

Report on the Economy

Colorado Springs, CO

Metropolitan Area

January 2011



Colorado Springs
Regional Economic
Development Corporation

Creating Quality Jobs for a Quality Community Since 1971

MEMO

TO: Colorado Springs Business Journal Reader

FROM: Michael Kazmierski,
President and CEO
Colorado Springs Regional Economic Development Corporation

DATE: January 2011

RE: 2010 Economic Highlights



In the rear view mirror

Despite financial and housing sector woes, 2010 was actually a very successful year for the Colorado Springs regional economy in terms of job creation. The EDC announced 1,398 new primary jobs (employers with the majority of their customer base outside of the region) with an average wage in excess of \$36,900, below the current county average wage of \$42,172. However, with over 28,000 unemployed in our region, every new job is a reason to celebrate for another family in our community. With several significant job announcements expected in the next few months, and the continued expansion at Fort Carson, we anticipate 2011 to be an even better year than 2010.

Continue to attract and retain quality jobs

EDC has maintained its organizational focus on primary job attraction of high growth employers, the expansion and retention of our existing industries, as well as the creation of jobs through entrepreneurial encouragement and support.

- Our closure rate remains positive at 58% for 2010.
- The Local Industry efforts continue to demonstrate success in support of our existing primary employers. EDC visited over 180 companies in 2010 and most are doing quite well.
- In 2010, two of the 7 companies for which EDC announced new jobs were local company expansions. Also, hundreds of other existing primary jobs stayed in our community because of the EDC's Local Industry efforts in concert with support from our many community partners.

EDC's response to the new economy

While the EDC strategy over the past several years has been successful, considering the magnitude of the recent recession, we must accept the reality that the economic world has changed and we must change with it to be successful in the future. Based on the results of the 6035 community plan, we have developed a new EDC 2011-2015 Strategic Plan.

Our economy is not going back to the way things were, so our strategy cannot be just a rehash of the way we did in the past! It's time to shake things up and do things different, better, smarter and in a more effective way. That said, some things will never change, we need to attract and grow more quality jobs to our community than we lose and we need quality jobs for our young adults just entering the workforce or we will lose them.

The new emphasis includes a renewed focus on growing jobs from within the community, the entrepreneurial ecosystem needs help and we will work with our many partners in the years ahead to enable our entrepreneurs to grow their companies right here, adding jobs and growing our economy in the process. We will redirect our attraction efforts to include not only high growth companies but also headquarters and companies with significant capital investments like data centers. Additionally, our retention efforts will expand and include launching a "Think Local" initiative and facilitating more business-to-business connections that enable the growth of our existing industry. Finally, we will pursue key strategic initiatives that will positively impact on the long term economic vitality of our region.

We can't do this alone. As a small nonprofit, smaller than we were 20 years ago, we will need your help and support as we continue to work in an increasingly competitive environment to grow our economy through the attraction, retention and entrepreneurial job creation efforts. Help us make 2011 a great year for those in our community in desperate need of a quality job!

"Quality of life starts with a quality job"



Why the Economic Development Corporation?

EDC is a nonprofit organization that exists to retain, expand and attract primary jobs to the community. No other organization in the Pikes Peak region is dedicated to this important task!

EDC replaces primary job loss

Over the last 10 years:

- The community lost 17,552 primary jobs (jobs that sell more than half of their product or service outside the community).
- During that time, EDC's job attraction efforts gained 18,164 primary jobs for the community.

Importance of primary jobs

Primary jobs usually create a need for additional jobs in sectors such as: education, real estate, law, retail and medical professionals, etc.

Young adults entering the workforce

More than 3,000 young adults enter the workforce each year. If quality jobs are not provided, the next generation will be forced to move to another community to find work.

Fierce competition for primary jobs

Because primary jobs are important to every community, there is intense competition to attract and retain these quality jobs. EDC orchestrates the community's competitive efforts and, despite a dearth of incentives, succeeds with 8 of 10 prospects that visit the community!

EDC attracts jobs, not people

95% of the 18 thousand-plus jobs announced by the EDC over the past 10 years were filled by someone already in the community. The EDC works for the community by helping those either unemployed or underemployed get a quality job, paying on average more than \$20.00 per hour with benefits.

Quality jobs create healthy communities

Social problems such as crime, spousal abuse, lack of medical coverage for kids, hunger and homelessness are often associated with job loss or the inability to find a quality job. Also, wealth created by primary employers funds key community programs, the arts and nonprofit organizations.

Successful quality job retention, expansion and attraction are needed to sustain a vibrant, healthy economy and meet basic citizen needs.

The success of your business and the community's future depends on the EDC's success, and EDC depends almost entirely on support from the private sector – **Please consider how you can help.**

"The involvement of the Colorado Springs Regional Economic Development Corporate played a significant roll in us coming here... I'm not sure we would be here without EDC's involvement; their desire to have us come here, their help... and the general responsiveness put them ahead of others. You need an entity like EDC to recruit new businesses because every community has an entity like them."

