous to aircraft.

Reliever Airports

Three reliever airports—those designated by the FAA to relieve traffic at commercial airports and general aviation airports, and provide other aviation services—are strategically located throughout the nine-county region. These airports support the state and regional economies and support growth, economic development, and job creation.

- **Centennial Airport (APA)** is the premier reliever and business airport in the state to connect people, places and product. Supporting 23 business parks and 6,000-plus businesses in the south metro area, the airport provides all services necessary to compete in the global economy. Located on 1,400 acres, APA is home to four, award-winning fixed-based operators providing all concierge services, a fully staffed 24/7 FAA Air Traffic Control Tower, and on-demand U.S. Customs clearances. APA has a top ranked caterer, a 10,000-foot CAT 1 ILS runway, gateway service to Ronald Reagan Washington National Airport, comprehensive security, and some of the most competitive fuel prices in the country. Services such as air ambulance, law enforcement, charter, fractional, flight schools, and full 24/7 aircraft and powerplant maintenance are based at the airport. APA generates more than \$1.3 billion for the region annually, the highest among the state's general aviation airports.
- **Front Range Airport (FTG)**, located six miles southeast of DEN, is one of the largest general aviation airports in the U.S. with 3,200 acres of land. FTG is the region's only reliever airport without major residential areas nearby and no noise or over-flight impacts, and is convenient to DEN and the entire Metro Denver area with room for significant growth and development. Combined, the land mass of DEN and FTG provide a unique airport complex unlike any other location in the nation. FTG has 1,000 acres for aviation and aerospace development and is adjacent to the 6,500-acre Western Transport business park planned for development to support airport-related commercial and business activities. The airport has the nation's tallest general aviation tower, which controls two 8,000-foot/CAT 1 ILS full-precision runways and associated taxiway and ramp system. CDOT's Division of Aeronautics offices, outstanding fixed-based operator and concierge services, exceptional restaurant and full service catering services, aircraft maintenance, flight training, and aircraft hangaring and storage are all available at FTG, supporting military, law enforcement, medical, corporate, and private aircraft operations. Spaceport Colorado will create an aerospace technology park on the airport campus for research and commercial development and the FAA is expected to issue a spaceport operator license in 2017. FTG has an annual economic impact of more than \$75 million, supporting 489 jobs with an annual payroll of \$32 million.
- **Rocky Mountain Metropolitan Airport (BJC)**, located between downtown Denver and Boulder, is the most convenient reliever airport to downtown Denver, and the fourth-busiest airport in Colorado. Averaging more than 140,000 operations each year, BJC has three runways, including a 9,000-foot CAT 1 ILS runway, and offers a user-fee U.S. Customs Office open 24 hours a day. BJC is an FAA Part

139 Certified Airport with regional air service and large, on-demand aircraft charter. BJC is home to more than 40 aviation companies and flight departments, including the U.S. headquarters of Pilatus Business Aircraft, the U.S. Forest Service tanker base, and the National Center for Atmospheric Research. Located on 1,700 acres, BJC is adjacent to the Interlocken Business Park, the Verve Innovation Park, and the Westmoor Technology Park. A new, state-of-the-art FAA control tower opened in 2012. The airport generates more than \$460 million in annual economic impact to the region. In 2016, BJC completed the rehabilitation of its parallel runway, and other various airport improvements. BJC was the first general aviation airport in Colorado to complete a comprehensive sustainability program, which was recognized by Colorado Gov. John Hickenlooper's office.

General Aviation Airports

Colorado's general aviation airports support economic vitality and facilitate commerce and air travel needs across the state. Five general aviation airports are located in the nine-county region:

- Boulder Municipal Airport
- Erie Municipal Airport
- Greeley-Weld County Airport
- Northern Colorado Regional Airport
- Vance Brand Municipal Airport

Several projects in the region's general aviation airports were either underway or received funding in 2016.

- The Greeley-Weld County Airport will expand and remodel its administrative offices. The offices will include a larger board meeting room that will be available to aviation organizations and community groups.
- The Northern Colorado Regional Airport, CDOT Division of Aeronautics, and the FAA are working to implement an innovative remote air traffic control tower project. The project will evaluate and certify a solution for providing air traffic control services for airports at a fraction of the cost. Technology will be used to eliminate the need for costly physical tower facilities, saving millions of dollars.
- Three general aviation airports received state funding from CDOT's Division of Aeronautics to improve safety and infrastructure at the airports. Vance Brand Municipal Airport received \$14,079 to help make \$281,590 worth of improvements for pavement rehabilitation and maintenance and Erie Municipal Airport received \$23,330 for a \$466,670 project to construct a building to house snow-removal equipment. Greeley-Weld County Airport received \$250,000 from the state and \$5.86 million from the FAA for a \$6 million project to repair and improve the airport's runway.

Metro Denver's airports receive significant support from the region, especially from CDOT's Division of Aeronautics and the Metro Denver Aviation Coalition (MDAC). Established in 1991, CDOT's Division of Aeronautics supports Colorado's general aviation and regional commercial aviation community through aviation fuel tax revenues, a discretionary aviation grant program, and long-range system planning in partnership with Colorado's general aviation airports. MDAC is an industry affiliate of the Metro Denver Economic Development Corporation that serves as a private-sector advocate dedicated to the continued growth and development of the region's aviation industry, including the long-term growth and vision of DEN and Metro Denver's three reliever and five general aviation airports.

Major Aviation Companies

- Air Methods Corp.
www.airmethods.com
- Air Serv Corp.
www.airservcorp.com
- American Airlines, Inc.
www.americanairlines.com
- Delta Air Lines, Inc.
www.delta.com
- DHL
www.dhl.com
- FedEx
www.fedex.com
- FlightSafety International Inc.
www.flightsafety.com
- Heli-One Colorado
www.heli-one.ca
- Jeppesen
www.jeppesen.com
- Pilatus Aircraft
www.pilatus-aircraft.com
- Signature Flight Support
www.signatureflight.com
- Simplicity Ground Services
www.simplicityground.com
- Southwest Airlines
www.southwest.com
- Swissport
www.swissport.com

Major Aviation Companies Cont'd

- Frontier Airlines
www.flyfrontier.com
- Great Lakes Aviation
www.greatlakesav.com
- United Airlines
www.united.com
- United Parcel Service Inc.
www.ups.com

2016 Industry Highlights

Denver International Airport Project Updates

Several projects designed to strengthen and grow the economic impact of Denver International Airport (DEN) were either underway or completed in 2016:

- DEN and the Regional Transportation District celebrated the opening of the 23-mile, \$1.4 billion University of Colorado A Line, which transports travelers from Denver Union Station to the airport. The train carries passengers to DEN in 37 minutes from Union Station and is expected to transport 18,600 people on the average weekday.
- The new Westin hotel celebrated its one-year anniversary since opening in late 2015, attracting more than 131,000 guests. The hotel is expected to generate \$43 million in revenues in 2016. The hotel has received several top hospitality awards since opening and was named as one of the top five airport hotels that are "worth missing your flight for."
- DEN received a \$6 million Federal Aviation Administration (FAA) grant to improve two taxiway areas for commercial airlines. About \$2.1 million will go toward replacement of 130 concrete panels on Taxiway EC and \$3.9 million will go towards replacing 225 of the 20-by-20-foot panels on the concourse taxiway area.
- A new four-story, 1,821-stall parking garage on the southeast corner of Jeppesen Terminal opened. The \$45 million parking garage brings the airport's total garage spaces to 16,689 and also includes over 15 level-one electric vehicle charging stations.
- DEN was selected as one of the first large airports to implement a new technology called Mobile Passport Control (MPC), the first authorized app to expedite international travelers' arrival to the U.S. The MPC app allows U.S. citizens and Canadian visitors to submit their passport information and customs declarations form via smartphone or tablet prior to inspection by U.S. Customs and Border Protection.
- DEN completed its second phase of construction to repair 10 bridge structures along Peña Boulevard. The project will repair damaged and deteriorated concrete, including the removal and replacement of concrete bridge curbs and bridge railings.
- DEN contracted with CH2M to provide design and construction administration services for several gate apron rehabilitation and drainage improvements. The three-year project includes pavement evaluations, recommendations, and phasing for the program; replacing deteriorating apron pavement, mitigating apron drainage issues and ponding, and preventing water infiltration into the concourse basements; and, conducting utility and infrastructure work.
- DEN installed nearly 10,000 new electrical plug-in points for passengers to charge personal devices throughout the airport. The \$4.7 million capital improvement project includes 2,424 power hubs, which provide power options in almost every public seating area on the concourses.
- DEN hosted the Aviation Security Innovation Summit in partnership with the Transportation Security Administration (TSA) in 2016. More than 120 people representing top experts in technology, aviation, security, and other industries converged to identify innovative tools and ideas for developing a new type of security screening experience at DEN that could be replicated at other airports. Ideas generated at the Summit will help inform plans for DEN's new transformational passenger screening checkpoints under development.

Key Company Announcements

Several airlines and aviation-related companies expanded in 2016:

- United Airlines began renovating the 400,000-square-foot building for its new pilot training facility in Stapleton. The \$40 million facility will have 32 simulators and will add simulators for the Boeing 737, Boeing 787, and Airbus 350. When construction is completed in 2017, the facility will add about 200 new jobs.

- Virgin America opened a customer contact center in Aurora and will hire 100 employees. The company also plans to hire 40 employees to support its operations at DEN, including ticketers, baggage handlers, and customer service agents.
- Frontier Airlines plans to hire 150 cabin crewmembers and will add at least 200 flight attendant and pilot jobs. The airline is retiring A319 planes, which need three flight attendants, and replacing them with A320s and A321s, which need four or five attendants. The airline will grow from 63 planes in 2016 to 120 planes by 2021.
- Southwest Airlines added 600 new jobs for its Denver operations, part of a 7,000-person company-wide expansion in 2016. New hires included customer service agents, ramp agents, cargo agents, pilots, tech workers, and off-site customer representatives.
- Pilatus Business Aircraft Ltd. broke ground on a new \$22 million, 118,000-square-foot facility that will replace and expand its operations in unincorporated Jefferson County. The company's new facility at Rocky Mountain Metropolitan Airport's Verve Innovation Park is slated for completion in 2018 and will provide aircraft completion support for the Pilatus PC-12 and the PC-24 aircraft. The project will nearly double employment and will add more than \$3 million in capital investment to Jefferson County.
- Travelport Worldwide Limited plans to consolidate the company's three existing U.S. technology hubs in Denver, Atlanta, and Kansas City into two centers of excellence in Metro Denver and Atlanta. The consolidation will enhance and optimize the company's operational and technological efficiency. Travelport operates a travel commerce platform that connects the world's leading travel providers with online and offline travel agencies and other travel buyers.
- A partnership inked between Frontier Airlines, Great Lakes Airlines, and Silver Airways is expected to boost Frontier's pool of pilots and create opportunities for Metropolitan State University of Denver (MSUD) students. The agreement implements defined career paths for pilots that have gained some experience at small airlines. The partnership pairs well with an agreement between MSUD and one of the regional carriers that provides guaranteed job interviews to graduates and seniors in the program.
- Silicon Valley startup Boom Technology Inc. chose Centennial Airport to relocate and develop a supersonic airplane that can travel between London and New York in as little as 3.4 hours. Boom's proposed designs would employ carbon fiber composites, advanced propulsion systems, and proven airframe materials to bring lower cost and affordability to the supersonic flight market.
- Denver-based startup XTI Aircraft Company has taken several steps toward flying its first vertical takeoff airplane prototype. The company raised \$1 million in an equity crowdfunding initiative for its TriFan 600 airplane development plan. The TriFan 600 is a six-seat aircraft that will utilize three ducted fans to vertically takeoff, transition to a 400 mph cruising speed, and fly up to 1,600 miles. The company also signed an agreement with Fort Collins-based Scion Aviation and Scion UAS for prototype development, and Honeywell International will supply engines for the prototype.

Airline Service Additions

Several domestic and international airlines began service in DEN and added new nonstop destinations in 2016.

