

**LIGHTING THE WAY
2008 ANNUAL REPORT**



**JEFFERSON
ECONOMIC COUNCIL**

CHAIR'S LETTER: LIGHTING THE WAY

2008 was a challenging year for business nationally and locally. The economy was faltering nationwide, with housing markets weakening; foreclosures increasing; unemployment rising; and commercial credit tightening. It is a pleasure to report, however, that JEC met these challenges. We are very pleased to report that among many successes in 2008 was the creation of 2,407 jobs and \$208.8 million in new capital investment in Jefferson County. JEC is proud of its role in "Lighting the Way" for a strong economy!

In 2008 we continued work to create a strong and diverse regional economy through support of Jeffco's primary employers. Most of our work focused on the industry sectors of aerospace, energy, aeronautics and bioscience. The energy sector continued to be very active throughout Jefferson County. JEC supported this industry through the Energizing Tomorrow task force, with energy videos and a renewable energy website. A very large part of our business attraction, and expansion centered on the county's renewable energy sector.

JEC's Strategic Plan conveys our vision, which is "to create economic vitality in Jefferson County by fostering primary employment opportunities for every person in Jefferson County's workforce and to support an environment that allows businesses to succeed and thrive." Further, it has guiding principles for regional leadership in economic development and accountability for performance. We are pleased to report that we met and exceeded our goals this year.

The Jefferson Parkway beltway connection through northern Jefferson County was a major focus of the organization this year. Through economic impact analysis, it was determined that completion of the beltway would stimulate the creation of 17,000 jobs and \$9 billion in economic activity over 20 years. This year, we sought and received beltway completion support from organizations throughout the metropolitan Denver region. We also developed a media kit and website, resulting in regional media coverage.

JEC held its second annual meeting. This luncheon was completely sold out and was attended by elected officials and business leaders from throughout the region. It was an opportunity to thank our dedicated investors who generously offer their financial resources and time to the organization. Committee chairs received awards, and Westminster Mayor Nancy McNally received the Elected Official of the Year award. Mayor McNally's support for economic development has been, and continues to be, outstanding.

There is enormous opportunity in Jefferson County which points to a bright future. JEC's effectiveness to light the way to this future lies in our leadership and partnership. The leadership and guidance of JEC's board of directors have been a consistent strength of the organization. The board is comprised of high-profile business and elected leaders working in partnership with a broad coalition of private industries and local governments. This dynamic allows JEC to help shape and guide economic policy in Jefferson County and throughout the region.

In closing, I want to thank our investors. It is because of your dedication and commitment to JEC that we are able to help our companies expand and create opportunity for us all. Your funding and participation provides the engine and the leadership which points to an incredible future for Jefferson County.



Karen Lind
2008 JEC Board Chair

JEC's MISSION

JEFFERSON ECONOMIC COUNCIL (JEC) IS A PUBLIC/PRIVATE, NOT-FOR-PROFIT PARTNERSHIP DEDICATED TO PRESERVING AND ENHANCING ECONOMIC VITALITY FOR THE CITIZENS OF JEFFERSON COUNTY, COLORADO, THROUGH THE RETENTION AND EXPANSION OF PRIMARY JOBS.

2008 GOALS AND ACCOMPLISHMENTS

TRANSPORTATION

Provide leadership in the final approval and construction of the Beltway to Tomorrow (Beltway) through public relations effort as directed by the Beltway committee. More detailed efforts are:

Goal: Acquire the support of regional economic development organizations.

- Support received from Aurora Economic Development Council, Broomfield Economic Development Corporation, the South Metro Economic Development Group and the Southeast Business Partnership.

Goal: Acquire the support of other groups as directed by the Beltway Committee.

- Dozens of telephone calls/presentations were made to organizations throughout the region, resulting in the support of 28 organizations.

Goal: Acquire additional funding for the public education effort as directed by the Beltway Committee.

- Raised a total of \$15,000 to support the \$35,000 public education campaign.

Goal: Work with the public relations consultant on the development of outreach materials, including the media kit, proclamation, op-ed pieces, air media, etc.