***Mike Mossman
Regional Vice President and
General Manager
Everest University Online Service Center
Gazette Article September 2010***

2011 EDC Five-Year Strategic Plan:

Job Attraction

- Attract high growth companies and headquarters
- Develop relationships with key consultants and national and local real estate executives
- Strengthen marketing programs for key industry sectors
- Engage broader community in marketing activities
- Focus marketing outreach
- Develop international recruitment program
- Maximize attraction and retention of skilled talent and young professionals

Job Retention

- Increase primary employers interaction and business-to-business opportunities
- Increase and strengthen visitation program
- Identify and assist all primary employers in an expansion mode or high growth criteria
- Assist with transition of relocated companies to maximize new jobs and investment

Job Creation - Enterprise Development

- Work with partners to develop and implement an entrepreneurial continuum
- Assist partners to increase capital available to entrepreneurs
- Assist partners in attraction and retention of skilled entrepreneurial talent professionals
- Promote R&D efforts

Capital Investment

- Encourage investment in community infrastructure
- Promote and identify key corporate investment in the Pikes Peak region

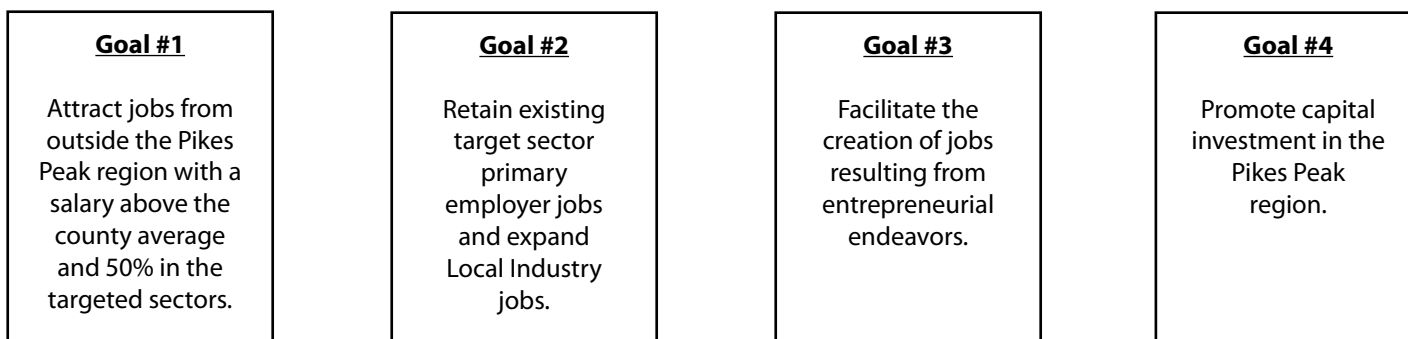
Fundraising - Sustainability of Programs

- Improve communication and opportunities to engage and inform investors, stakeholders, partners, CSREDC employees and overall community
- Increase fundraising support to allow for additional programs that help create quality regional jobs

Well Functioning Organization

- Increase employee and partner innovation
- Improve organizational efficiency, structure, and morale
- Enhance collaboration with business partners and elected officials and support regional and statewide economic development initiatives
- Promote CSREDC as the lead regional economic development organization
- Strengthen and/or maintain coordination with key organizations and media

Organization Focus



5-Year Strategic Mission

To attract, retain and create quality jobs and investment in the Pikes Peak region.

EDC Accomplishments in 2010:

Job Generation Impact

- Within five years, 7 EDC-assisted companies will generate 1,398 jobs with an average salary of over \$36,900.

Marketing Efforts

- Marketing team worked with over 130 companies considering expanding or relocating into the area.
- Companies made 37 visits to Colorado Springs.
- EDC representatives and local community members made over 75 visits to consultants and companies at their current facilities.
- Generated over 70 new prospects.

Development and Communications

- More than \$1 million raised from investors in the private sector.
- Thirteen events drew more than 2,000 community members.

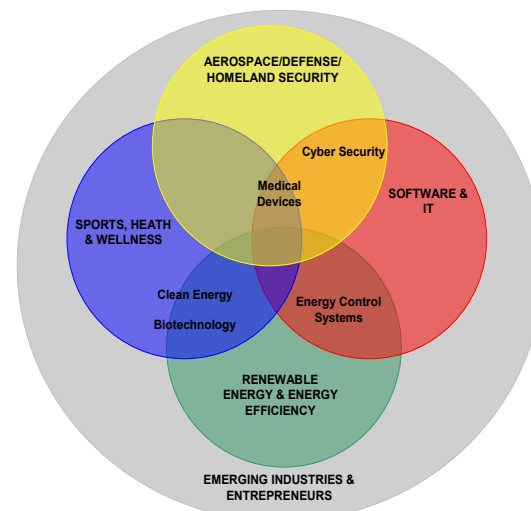
Local Industry Team

- Met with 180 primary employers, reporting the following positive results: 89% of companies were stable; 9% were growing; 5% were start-ups; and less than 1% were downsizing.
- The Local Industry team had a successful resolution rate of 100% with requests for assistance, which included workforce attraction and training, expansion assistance, and business-to-business introductions.
- Contracted with the Colorado Office of Economic Development and International Trade, to develop a "Business Expansion Program Toolbox of Resources," based on the EDC's Local Industry program, to be made available for use by all Colorado economic development organizations.