- DEN celebrated the launch of nonstop service from Denver to Munich, Germany on Lufthansa Airlines. The flight increases capacity between Denver and Europe by 15 percent and provides access to one of the most popular cities in Europe. The flight will shift from operating five days a week to daily in March 2017 and represents the first time the 236-seat Airbus A330-300 aircraft has been scheduled for regular service at DEN. In May 2017, the flight will use 297-seat Airbus A340-600 aircraft. The additional flights are a result of increased ridership by nearly 50 percent in mid-2016.
- Southwest Airlines will launch nonstop service between Denver and Belize City between March 11 and April 22, 2017. The flight will be offered once a week on Saturday, and in June 2017 will be offered twice a week on Saturday and Sunday.
- PenAir, a new airline to Denver, took over routes from Great Lakes Airlines to Dodge City and Liberal, Kansas offering 12 routes per week and will begin service to the Nebraska cities of Kearney, North Platte, and Scottsbluff. PenAir won a bidding process to receive federal subsidies to serve the cities as Great Lakes Airlines faced pilot shortages and reduced capacity.
- Icelandair will add two nonstop flights per week between Denver and Reykjavik, Iceland in the summer of 2017. The airline will offer its "stopover buddy" program, which connects Icelandair travelers with an airline employee to help navigate the city. The increased service is the first time in DEN's history that a carrier has operated more than one daily flight to the same trans-Atlantic destination.
- Two airlines began service between DEN and Monterrey, Mexico. Volaris Airlines inaugurated the first year-round nonstop flight in December 2016 and Aeroméxico will also launch weekend nonstop service between the two cities from December to January each year. The route will solidify business and

tourism between the two cities where passenger traffic has nearly doubled since 2009. Monterrey is Mexico's third-largest city with 4.4 million residents.

- Virgin America, a new carrier at DEN, launched a new daily direct flight from DEN to San Francisco. Denver has become the most requested destination by Virgin's corporate clients.
- Air Canada began new, nonstop service from DEN to Montreal, Canada in June, improving service to what was Denver's largest Canadian market and fourth-largest international market without nonstop service. The daily year-round flights will serve nearly 35,000 passengers annually.
- Air Canada will launch new service between DEN and Vancouver, Canada beginning in May 2017. Flights will operate twice per day through September 2017, and will operate once daily throughout the remainder of the year. Vancouver ranks as Denver's second-largest market in Canada, behind only Toronto. Nearly 200 people per day travel between the two cities, and the market has grown by 7 percent over the past year.
- Sun Country Airlines returned to Denver with nonstop daily service between DEN and Minneapolis/St. Paul, Minn. Sun Country will be the sixth airline offering service between the cities.
- Low cost carrier, Allegiant Air, began service from DEN to Montrose, Colo. The addition of another affordable seasonal flight to Montrose will give tourists and travelers improved access to recreational opportunities and create stronger regional connections in Colorado.

Service Milestones

Several airlines at DEN celebrated notable service milestones in 2016:

- Southwest Airlines celebrated 10 years of service at DEN and commands 30 percent of market share at the airport. The airline currently employs 3,000 workers in Denver and plans to hire additional workers.
- JetBlue Airways has served DEN for 15 years, transporting more than 3.4 million passengers and providing more than 28,000 nonstop flights. JetBlue places special emphasis on customer service and has topped the J.D. Power North American Satisfaction Study for 12 years.
- Lufthansa German Airlines celebrated its 15th year at DEN, providing over 11,500 nonstop flights and serving more than 3.2 million passengers. Lufthansa's flights serve as a key gateway to Europe through Frankfurt, Germany. More than 120 people travel between the cities daily.

Cross-Cluster Convergence

Collaboration across the state's industries including healthcare, energy, and aviation has fueled innovation, discoveries, and advancements.

- The Center of Excellence for Advanced Technology Aerial Firefighting (CoE) was established by the Colorado Department of Public Safety in 2015 to research, test, and evaluate existing and new technologies that support sustainable, effective, and efficient aerial firefighting techniques. Areas of project focus include: night aerial firefighting operations, effective utilization of drone technology, satellite messenger evaluation and deployment, air-to-ground data links, and advancing mapping techniques using geospatial technologies.
- Englewood-based Flight For Life Colorado and CHC will launch a new critical care helicopter in 2017 to transport and care for small children. Supplied by Englewood-based Air Methods Corp., the Airbus H130 T2 helicopter will have more interior space for an incubator and will be staffed by teams trained in neonates and children. The Airbus will transport patients within a 120-mile radius to all of CHC's facilities in the region.
- Alaska Airlines operated the first-ever commercial flight using Englewood-based Gevo Inc.'s renewable alcohol-to-jet (ATJ) fuel. ATJ biofuel was approved for use by the American Society for Testing and Materials International in March 2016 and is the first aviation biofuel to be certified and approved since 2011.
- Gevo reached a deal with Deutsche Lufthansa AG to supply the airline with up to 8 million gallons of ATJ fuel per year. The five-year deal would supply the airline with about 40 million gallons of fuel.

Spaceport Colorado

Colorado is actively working to establish horizontal launch capabilities in the state. In 2016, Front Range Airport continued the application process for certification from the FAA to operate as a horizontal-launch spaceport facility. The subsequent designation for Spaceport Colorado, which may be granted in 2017, fulfills a 2011 declaration by Gov. John Hickenlooper of Colorado's intent to become a spaceport state. These efforts

will increase Colorado's competitiveness in the aerospace industry and support new opportunities in the future growth of commercial space research and transportation. Plans for Spaceport Colorado include the development of an aerospace and technology park to support a broad range of activities and commercial opportunities, including research and development, testing and evaluation, manufacturing, crew training, scientific research, commercial space and aerospace education, suborbital flight, and point-to-point travel. Spaceport Colorado has an abundance of surrounding land and convenient access to DEN and the state's sizeable aerospace industry, research universities, and talented aerospace workforce.

Unmanned Aircraft Systems (UAS)

The nine-county region is a leader in UAS research and development. In addition to the wealth of academic expertise, Colorado also has a vibrant base of commercial and military UAS activities and receives strong support from its aerospace industry. The variety of airspace, environmental conditions, and terrain provide an ideal geographic location for federal, state, and private UAS research and operations, and the region is actively working to further expand its UAS assembly, launch, and operational test areas. With UAS representing a growing portion of the nation's military budget, and commercial UAS operations set to expand rapidly, the U.S. Congress is encouraging the integration of UAS into the National Airspace System (NAS), which presents Colorado job growth and economic impact opportunities. The region's UAS assets and key project announcements in 2016 included:

UAS Assets

- The Research and Engineering Center for Unmanned Vehicles (RECUV) at the University of Colorado Boulder (CU Boulder) is a university, government, and industry partnership dedicated to developing and integrating unmanned vehicle systems. RECUV engineers new mobile sensing systems, stimulates strategic discussions among leaders, increases public awareness of UAS, and educates and trains the next generation of engineers. RECUV is a pioneer in the nomadic use of unmanned aircraft and deploys systems in full compliance with FAA regulations. RECUV has more than 28 FAA Certificates of Authorization (COAs), exceeding any other U.S. university. RECUV is also home to the Indoor Flying Robot Lab inside the new RECUV Aerorobotics Lab. The RECUV Robot Sensor Network is comprised of a team of iRobot Create robots and Smart Quadrotor Unmanned Autonomous Demonstrator aerial robots equipped with onboard sensors, computation, and wireless networking. RECUV's mobile Ground Control Station is a command, control, and communications center housed inside a customized 15-passenger van and provides direct UAS command and control. The Unmanned Vehicle Systems Integration Lab is located in CU Boulder's College of Engineering and Applied Science's Discovery Learning Center, which includes computing facilities, electronics work stations, and test equipment-enabled hardware/software integration. The Unmanned Systems Fabrication Lab, located in the Engineering Center, provides software design tools, machine, and power tools for unmanned vehicle design and construction.
- The University of Denver's Unmanned Systems Research Institute (DU²SRI) promotes knowledge, education, research, and development in unmanned systems, and is pushing forward the frontiers of unmanned systems to develop the next generation of fully autonomous UAS. The DU²SRI infrastructure includes five unmanned ground vehicles, one all-terrain mobile robot, more than 17 (electric and non-electric) unmanned helicopters and quadrotors, FAA-approved simulators, electronics design and fabrication capabilities, and complete UAS design and testing.
- The U.S. Geological Survey's (USGS) National Unmanned Aircraft Systems Project Office, located in Denver, leads and coordinates USGS efforts to promote and develop UAS technology for civil and domestic applications. These efforts will directly benefit the U.S. Department of the Interior and USGS missions, including access to an increased level of persistent monitoring of earth surface processes (e.g. forest health conditions, monitoring wildfires, earthquake zones, and invasive species) in previously difficult to access areas.
- Metro Denver's UAS industry benefits from close proximity to high altitude test sites which afford access to mountainous terrain, agriculture, valleys, and rivers. These include the Chaffee County UAS test area, and an 8,000-square-mile air space in the San Luis Valley where testing can be conducted to heights of up to 15,000 feet.
- UAS Colorado is a non-profit business league, committed to promoting and improving the aerospace industry in Colorado, particularly supporting the safe integration and use of UAS throughout the state for the benefit of the public. The group provides organizational structure and support for UAS professionals, advocates for public policy that supports UAS industry development in Colorado, promotes the safe, professional operation of UAS sites in Colorado, and conducts public awareness

and public relations campaigns to help the general public understand the use and importance of UAS in Colorado.

- The Rocky Mountain Chapter of Association for Unmanned Vehicle Systems International (AUVSI) provides leadership to promote the growth of UAS across the Rocky Mountain Region through advocacy, education, and networking. The Chapter is also dedicated to promoting the safe and legal operation of unmanned vehicles regardless of the medium within which they operate. The Chapter and UAS Colorado host the Annual Rocky Mountain Unmanned Symposium, a two-day event intended to bring together industry, government, educational institutions, and industry professionals to provide seminars, panel discussions, drone demonstrations, networking events, and industry vendor exhibits.

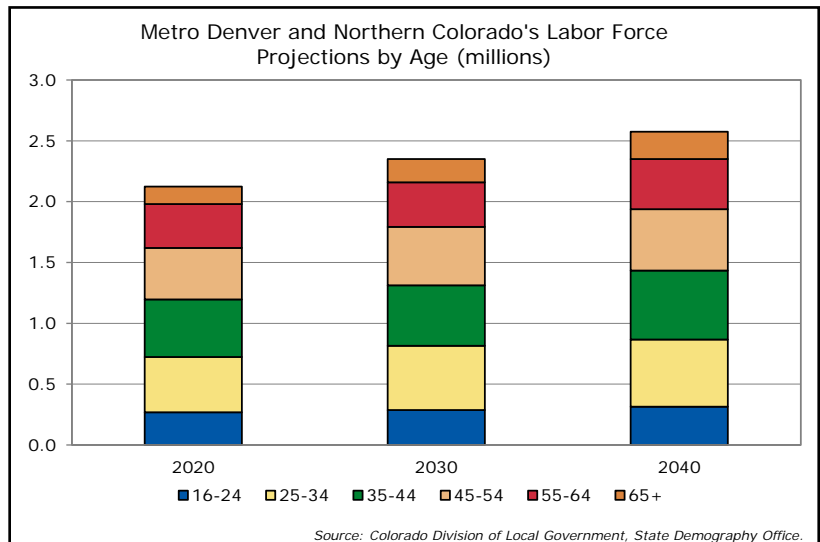
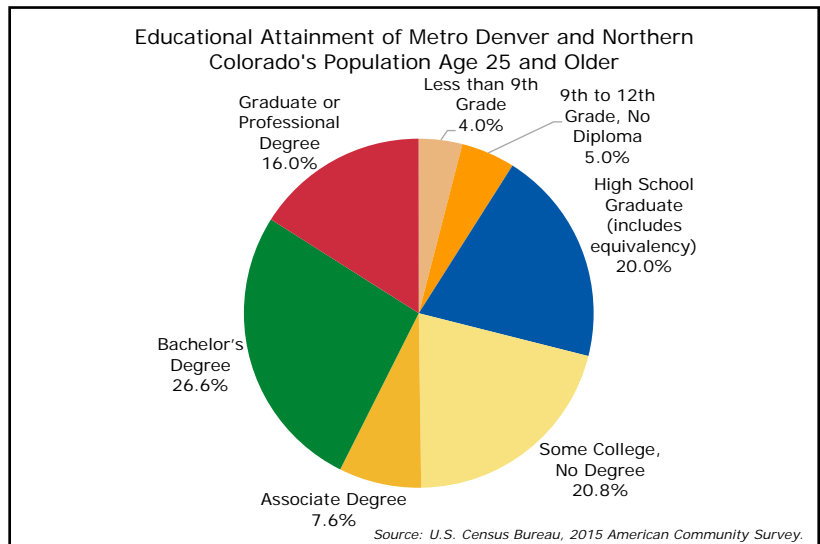
Key Project Announcements

- Broomfield-based Mountain Aviation received FAA approval to fly UAS. The company is the first FAA-certified airline authorized to conduct commercial UAS operations and plans to offer UAS services for aerial mapping, agricultural support, industrial inspections, aerial video, search and rescue, energy system inspections, and forestry and wildlife monitoring.
- Fort Collins-based Scion UAS partnered with Adsys Controls as a supplier for gimballed EO/IR payloads for their helicopter systems. The companies will integrate the Arrow 600 EO/IR Gimbal onto the SA-200 Weasel autonomous helicopter system. The Arrow 600 is a precision stabilized six-inch gimbal that provides high image quality, pointing precision, and video processing features that are normally only found in larger and more costly gimbals. On-board, high definition video processing provides multi-target tracking, digital video stabilization, and video encoding.