- Contracted and teamed with PEAK Public Relations to support the beltway campaign.
- Developed 25 page media kit, complete with maps, frequently asked questions/responses, list of supporters, photos, and facts. The kit was distributed to media outlets throughout the region.
- Worked with PEAK PR on messaging and the development of the beltway brochure.
- Wrote and had columns published, supporting the beltway in the Golden Transcript, and Your Hub.
- Interviewed on Channel 7 News, during which the economic impact was noted.

Goal: Prepare response to the Environmental Impact Statement if it is released by CDOT.

- CDOT did not complete the Environmental Impact Statement, which if completed, would have warranted a response.



Completion of the C-470 beltway and an effective transportation infrastructure continue to rate high on JEC's list of priorities.

METRICS

JEC had the highest number of new and retained jobs and new capital investment in Jeffco announced in over eight years.

2,407 jobs created or retained

\$208.8 million new business capital investment

806,553 square feet of commercial real estate absorbed

5 target industries/technologies for business development:

Aerospace, Aviation, Bioscience, Renewable Energy, Enabling Technologies (Nanotechnology and Photonics)

135 Enterprise Zone tax certifications issued

910 new jobs within the Zone

\$30.4 million new capital investment within the Zone

\$913,000 state income tax credits to Jeffco companies

114 public & private investors

13 private investors added in 2008

2008 BOARD OF DIRECTORS

JEC's Board of Directors provides much of the vision and direction the organization takes in its daily operations. Through monthly board meetings and an annual board retreat, this group of highly involved business, local government, civic, and education leaders determine the focus of the organization.

EXECUTIVE COMMITTEE

Chair: **Karen Lind**, Executive Director, Elk Valley Public Improvement Corp.
Vice Chair: **Kristen Anderson**, Senior Vice President, Well Fargo
Past Chair: **Jeff Keller**, President, Asphalt Paving Company
Treasurer: **Mike McGinnis**, Partner, Brownstein Hyatt Farber & Schreck
Secretary: **Mike Partheymuller**, Vice President, Carma Colorado
Kevin McCasky, County Commissioner, Jefferson County
Marc Williams, City Councilor, City of Arvada
Preston Gibson, President and CEO, Jefferson Economic Council

BOARD OF DIRECTORS

Karen Adams, Councilor, City of Wheat Ridge
Wes Colburn, Senior VP, Lockheed Martin Space & Strategic Missiles
Stan Dempsey, President, Colorado Petroleum Association
Chris Dittman, City Councilor, City of Westminster
Buddy Douglass, President, FirstBank of Lakewood
Kelso Kelly, Regional President West Denver Region, First Community Bank
Peter Makowski, CEO of Administration, St. Anthony Hospitals
Bob Malte, President & CEO, Exempla Lutheran Medical Center
Scott Morrison, Treasurer, Ball Corporation
Bob Noun, Deputy Associate Director, External Relations, NREL
Mike Rock, City Manager, City of Lakewood
Steve Smith, Government Relations, Xcel Energy
Dr. Cynthia Stevenson, Superintendent, Jefferson County Public Schools

EX-OFFICIO MEMBERS

Jane Barnes, Chair, Jefferson County Workforce Investment Board
Andy Dorsey, Vice President, Front Range Community College
Dr. Bert Glandon, President, Arapahoe Community College
Susan Grafton, Manager, Economic Development, City of Westminster
Dr. Michele Haney, President, Red Rocks Community College
Hazel Hartbarger, Deputy Director, Arvada Economic Development Assn.
Lee Humrich, Arvada Chamber of Commerce
Lynn Kensinger, President, Arvada Chamber of Commerce
Melanie Nuchols, President, Evergreen Chamber of Commerce
Bob Potrykus, Conifer Chamber of Commerce
Dr. Bill Scoggins, President, Colorado School of Mines
Amy Sherman, President, West Chamber Serving Jefferson County
Ryan Stachelski, Economic Development Specialist, City of Wheat Ridge
Gary Wink, Executive Director, Greater Golden Chamber of Commerce

JEC STAFF

Preston Gibson, President & CEO
Michelle Claymore, Vice President
Leigh Seeger, Economic Development Specialist
Michelle Friends, Marketing Specialist
Marc Griffith, Office & Finance Manager
Lisa Harper, Administrative Assistant
Marty Topping, Marketing & Technology Consultant

JEC FUNDING

Goal: Increase the number of private sector investors by 10 companies.