EDC Target Sectors for 2011:

- Aerospace, Defense and Homeland Security
- Renewable Energy & Energy Efficiency
- Software and Information Technology
- Sports, Health and Wellness
- Emerging Industries & Entrepreneurs

Interrelationship of Profiled Sectors

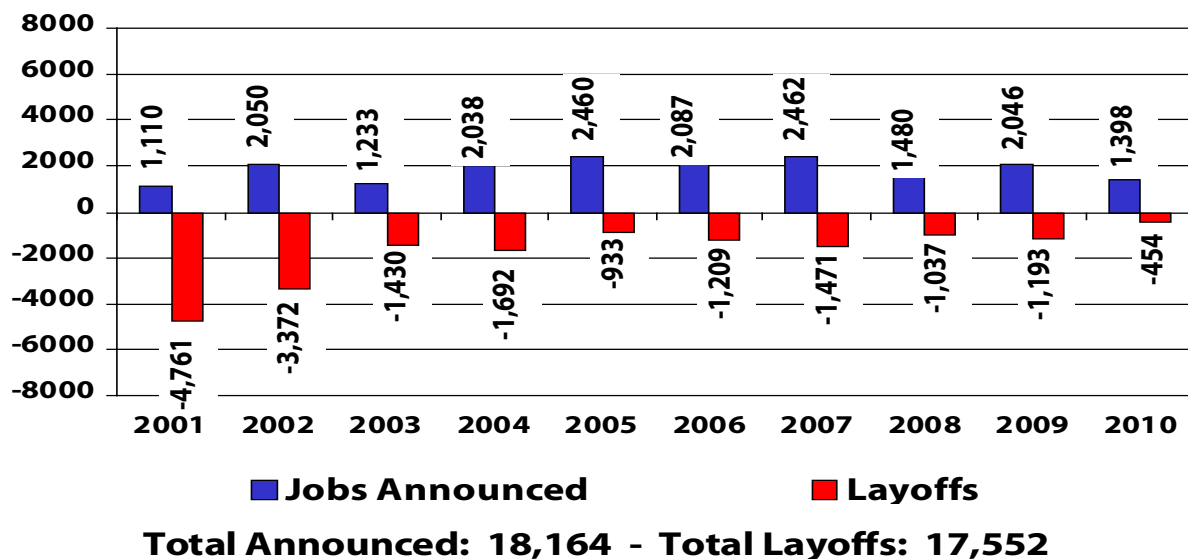


Job Gains / Losses in 2010:

2010 New Jobs		2010 Layoffs	
Company	Employees	Company	Employees
ARES Corporation	10	Boeing Company	30
Auxsol, Inc.	10	California State Automobile Association	63
USAA	200	Western Horseman, Inc.	7
Everest University Online	600	Ford Motor Credit,	80
NCT Technologies Group, Inc.	18	Colorado Springs Business Center	
Affiliated Computer Services Inc. (ACS)	450	Current / Paper Direct	30
Granada Corporation	110	Focus on the Family	110
		Provident Pharmaceuticals, LLC	35
		URS Federal Services	50
		Current / Paper Direct	49
Total	1,398	TOTAL	454