Aviation Workforce Profile

Many companies choose locations because of the available workforce. With nearly half of the nine-county region's 3.8 million residents under the age of 35, employers can draw from a large, young, highly educated, and productive workforce. Of the region's adult population, 42.6 percent are college graduates and 91 percent have graduated from high school. The state has the nation's second-most highly educated workforce as measured by the percentage of residents with a bachelor's degree or higher.

The attractiveness of the region draws new residents through in-migration. The region's population is expected to grow 31 percent from 2020 to 2040, driving a 21.2 percent increase in the region's labor force over the same period. It is important to note the changing composition of the workforce supply as the baby boomers begin to retire, which will pose implications for businesses whose employee pool includes significant numbers of these workers.

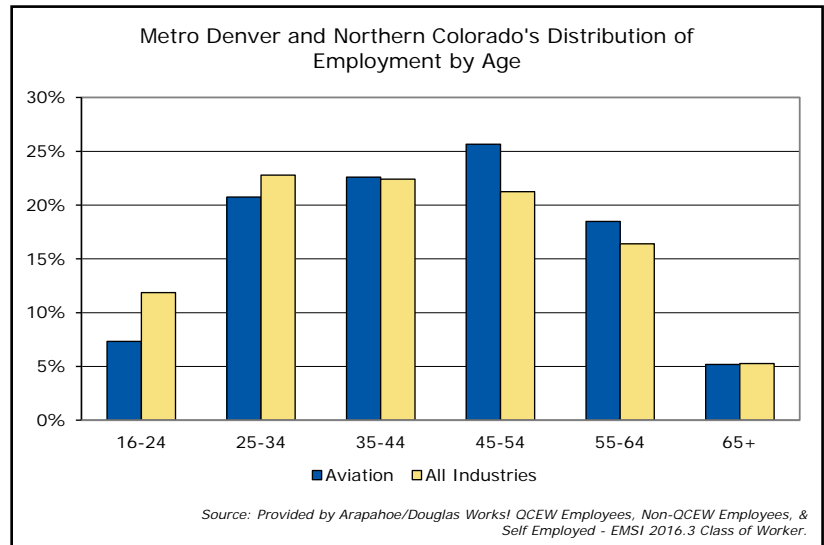


AVIATION: Metro Denver and Northern Colorado Industry Cluster Profile

The nine-county region's aviation industry employs 18,470 people and includes a large pool of talented, well-educated, and highly skilled workers. The aviation cluster has a larger share of employees (44.1 percent) that are between the ages of 45 and 64 years old, compared with the age distribution across all industries in the region (37.7 percent).

The aviation workforce supply consists of four main components: those currently working in the industry; those doing a similar type of job in some other industry; the unemployed; and those currently in the education pipeline. The Metro Denver and Northern Colorado Occupation & Salary Profile below

includes the 10 largest aviation occupations in the region. For these 10 largest occupations, the chart details the total number of workers employed in that occupation across all industries, the number of available applicants that would like to be working in that occupation, the number of recent graduates that are qualified for that occupation, and the median and sample percentile annual salaries.



Wages

The 2015 average annual salary for aviation employees in the nine-county region was \$60,520, compared with the national average of \$70,130. Total nine-county payroll in the aviation cluster reached nearly \$1.1 billion in 2015.

Metro Denver and Northern Colorado Aviation Occupation & Salary Profile, 2016

10 Largest Aviation Occupations in Metro Denver and Northern Colorado	Total Working Across All Industries (2016)	Number of Available Applicants (2016)	Number of Graduates (2015)	Median Salary	10th Percentile Salary	25th Percentile Salary	75th Percentile Salary	90th Percentile Salary
1. Business operations specialists, all other	33,547	1,510	50	\$79,615	\$41,759	\$54,434	\$97,749	\$126,953
2. Civil engineers	6,658	166	432	\$79,090	\$51,540	\$63,488	\$102,053	\$132,166
3. Flight attendants	3,056	241	0	\$44,441	\$28,208	\$39,686	\$49,073	\$60,621
4. Airline pilots, copilots, & flight engineers	2,960	234	80	\$165,661	\$90,730	\$132,828	\$206,834	\$281,334
5. Information & record clerks, all other	6,812	743	0	\$40,391	\$27,893	\$33,188	\$48,480	\$61,219
6. Painters, construction & maintenance	5,460	710	6	\$34,475	\$25,417	\$30,182	\$38,453	\$42,551
7. Mechanical engineers	5,533	138	721	\$85,096	\$56,118	\$68,661	\$112,174	\$141,503
8. Computer occupations, all other	7,623	130	1,353	\$92,053	\$52,876	\$71,741	\$112,972	\$129,193
9. General & operations managers	31,830	2,642	6,292	\$112,133	\$50,365	\$73,238	\$174,412	\$254,484
10. Secretaries & administrative assistants, except legal, medical, & executive	45,568	4,967	45	\$37,664	\$24,083	\$29,685	\$45,347	\$53,942

Notes: The number of available applicants is a point-in-time measurement of the number of people who have registered in Colorado's workforce development system's statewide database, Connecting Colorado, as being able and available to work in a particular occupation. Results should be interpreted with caution since registration in Connecting Colorado is self-reported. In addition, the skills rubric may assign up to four occupation codes for each registrant. Therefore, the number of available applicants could be inflated. Source: Provided by Arapahoe/Douglas Works!; QCEW Employees, Non-QCEW Employees, & Self Employed - EMSI 2016.3 Class of Worker.

Education & Training

Colorado's higher education system provides an excellent support system for businesses in the region. There are 28 public higher education institutions in Colorado, of which seven four-year and six two-year public institutions offering comprehensive curricula are located in the nine-county region. In addition, there are more than 100 private and religious accredited institutions and more than 350 private occupational and technical schools offering courses in dozens of program areas throughout the state. Although not exhaustive, a list of the major, accredited educational institutions with the greatest number of graduates for each of the 10 largest aviation occupations in the nine-county region are included below. A directory of all higher education institutions with corresponding websites may be accessed via <http://highered.colorado.gov>.