- A total of 13 new investors were added to JEC this year:
 - Health Grades
 - AdWest Consulting
 - Alfa Tech Cambridge
 - Baseline Corporation
 - Carroll & Lange
 - CBeyond Communications
 - Hanover Commercial
 - Icenogle, Norton, Smith, Blieszner, Gilida & Pogue, PC
 - Norris Design
 - Olsson Associates
 - Peak Public Relations
 - Trane

Goal: Increase private-sector funding for the organization by 10%.

- A 15% increase (\$37,000) was achieved. Private sector funding at the end of November 2008 was \$288,500. The private sector funding goal should be reached/exceeded this year.

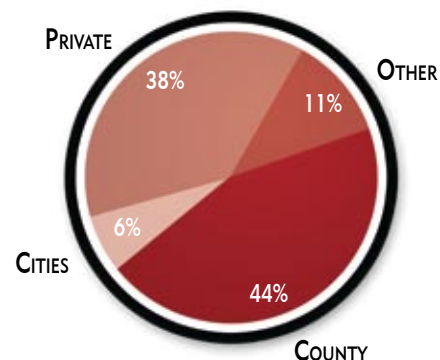
Goal: Retain an average of 85% of JEC's private sector investors

- Approximately 96% of JEC investors were retained this year. Several investors are 90+ days late on invoice payment, so they may be lost early in the year. If added to the list, we would still have a retention rate in excess of 90 percent.

Goal: Increase total sponsorship revenue by \$5,000 using 2006 as a base year.

- Event sponsorship more than doubled since 2007, resulting in an increase of \$21,475 over the 2007 level of \$16,570.

JEC FUNDING SOURCES 2008



BUSINESS RETENTION AND EXPANSION

Goal: Retain and/or expand a total of 1,000 primary jobs.

- Year-to-date retention/expansion jobs are 1,436. Companies included: Atrato, Ball Metal Container, Primestar Solar, Plains End, Sartorius, Sun Edison and others.

Goal: Retain and/or expand \$20 million in capital investment in Jefferson County.

- \$208.8 million announced by the above and other companies in Jefferson County in 2008.

Goal: Complete at least 20 business, retention, and expansion (BRE) visits.

- 21 BRE company visits were made this year. Some of the companies visited included: Digital Frontier, Arrow Industrial, Byers Peak, Pinnacle III, DaVita, Quest Corporation, Ophir Corporation, BBI International, and Rocky Mountain Biosystems.

BUSINESS ATTRACTION

Goal: Attract 10 new primary employers to Jefferson County.

- This goal was met with a total of 10 primary employers attracted.

Goal: Create 400 new high-paying jobs in the County

- 971 jobs were created.

TARGETED ENTERPRISE DEVELOPMENT

Goal: The creation of 15 new high-tech enterprises in Jefferson County over 5 years

- JEC worked with 3 new high-tech businesses in 2008.



**Jeffco
Manufacturers
Council**

Founded by JEC in 2007, the Jeffco Manufacturers Council continues to hold

quarterly meetings which bring resources to our 500 manufacturing companies to help them expand in Jefferson County. Our last meeting was held at the Colorado School of Mines, where manufacturers learned about working with Mines on research, and heard about tax credits available for manufacturing companies.