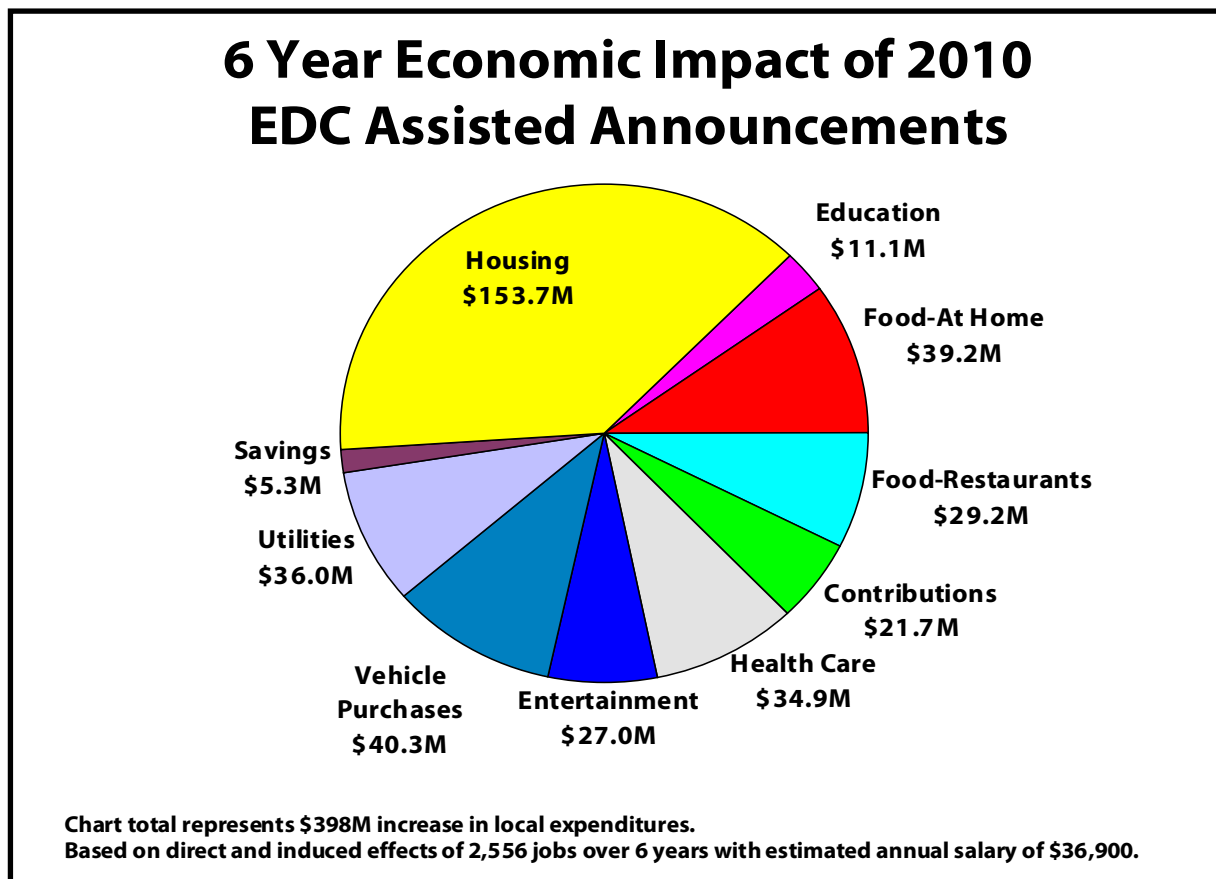
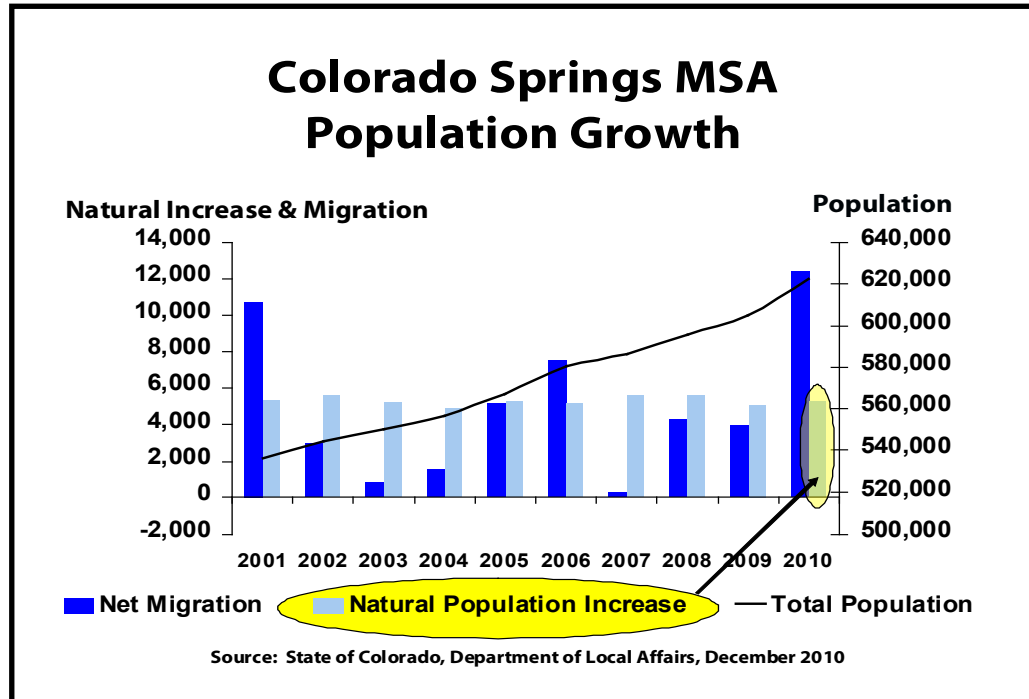
The above new job announcements and layoffs are those that have been reported to EDC or the media.

EDC Job Announcements vs. Losses 2001 – 2010



Demographics:

Population Growth



Real Estate:

COMMERCIAL

The Pikes Peak region and the state of Colorado are in a much healthier place than the majority of the country and are positioned to take advantage of an economic recovery when it comes.

Bottom Line: The good news is it appears the negative slide has been halted and a more positive trend has begun to unfold heading into 2011.

RESIDENTIAL

New residential construction is beginning to show signs of improvement as the regional population continues to grow.

Bottom Line: While still down significantly compared to 2005-2006 levels, residential housing permits are beginning to tick upwards.

OFFICE

Little product has been constructed during the previous twelve months due to the job market having stalled and contracted as a result of the past three year economic malaise.

Bottom Line: A cautious optimism for 2011 although the road back will require a long period of reconstruction. Support for this includes a modest gain in absorption made in 2010.

INDUSTRIAL

A positive absorption of over 386,000 square feet was recorded in 2010, a sharp contrast to the loss of over one million square feet of industrial space during the last two years.