- Colorado State University
www.colostate.edu
- Metropolitan State University of Denver
www.msudenver.edu
- University of Denver
www.du.edu
- Colorado State University Global Campus
www.colostate.edu
- Redstone College
www.redstone.edu
- University of Northern Colorado
www.unco.edu
- Colorado School of Mines
www.mines.edu
- Regis University
www.regis.edu
- Front Range Community College
www.frontrange.edu
- University of Colorado: Boulder, Denver
www.cu.edu

Key Reasons for Aviation Companies to Locate in the Nine-County Region

The region is a top aviation location offering:

1. A prime air transportation location

- Denver International Airport (DEN) was the sixth-busiest airport in the nation and 19th-busiest worldwide in terms of passenger traffic in 2015. (U.S. Bureau of Transportation Statistics, 2016; Airports Council International 2016; and Denver International Airport, 2016)
- Metro Denver's central U.S. location on the 105th meridian at the midpoint between Tokyo and Frankfurt makes it a strategic choice for conducting national and international business. (Metro Denver Economic Development Corporation)
- Encompassing 53 square miles, DEN is the largest airport site in North America and the second-largest in the world. DEN has the ability to double its facilities to serve 100 million passengers a year, with an additional 9,000 acres available for development. (Denver International Airport, 2016)
- DEN's six non-intersecting runways offer a competitive advantage for businesses relying on speed to market, with six additional runways approved to meet future global demand. DEN is home to the longest commercial runway in the nation, one of the reasons it is certified to handle Airbus 380 operations. (Denver International Airport, 2016)
- DEN ranked as the sixth-most affordable airport in the nation in 2016. The average base airfare declined 58 percent from \$582 in 2012 to \$242 in 2016. (Cheapflights.com, 2016)
- DEN had the lowest average domestic airfare among the nation's seven largest airports in the second quarter of 2016 and the second-lowest in DEN's history. The average domestic fare at DEN was \$309.67 in 2016, a decrease of 8.4 percent from the same period in 2015. (U.S. Bureau of Transportation Statistics, 2016)
- DEN ranked third among the "100 Best U.S. Airports" and earned the top rank in modernity in 2016. (TravelPulse, 2016)
- DEN ranked ninth among the world's best airports serving more than 50 million passengers a year, the highest of the U.S. airports. DEN also ranked among the top five for the best regional airport in North America (first), the best airport in North America (second), the best domestic airport (second), the world's best regional airport (third), and the best airport staff in North America (third). (Skytrax, 2016)
- DEN ranked fourth among national large-hub airports for ease of getting to the terminal in 2016. (Phoenix Marketing International, 2016)
- Three general purpose Foreign Trade Zones in Metro Denver and Northern Colorado allow manufacturers using imported parts and materials to expedite customs and reduce or eliminate fees

and tariffs. The three zones are located near the former Stapleton Airport, one at the former WorldPort at DEN, and one at the Great Western Industrial Park in Windsor. (City and County of Denver)

2. Lower overall costs of doing business

- Colorado has one of the nation's most favorable corporate income tax structures. The state's corporate income tax rate of 4.63 percent is one of the lowest in the nation and is based on single-factor apportionment, which allows companies to pay taxes based solely on their sales in the state. (State of Colorado; The Tax Foundation)
- Aircraft manufacturers or companies that are involved in the maintenance and repair, completion, or modification of aircraft located in aviation development zones can qualify for a state income tax credit of \$1,200 per new full-time employee in tax years between 2006 and 2023. (Colorado Department of Revenue)
- Colorado provides sales and use tax exemptions for on-demand air carriers and eligible aircraft that on-demand air carriers utilize only for the purpose of final assembly, maintenance, modification, or completion of the aircraft manufacturing process. (Exemption clarified in Colorado House Bill 14-1374)
- The City and County of Denver supports a business-friendly climate for aviation companies. The city provides sales and use tax exemptions on aviation parts. (The City and County of Denver, 2016)
- Colorado's fly-away sales tax exemption on planes manufactured in Colorado, a valuable incentive for aircraft manufacturers, applies to aircraft built in Colorado but housed in another state. (State of Colorado, Office of the Governor)
- Metro Denver ranked No. 1 among *Forbes'* 2016 "Best Places for Business and Careers" for the second-straight year. Four other Colorado metropolitan areas were included on the list. The Colorado Springs metro area ranked 12th, Fort Collins ranked 18th, Boulder ranked 26th, and Greeley ranked 51st. (*Forbes*, 2016)
- Colorado ranked No. 3 in *CNBC's* annual "America's Top States for Business" in 2016. The state earned top-10 rankings in the categories that measure workforce (first), the economy (second), technology and innovation (eighth), access to capital (eighth), and business friendliness (ninth). (*CNBC*, 2016)
- Colorado has the nation's ninth-best tax climate for entrepreneurship and small business. (Small Business & Entrepreneurship Council, 2016)
- Metro Denver office rental rates averaged \$29.52 per square foot in the fourth quarter of 2016, making the region's office market highly competitive with other major markets in the U.S. (CoStar Realty Information, The CoStar Office Report, 4Q 2016)

3. Access to aviation-related training programs

- The Aviation and Aerospace Science Department at Metropolitan State University of Denver (MSUD) is one of the largest and most advanced collegiate aviation programs in the country. The Robert K. Mock World Indoor Airport, located on campus, is one of the world's premier collegiate aviation and aerospace computer and flight simulation training laboratories. Further, MSUD's Precision Flight Team has been recognized as one of the top collegiate aviation programs in the United States.
- Opening in 2017, MSUD's new Aerospace and Engineering Sciences Building will revolutionize aerospace and advanced manufacturing education in Colorado by integrating aviation and aerospace-related programs into a state-of-the-art facility for training workers skilled in advanced aerospace design, manufacturing, and assembly.
- The Envoy Pilot Pipeline Program at MSUD provides a direct pathway for students to earn flight hours needed to become an Envoy/American Airlines first officer while attending school. Students with a minimum of sophomore status will eventually progress to American Airlines when positions open. (Metropolitan State University of Denver, 2016)
- The nine-county region offers more than 20 flight training schools at Boulder Municipal Airport, Centennial Airport, Erie Municipal Airport, Northern Colorado Regional Airport, Front Range Airport, and Rocky Mountain Metropolitan Airport. These schools provide pilot training, aviation instruction, and certification programs. (Metropolitan State University of Denver, 2016)
- Aims Community College and MSUD are among 35 schools in the nation approved under the Federal Aviation Administration's Air Traffic Collegiate Training Initiative. (Federal Aviation Administration, 2016)
- Aims Community College offers the only degree-based helicopter program in the state. In partnership with Front Range Helicopters in Loveland—Colorado's largest helicopter flight training school—students can complete their flight training while earning an Associate of Applied Science degree. (Aims Community College, 2016)