ADDITIONAL ACCOMPLISHMENTS

- In 2008, bi-monthly meetings of the **Energizing Tomorrow task force** were held, featuring presentations from local energy businesses, NREL, Department of Energy, Governor's Energy Office and congressional staff. Energizing Tomorrow served as a venue for the County Commissioners' announcement of the Jefferson County renewable energy initiative.
- JEC continued to be a strong **advocate for legislation** supporting economic development, and an opponent to legislation hindering economic development. JEC testified for SB-244, which would have provided funding for statewide transportation improvements. JEC also testified against HB-1118 which would have allowed local governments to kill regional projects that did not comply with their "community values." Fortunately this bill was killed in committee.
- JEC attended a **Business Mission trip** to Washington, D.C. with the Aurora Economic Development Council to support our aerospace industry. We requested additional funding to close the gap between space shuttle retirement and new space shuttle delivery. Additional funding would support Lockheed Martin's Orion project, engineered in Jefferson County.
- JEC attended a **National Association of Workforce Boards Conference** to support reauthorization of the Workforce Investment Act. This is a major source of federal funding for the workforce center which supports job location and employment growth and training in Jefferson County.
- JEC **testified in support** of rezoning applications that would create opportunities for primary employment growth in Jefferson County.
- JEC continued to bring regional attention to **development and business location opportunities** in Jefferson County. We exhibited at the Rocky Mountain Real Estate Expo, and participated in the NAIOP virtual property tour.
- JEC attended and displayed JEC marketing information at **regional and national trade shows** in our target industries. Some of the trade shows/conferences attended included: Medical Device and Manufacturing, Corenet (site location consultant conference), Colorado Space Coalition, and the Governor's Energy Conference. We also helped staff Metro Denver EDC's booth at the Democratic National Convention. Financial support for trade shows is often given by the State and/or MDEDC.

INDUSTRY AWARDS

Jefferson County is fortunate to have many interesting and growing companies in the local business community.

Chosen by JEC's Industry Awards Selection Committee, JEC and the Board of County Commissioners recognized companies in four different award categories at its 15th annual Jefferson County Industry Appreciation Awards Breakfast. Award winners are chosen for increased capital investment and primary job creation in Jefferson County.



Ingrid Russell from Sundyne Corporation, winner of the 2007 Pioneer Award, poses with the Jefferson County Commissioners.

Presented in 2008, the 2007 award winners were:

Pioneer Award:

Sundyne Corporation

The Genesis Award – Economic Developer of the Year:

Steve Burkholder, former Lakewood Mayor

Innovative Technology Award:

Infinite Power Solutions

Business Recognition Awards:

Aardex LLC

Aspen Electronics Manufacturing

Proterra

PrimeStar Solar

United Launch Alliance

JEC COMMITTEES

One way JEC investors become more involved in the critical issues in Jefferson County is by serving on one of JEC's committees. 2008 committees and volunteer committee chairs included:

- Executive – Karen Lind, Elk Valley Public Improvement Corp.
- Investor Relations – Robert Bruce, Frederick Ross Co.
- Energizing Tomorrow – Bill Green, RMH Group
- Industry Awards Selection – Karen Lind
- Real Estate – Sandra Clark, Etkin Johnson Group
- Transportation – Jeff Keller, Asphalt Paving Company

EVENTS

JEC had a full event calendar in 2008. Our events for the year included:

- 15th Annual Industry Appreciation Awards
- JEC's 2nd Annual Meeting
- 2009 Economic Forecast
- Annual Holiday reception
- Real Estate Forum

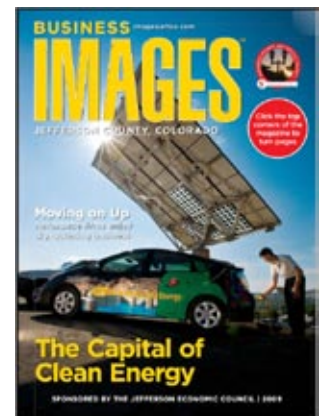
INDUSTRY MARKETING VIDEOS

In 2008, production was completed on two industry marketing videos. The two minute energy video was shown on Frontier Airlines during the month of February, reaching up to 800,000 passengers. This video also was shown at the Nano-Renewable Energy conference, which was attended by leaders in nanotechnology from around the United States. The aviation video was used by JEC and the Rocky Mountain Metropolitan Airport to market opportunities for primary job growth, including at the NBAA tradeshow in Orlando, FL.