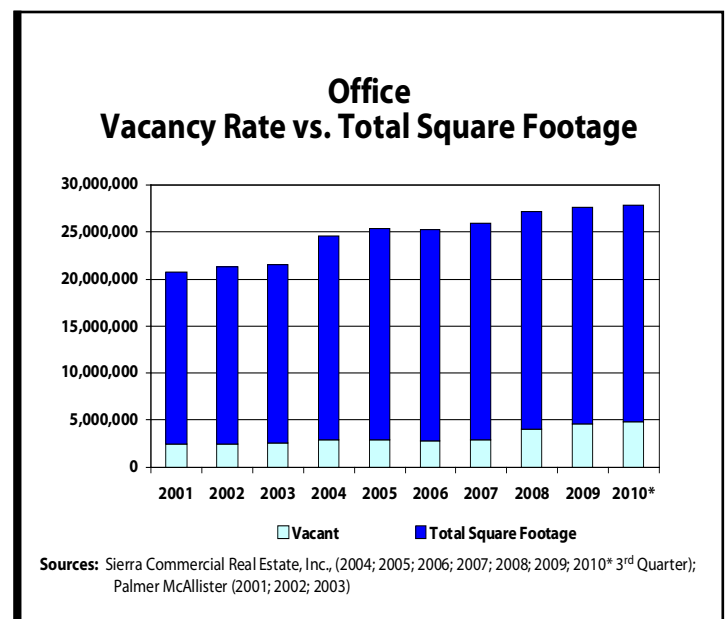
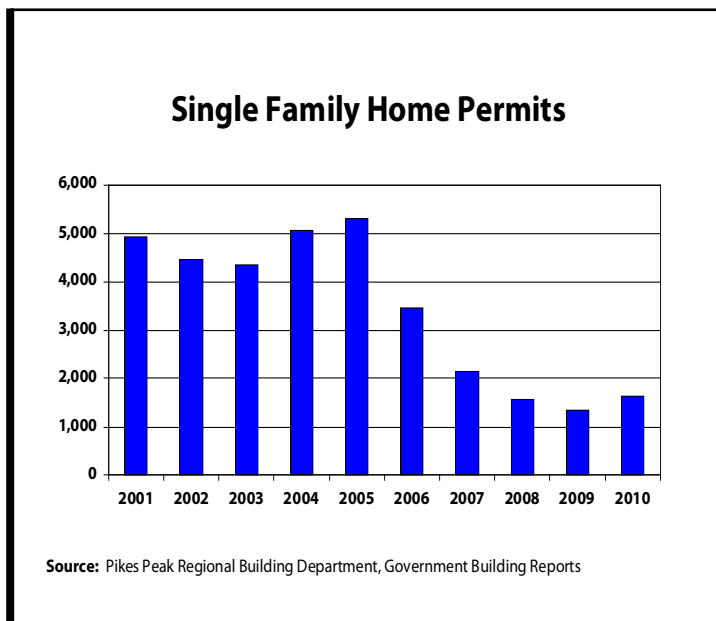
Bottom Line: Barring any significant decline in the national economy, the local industrial market should see continued incremental gains during 2011. Gains in manufacturing jobs nationally have begun to occur, and if this trend continues, expect industrial companies to begin expanding locally.

RETAIL

Absorption in 2011 will be marked by an increase of small to mid-size retailers emerging and expanding in the market. New construction will also be minimal, helping existing space get absorbed before new is added.

Bottom Line: As retailers expand and local vacancy rates drop and stabilize below 10%, new development projects will slowly return. The retail market will have to contend with the advent of e-commerce.

Source: Sierra Commercial Real Estate; 2011 Market Outlook



Office

Overall

- Vacancy rates were at 17.41% in 3rd quarter 2010
 - Lease rates averaged \$11.52 per square foot, NNN
- Source:** Sierra Commercial Real Estate; 3rd Quarter 2010 Market Reports

Class A

- Vacancy rates were at 25.76% in 3rd quarter 2010
 - Asking average rate of \$13.10 per square foot, NNN
- Source:** Sierra Commercial Real Estate; 3rd Quarter 2010 Market Reports

Industrial

- Vacancy rates were at 11.51% in 3rd quarter 2010
 - Asking rate averaging \$6.10 per square foot, NNN
- Source:** Sierra Commercial Real Estate; 3rd Quarter 2010 Market Reports

Retail

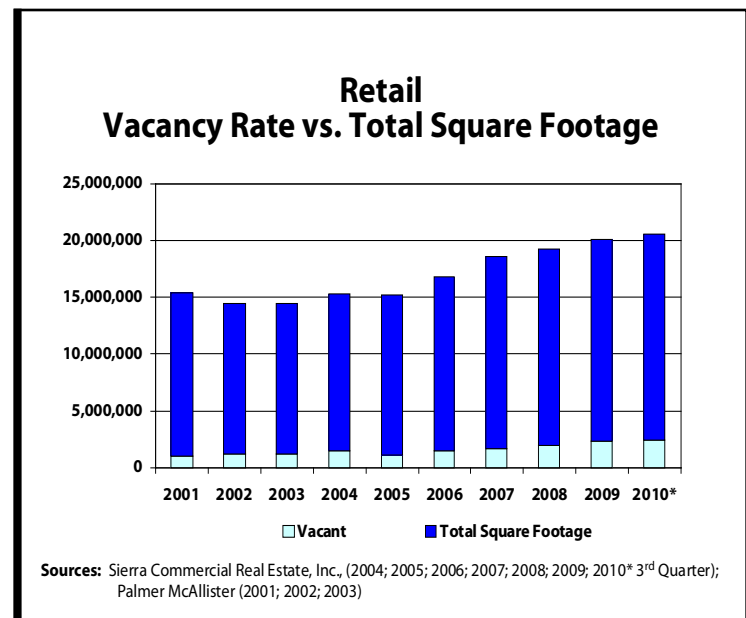
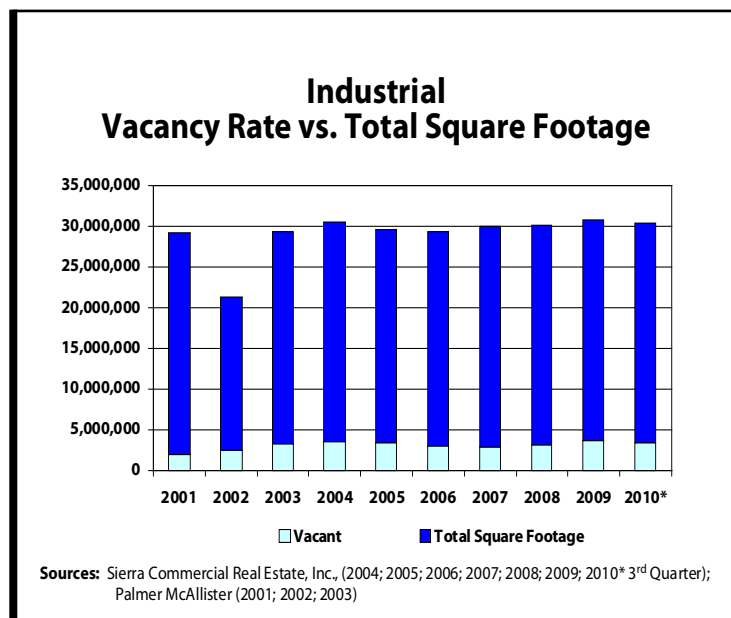
- Vacancy rates were at 11.63% in 3rd quarter 2010
 - Lease rates were averaging \$13.06 per square foot, NNN
- Source:** Sierra Commercial Real Estate; 3rd Quarter 2010 Market Reports