- Redstone College, located adjacent to Rocky Mountain Metropolitan Airport, offers programs in airframe and power plants (A&P) and avionics. Redstone is one of the largest providers of newly licensed FAA A&P mechanics. (Redstone College)

4. An overall better quality of life

- Metro Denver ranked as the third-fittest metropolitan area in the U.S. in 2016. Increased physical activity, low obesity and diabetes rates, and access to recreational opportunities contributed to its high rank. (American College of Sports Medicine, 2016)
- Outdoor recreation is a fundamental component to Colorado's healthy, active lifestyle and generates a \$34.5 billion economic impact annually. The state has the fourth-highest percentage of state land area devoted to national forests and public lands, more than 70 state parks and wilderness areas, and is home to the highest concentration of 13,000 and 14,000-foot peaks in the nation. (Colorado Tourism Office, 2016)
- Denver ranked No. 1 among *U.S. News & World Report's* 2016 "Best Places to Live." Denver's healthy job market and access to the outdoors contributed to its notable rank. (*U.S. News & World Report*, 2016)
- Denver ranked among the top 10 best cities for millennials (ages 25-34) out of 227 cities with a population over 100,000 in 2016. (Niche.com, 2016)
- Highlands Ranch ranked sixth in *MONEY Magazine's* 2016 "Best Places to Live" list. Centennial (13th) and Broomfield (25th) were also named to the list's top-25. (*MONEY Magazine*, 2016)
- Denver ranked fifth among the "2016's Best Large Cities to Live In." Denver scored first for livability and third for local economy and taxes. (WalletHub, 2016)
- FasTracks is a multibillion dollar comprehensive transit expansion plan to build 122 miles of new commuter rail and light rail, 18 miles of bus rapid transit, 21,000 new parking spaces at light rail and bus stations, and enhance bus service for easy, convenient bus/rail connections across the eight-county district.
- Metro Denver's moderate temperatures, low humidity, and sunshine on almost 70 percent of the days each year provide an ideal climate for residents. (U. S. National Oceanic and Atmospheric Administration, National Climatic Data Center, 2016)

Aviation Industry Cluster Definition

NAICS Code*	NAICS Description	SIC Code	SIC Description
238320 (P)	Paint & wall covering contractors	1721-0301	Aircraft painting
314110 (P)	Carpet & rug mills	2273-0100	Aircraft & automobile floor coverings
314110 (P)	Carpet & rug mills	2273-0101	Aircraft floor coverings, except rubber or plastic
326211 (P)	Tire mfg. (except retreading)	3011-0102	Airplane inner tubes
326211 (P)	Tire mfg. (except retreading)	3011-0202	Airplane tires, pneumatic
331491 (P)	Nonferrous metal (except copper & aluminum) rolling, drawing, & extruding	3357-9901	Aircraft wire & cable, nonferrous
332111 (P)	Iron & steel forging	3462-9901	Aircraft forgings, ferrous
332112 (P)	Nonferrous forging	3463-9901	Aircraft forgings, nonferrous
332312 (P)	Fabricated structural metal mfg.	3449-9904	Landing mats, aircraft: metal
332510 (P)	Hardware mfg.	3429-0401	Aircraft hardware
332912 (P)	Fluid power valve & hose fitting mfg.	3492-01	Fluid power valves for aircraft
332999 (P)	All other miscellaneous fabricated metal product mfg.	3537-0101	Aircraft engine cradles
333318 (P)	Other commercial & service industry machinery mfg.	3699-0302	Flight simulators (training aids), electronic
333924 (P)	Industrial truck, tractor, trailer, & stacker machinery mfg.	3537-0201	Aircraft loading hoists
334519 (P)	Other measuring & controlling device mfg.	3829-0102	Fuel densitometers, aircraft engine
334519 (P)	Other measuring & controlling device mfg.	3829-0103	Fuel mixture indicators, aircraft engine
334519 (P)	Other measuring & controlling device mfg.	3829-0104	Fuel system instruments, aircraft
334519 (P)	Other measuring & controlling device mfg.	3829-0110	Pressure & vacuum indicators, aircraft engine
334519 (P)	Other measuring & controlling device mfg.	3829-0111	Synchronizers, aircraft engine
334519 (P)	Other measuring & controlling device mfg.	3829-0112	Testers for ck. hydraulic controls on aircraft