PRINT MEDIA

JEC worked with Journal Communications staff on story development/editing for the 2009 Images magazine which will be produced in January, 2009. JEC also prepared copy for the Metro Denver Economic Development Corporation's marketing magazine.





2008 INVESTORS

Jefferson Economic Council's investors are an integral part of fulfilling JEC's mission. By providing financial support and resources and sharing their expertise, our investors have a substantial impact on the regional, state, and local economy, improving the lifestyles of Jeffco citizens. JEC's investors form a diverse group, with public and private sector representatives, small and large businesses, and a variety of backgrounds from education to engineering to real estate. JEC thanks our investors for their support and time.

Aardex Corporation	Denver West Office Park	LaFarge
Alfa Tech Cambridge	Development Research Partners	Lakemont Center
Ad West Consulting Co.	Elk Valley Public Improvement Corporation	Land Title Guarantee Co.
Arapahoe Community College	Engle Homes	Landview Corner
Arvada Chamber of Commerce	Etkin Johnson Group	LNR
Arvada Economic Development Assn	Evergreen Area Chamber of Commerce	Lockheed Martin Space Systems Co.
Asphalt Paving Company	Exempla-Lutheran Medical Center	Martin/Martin Consulting Engineers
Ball Corporation	FirstBank North	Merrick & Company
Bandimere Speedway	FirstBank of Arvada	MIE Properties
Banks & Gesso	FirstBank of Colorado	National Renewable Energy Laboratory
Baseline Corporation	FirstBank of Evergreen	Norris Design
Bradley Allen & Associates, LLP	FirstBank of Lakewood	Northwest Parkway Public Highway Authority
Brownstein Hyatt Farber & Schreck	FirstBank of South Jeffco	Olsson Associates
CaridianBCT	FirstBank of Wheat Ridge	Patterson & Company, LLC
Carma Colorado	First Community Bank	Peak Public Relations
Carroll & Lange	Frederick Ross Company	Pilatus Business Aircraft
Carruth Properties	Front Range Community College	Plains End, LLC
CBeyond Communications	Fuller & Company	Red Rocks Community College
Ceavco Audio Visual	Gates Capital Corporation	Regional Transportation District
Church Ranch Corporate Center	Golden Triangle Construction	RMH Group
City of Arvada	Greater Golden Chamber of Commerce	Rolling Hills Country Club
City of Lakewood	Grubb & Ellis	S.A. Miro
City of Westminster	Guaranty Bank & Trust	Sheraton Denver West
City of Wheat Ridge	Hanover Corporation	Skyline Property Management
Clisham, Satriana & Biscan, LLC	Health Grades	St. Anthony Hospitals/Centura
Collaborative Growth	Icenogle, Norton, Smith, Blieszner, Gilida, & Pogue, PC	Summit-Lakewood Brick & Tile Company
Colorado Credit Union	Jacobs Engineering	Sunset Management
Colorado Housing & Finance Authority	Jefferson Center for Mental Health	The Kenney Group
Colorado Lending Source	Jefferson County	Trane
Colorado Mills	Jefferson County Association of Realtors	United Launch Alliance
Colorado Petroleum Association	Jefferson County Public Library	United Properties (Ojala & Company)
Colorado Real Estate Journal	Jefferson County R-1 School District	US Bank-Evergreen/Golden
Community First Foundation	Jehn Engineering	Village Homes
Continuum Partners LLC	Johns Manville	Wells Fargo Bank, N.A.
Coors Brewing Company	Jordon Perlmutter & Co/Section 14	West Chamber Serving Jefferson County
Corporate Environments	JR Engineering	Wheat Ridge 2020
CRESCO Properties	Kaiser Permanente	Xcel Energy
Denver Marriott West Hotel	Ken-Caryl Business Center	
Denver Water		



JEFFERSON
ECONOMIC COUNCIL

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