Housing

- The Pikes Peak area single family housing permits increased from 1,320 in 2009 to 1,633 in 2010
 - Homes sales totaled 8,185, which is a decrease from 8,745 in 2009
 - The average selling price was \$229,152, an increase from 2009's \$217,628
- Source:** Pikes Peak Regional Building Department & Pikes Peak Realtor Services Corporation; 2010 Yearly Sales Activity

Apartment

- The citywide average rental rate was \$760 in December 2010
- Source:** Apartment Insights



Development & Community Information:

ASPENPOINTE

August 2010 – The Pikes Peak Behavioral Health Group was renamed AspenPointe as part of a major rebranding campaign to unify the agencies that operate beneath it. AspenPointe offers mental health services, job training, jail diversion programs and at-risk youth programs.

ATMEL CORPORATION

December 2010 – Atmel Corporation announced that less than two years after laying off more than 500 employees in Colorado Springs, the company has been able to recall many of those workers and restore its workforce to the 2008 level.

COLORADO SPRINGS HEALTH PARTNERS

January 2010 – One of Pikes Peak's largest medical groups, Colorado Springs Health Partners, announced plans to lease space at Union Medical Campus rather than build a new facility as planned. More than 63,000 square feet of space was renovated at the campus for the more than 90 doctors in the group.

COLORADO SPRINGS POLICE DEPARTMENT

September 2010 – The Colorado Springs Police Department's Homeless Outreach Team (HOT Team) won praise for dealing with those living on the street by the Center for Problem-Oriented Policing. The Hot Team was chosen out of 46 entries from around the world.

EL PASO COUNTY 2010 MAJOR TRANSPORTATION CORRIDORS PLAN (MTCP)

August 2010 – The El Paso County 2040 MTCP completed Phase I of the planning process outlining where roads will be needed, how many lanes, and how much it will cost to build the roads. For updated information, please visit www.2040MTCP.com.

MITRE

August 2010 – Mitre celebrated 50 years in Colorado Springs, beginning with helping the Air Force design and build communications systems for the North American Aerospace Defense Command (NORAD). Mitre's local office has expanded into homeland security technology, air traffic control technology and network security to help the Air Force Space Command define its mission.

PEAK VISTA COMMUNITY HEALTH CENTERS

December 2010 – A new Developmental Disabilities Health Center serving adults with developmental disabilities will open in 2011. Peak Vista Community Health Centers is partnering with The Resource Exchange, HealthSouth Rehabilitation Hospital of Colorado Springs and Beth-El College of Nursing and Health Sciences on the development of this project.

PETERSON AIR FORCE BASE

December 2010 – Construction began on a \$14.4 million building to house the Space Education and Training Center, which will house the National Security Space Institute and the Advanced Space Operations School. The building is expected to be complete in 2011 or 2012.

QUIZNOS PRO CHALLENGE

November 2010 – The opening leg of a seven-stage, 11-city professional cycling race will be in Colorado Springs during August 2011. The route is planned from Garden of the Gods to Tejon Street, with a final stretch on Colorado Avenue.

ST. FRANCIS HEALTH CENTER

March 2010 – The historic St. Francis Health Center announced the closing of the first hospital in Colorado Springs. Although few tenants may remain, including Pikes Peak Hospice and Palliative Care. The nonprofit group is looking at alternatives for the space, including administrative offices, pharmacy and other operations.

UNITED STATES AIR FORCE ACADEMY

October 2010 – The Air Force Academy broke ground on a 30 acre, 6.0-megawatt solar array system, to obtain all its energy from renewable sources by 2015. The \$18.3 million project is funded by the American Recovery and Reinvestment Act and should be operational by summer 2011.

WESTERN FORGE

January 2010 – Ideal Industries purchased Western Forge from MW Universal, located in Paris, KY. Ideal Industries primarily makes and sells professional-quality tools used in the construction, maintenance, communications and manufacturing industries. Western Forge has been located in Colorado Springs since 1964.

Development & Community Information:

UNIVERSITIES AND COLLEGES

COLORADO COLLEGE

Colorado College has received a \$490,000, three-year grant from the Mellon Foundation to support new approaches to the arts. Recognizing that new media and emerging technologies are transforming the liberal arts, the college will develop a curriculum that reinforces its interdisciplinary initiatives, with a significant emphasis on film and new media. The curriculum that Colorado College envisions moves in two directions: It gives new media and the arts a more prominent place in students' educations, and it incorporates the liberal arts more directly into the arts, especially where new media and traditional creative forms come together.