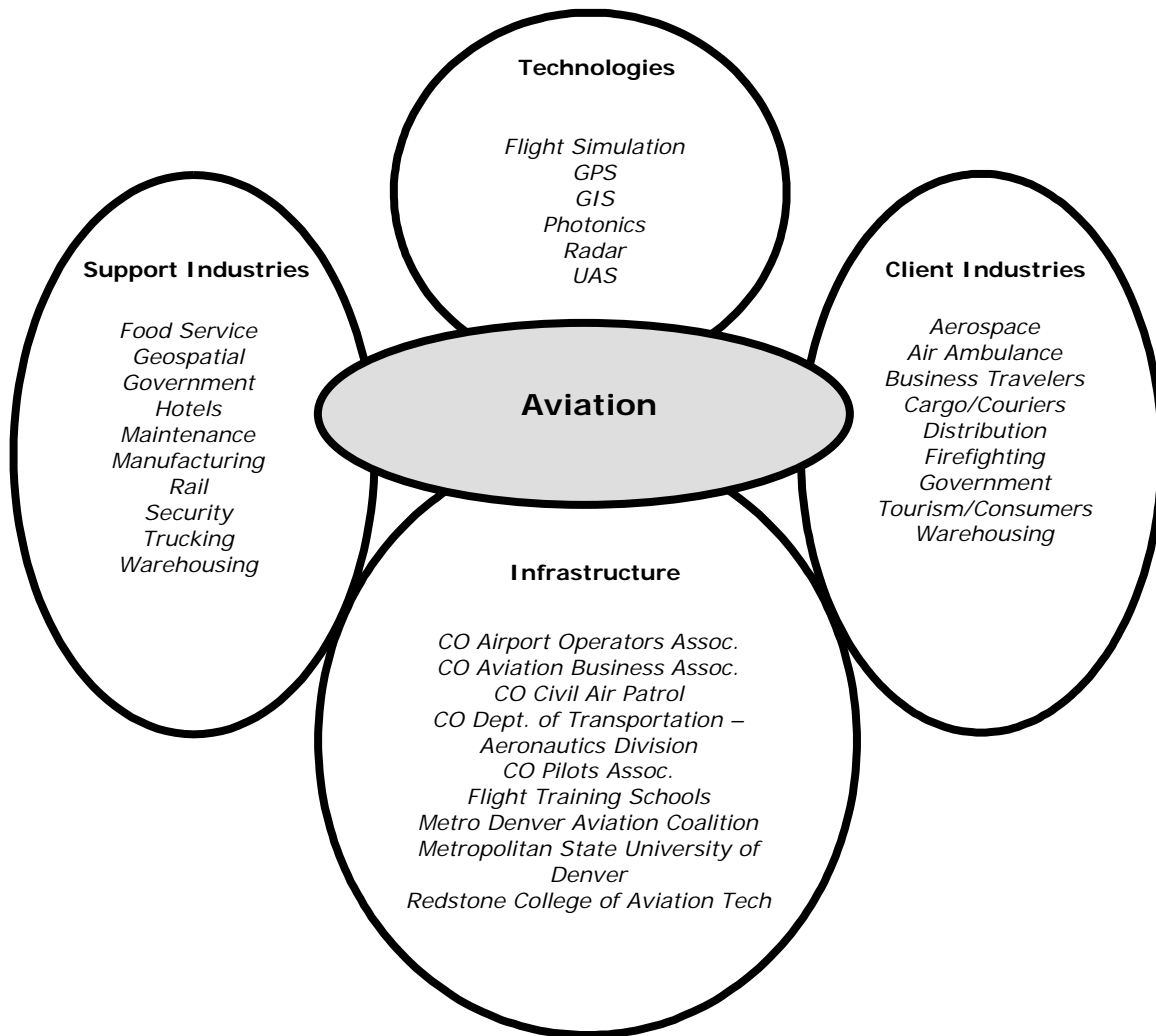
AVIATION: Metro Denver and Northern Colorado Industry Cluster Profile

Aviation Industry Cluster Definition Cont'd

NAICS Code*	NAICS Description	SIC Code	SIC Description
334519 (P)	Other measuring & controlling device mfg.	3829-0113	Thrust power indicators, aircraft engine
336310 (P)	Motor vehicle gasoline engine & engine parts mfg.	3592-0101	Valves, aircraft
336320 (P)	Motor vehicle electrical and electronic equipment mfg.	3647-9901	Aircraft lighting fixtures
336320 (P)	Motor vehicle electrical and electronic equipment mfg.	3694-0206	Motors, starting: automotive & aircraft
336360 (P)	Motor vehicle seating & interior trim mfg.	2399-0404	Automobile & aircraft seat belts
336360 (P)	Motor vehicle seating & interior trim mfg.	2531-0302	Aircraft seats
336411	Aircraft mfg.	3721	Aircraft
336412	Aircraft engine & engine parts mfg.	3724	Aircraft engines & engine parts
336413	Other aircraft part & auxiliary equip. mfg.	3728	Aircraft parts & equip., NEC
423860 (P)	Transportation equip. & supplies (except motor vehicle) merchant wholesalers	5088-0301	Aeronautical equip. & supplies
423860 (P)	Transportation equip. & supplies (except motor vehicle) merchant wholesalers	5088-0302	Aircraft & parts, NEC
423860 (P)	Transportation equip. & supplies (except motor vehicle) merchant wholesalers	5088-0303	Aircraft engines & engine parts
423860 (P)	Transportation equip. & supplies (except motor vehicle) merchant wholesalers	5088-0304	Aircraft equip. & supplies, NEC
423860 (P)	Transportation equip. & supplies (except motor vehicle) merchant wholesalers	5088-0306	Helicopter parts
424720 (P)	Petroleum & petroleum products merchant wholesalers (except bulk stations & terminals)	5172-0201	Aircraft fueling services
441228 (P)	Motorcycle, ATV, & all other motor vehicle dealers	5599-01	Aircraft dealers
481111	Scheduled passenger air transportation	4512	Scheduled air transport
481112	Scheduled freight air transportation	4512	Scheduled air transport
481211	Nonscheduled charter passenger	4522	Nonscheduled air transport
481212	Nonscheduled charter freight	4522	Nonscheduled air transport
481219	Other nonscheduled air transportation	4522	Nonscheduled air transport
481219	Other nonscheduled air transportation	7997-9901	Aviation club, membership
488111	Air traffic control	9621-01	Aircraft regulating agencies
488119	Other airport operations	4581	Airports, flying fields, & airport terminal services
488190	Other support activities for air transportation	4581	Airports, flying fields, & airport terminal services
488190	Other support activities for air transportation	7699-2200	Aircraft & heavy equip. repair services
488190	Other support activities for air transportation	7699-2201	Aircraft flight instrument repair
488190	Other support activities for air transportation	7699-2202	Aviation propeller & blade repair
488190	Other support activities for air transportation	7699-2206	Hydraulic equip. repair
532411 (P)	Commercial air, rail, & water transportation equip. rental & leasing	7359-0401	Aircraft rental
541330 (P)	Engineering services	8711-9902	Aviation and/or aeronautical engineering
561330 (P)	Professional employer organizations	7363-9908	Pilot service, aviation
561599 (P)	All other travel arrangement & reservation services	4729-0101	Airline ticket offices
561720 (P)	Janitorial services	4581	Airports, flying fields, & airport terminal services
611512	Flight training	8249-9901	Aviation school
611512	Flight training	8299-9908	Flying instruction
611699	All other miscellaneous schools & instruction	8299-9901	Airline training
621910 (P)	Ambulance services	4522	Nonscheduled air transport
713990 (P)	All other amusement & recreation industries	7999-1002	Air shows
811213 (P)	Communication equip. repair & maintenance	7622-0101	Aircraft radio equip. repair
811219 (P)	Other electronic & precision equip. repair & maintenance	7629-9901	Aircraft electrical equip. repair
926120 (P)	Regulation & admin of transportation programs	9621-01	Aircraft regulating agencies

*(P) indicates that only part of the NAICS industry category is represented in the industry cluster definition.
 Note: NEC indicates "not elsewhere classified."

Aviation Industry Cluster Relationships



For additional information, contact us:



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Metro Denver
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