COLORADO TECHNICAL UNIVERSITY

The National Security Agency (NSA) and the Department of Homeland Security (DHS) recognized CTU Colorado Springs as a Center of Academic Excellence in Information Assurance (IA) – one of only four Colorado universities to earn this designation. As a Center of Academic Excellence in IA, CTU students are eligible to apply for scholarships and grants through the Department of Defense Information Assurance Scholarship Program and the Federal Cyber Service Scholarship for Service Program.

PIKES PEAK COMMUNITY COLLEGE

Pikes Peak Community College is now offering an Associate of Applied Science Degree in Outdoor Leadership and Recreation Technology. PPCC's new program is for students interested in: exploring their outdoor recreation passion; developing their outdoor skills; gaining leadership experience; or, finding employment doing what they love. A myriad of careers is open to students pursuing an Outdoor Leadership and Recreation Technology degree, from guiding mountaineering trips in the Colorado Rockies to teaching environmental education courses, to presenting wildlife programs at local nature centers.

UNIVERSITY OF COLORADO AT COLORADO SPRINGS

The College of Business received a \$1.25 million grant to expand ethics courses in the next five years. The program is designed to build a strong, principle-based ethical foundation in the students, extending beyond philosophy and theory to real-world practical application, using ethical principles for personal and organizational decision making and leadership.

COLORADO SPRINGS UTILITIES:

One community-owned entity, four essential services.

Reliable energy and water, reasonable rates and exceptional customer service: critical items for any business - items you can rely on Colorado "Springs Utilities" to provide. The municipally-owned utility has been providing electric and natural gas services to Colorado Springs since 1925, water and wastewater services since the 1800s. Citizen-owners have a say in utility decisions and project planning.

Provide reliable and safe service

Springs Utilities customers receive some of the most reliable electric service in the United States. With power available more than 99.99 percent of the time, the average customer has seen less than 50 minutes of outage time per year for the past fifteen years. In the Large City Reliability Survey (administered by Salt River Project), Colorado Springs continues to rank in the top quartile in the total duration of electric interruption for the average customer (SAIDI). Upgrades to electric substations and wires and replacing natural gas, water and wastewater pipes will continue to ensure our record of having some of the most reliable service in the nation.

Maintain competitive rates

Springs Utilities will continue to manage costs across the organization and operate more efficiently to keep utility bills among the lowest in Colorado. Springs Utilities doesn't pay profits to shareholders. The result is industrial electric rates that are approximately 20% lower when compared to neighboring utilities. Most of the electricity needed by the community is generated at efficiently-run, local power plants.

Exceptional customer service

Springs Utilities spends a great amount of time listening to customers, understanding their business and solving problems together. Springs Utilities serves its customers with a can-do attitude and a focus to help customers succeed. In a syndicated national study, our business customers continue to rank us in the top quartile for providing exceptional customer service.

Energy Vision

Colorado Springs Utilities energy vision for the year 2020 calls for 20% renewables, 10% reduction in per capita energy use, and a 20% electric rate advantage compared to neighboring utilities.

2010 New & Expanding Companies Assisted by EDC:

AFFILIATED COMPUTER SERVICES, INC. (ACS)

A Texas based Fortune 500 company opened a new customer care center in Colorado Springs in August 2009. In October 2010, ACS announced the expansion of their local facility. The company is a global leader in business process outsourcing and information technology services.

Affiliated Computer Services, Inc. plans to hire an additional 450 employees over the next year.

2424 Garden of the Gods Road
Colorado Springs, CO 80919
www.acs-inc.com



ARES CORPORATION

A Denver aerospace & defense company, ARES Corporation, opened a Colorado Springs location in January 2010. The company focuses on solving industry's most complex technical challenges in the key areas of energy, defense, aerospace and infrastructure.

ARES Corporation plans to hire 10 employees over the next year.

1330 Inverness Drive, Suite 206
Colorado Springs, CO 80910
www.arescorporation.com



AUXSOL, INC.

Auxsol, Inc. relocated their headquarters from Palmer Lake, CO to Colorado Springs in February 2010 and expanded their operations. The company has developed proprietary technologies to cost-effectively treat produced water used in the oil and gas extraction process.

Auxsol, Inc. plans to hire 10 employees over the next year.

1830 Jet Stream Drive
Colorado Springs, CO 80921
www.auxsol.com



EVEREST UNIVERSITY ONLINE

Everest University Online announced in March 2010, the opening of an online admissions center in Colorado Springs. Everest University offers career focused diploma and degree programs in healthcare, business, and computer technology.

Everest University Online plans to employ 600 employees over the next 4 years.

1575 Garden of the Gods Road
Colorado Springs, CO 80907
www.cci.edu



NCT TECHNOLOGIES GROUP, INC.

An Ohio metal fabrication company announced in June 2010 the expansion of their operations in Colorado Springs. NCT Technologies offers business and product solutions relating to metal fabrication, product development, and partnered engineering.

NCT Technologies Group, Inc. plans to grow to 18 employees over the next 5 years.

1908 Aerotech Drive, Suite 110
Colorado Springs, CO 80916
www.newcarlisletool.com



USAA

In March 2010, USAA announced plans to add financial advice and banking service jobs at their Colorado Springs facility by the end of 2010. USAA is a Texas based insurance, banking and investments company that primarily provides services to military families. Certain products and services are also available to nonmilitary individuals.

USAA employs over 1,000 people in Colorado Springs.

1855 Telstar Drive
Colorado Springs, CO 80920
www.usaa.com



2010 Expanding Companies:

INTELLIGENT SOFTWARE SOLUTIONS, INC.

Intelligent Software Solutions (ISS) announced the addition of 100 employees to their Colorado Springs facility in June 2010. The company provides cutting edge solutions on the latest advances in open software design and integration, developing sophisticated data visualization, event analysis, pattern detection, and mission planning software for the defense industry.

5450 Tech Center Drive, Suite 400
Colorado Springs, CO 80919
www.issinc.com



UNITED STATES OLYMPIC COMMITTEE INTERNATIONAL RELATIONS

The U.S. Olympic Committee announced in April 2010 plans to relocate the International Relations (IR) division in Southern California to join the headquarters location in Colorado Springs. The IR team is leading the USOC's efforts to build a stronger working relationship with the International Olympic Committee and to establish effective partnerships with Continental Associations, National Olympic Committees and the International Federations.

27 South Tejon Street
Colorado Springs, CO 80903
www.usolympicteam.com



VISUAL NETWORK SYSTEMS

In June 2010, Visual Network Systems announced the opening of their headquarters office in Colorado Springs. Created out of Fluke Networks Systems, Visual Network Systems is an independent company focusing on providing tools to help IT administrators monitor enterprise-wide application, network and VoIP performance. The company has hired 20 employees in Colorado Springs.

2075 Research Parkway, Suite A
Colorado Springs, CO 80920
www.visualnetworksystems.com



Colorado Springs Ranked Well in 2010:

- **14th Safest City** in America by FreeBackgroundChecksUSA.com. (12/10)
- **15th Brainiest City** by Portfolio.com. The study assigned point values to five rungs of an educational ladder, ranging from high-school dropouts to holders of advanced degrees. (12/10)
- **2nd Best State for Competitiveness** in Beacon Hill Institute's annual "State Competitiveness Report". The index is based on a set of 43 indicators. (10/10)
- **10th "Best Teeth"** by Men's Health Magazine. The survey was based on community water fluoridation; the percentage of people who saw a dentist in the past year or have had their teeth extracted; the percentage of households using dental floss; money spent on oral hygiene products; and the number of dentist offices per capita. (10/10)
- **2nd "Pet Friendly Cities: America's Best Places to Live with Pets"** by Livability.com. (10/10)
- **4th "Best States for Business and Careers"** by Forbes.com. Annual rankings are based on six factors: costs, labor supply, regulatory environment, current economic climate, growth prospects and quality of life. (10/10)
- **17th** among mid-size city readers of AmericanStyle magazine's annual **Top 25 Arts Destination** poll. (10/10)
- **6th** on Forbes.com "**America's Best Housing Markets For Investors**". The rankings were based on populations over 400,000 with a variety of factors. (09/10)
- **4th Best Drivers** according to the "Allstate America's Best Drivers Report™" which ranked America's 200 largest cities in terms of car collision frequency to identify which cities have the safest drivers. (09/10)
- **8th Best State for Business** according to Chief Executive's Magazine. Rankings were based on business leaders direct experience with taxation and regulation, quality of workforce and living environment. (08/10)
- **8th "Safest City for Children"** according to Men's Health Magazine. The study was based on accidental death rates for kids ages 5 to 14, number of car-seat inspection locations per child, sex offenders per capita, percentage of abused children protected from further abuse, and the strength of child-restraint laws and bike-helmet laws. (08/10)
- **3rd Best State in the Country for Doing Business**, citing the strength, health and diversity of the state's economy according to CNBC. (07/10)
- **7th "Best Mid-Size City"** by Portfolio.com. The study was ranked on healthy economies, moderate living costs, light traffic and strong educational systems. (06/10)
- Colorado continues to have the **lowest percentage of obese adults** at 18.9 percent according to Trust for America's Health. (06/10)
- **19th "Best City for Families"** according to Parenting.com. Cities were ranked based on health, safety, education, economy and recreation. (06/10)
- 5 high schools listed on Newsweek's annual America's **Best High Schools list**. The ranking is based on how hard their staffs work to challenge students with advanced-placement courses and tests. (06/10)
- Listed in RelocateAmerica.com's "**Top 100 Places to Live in America for 2010**". The list focused on communities poised for recovery and future growth. (05/10)
- **12th Best Place for Business and Careers** according to Forbes.com. The annual rankings are based on factors such as cost of doing business, job growth, education attainment and population. (04/10)
- **8th Friendliest Bike City** in America by Bicycling magazine. Editors evaluated cities with 100,000 or more people, with the rankings based on cycling-friendly statistics (numbers of bike lanes and routes, bike racks, city projects completed and planned) and bike culture (number of bike commuters, cycling clubs, cycling events, renowned bike shops). (04/10)
- **4th Fittest City** by Gallup. Gallup's telephone survey, which was conducted between December 29, 2009 and January 2, 2010, calculated average body mass index based on the heights and weights the respondents provided. (03/10)
- **6th "Most Wired City"** by Forbes.com. The study was compiled by computing the percentage of Internet users with high-speed connections in a particular city and the number of companies providing high-speed Internet in that area. (03/10)
- **National Award for Cultural Diversity** by the National Black Caucus of Local Elected Officials, a constituency group of the National League of Cities. The award is based on implementing quality and innovative programs in communities to enhance and promote cultural diversity. (03/10)



EDC Board of Directors & Staff

2011 EDC Board of Directors:

Doug Quimby, Chairperson

Russ Anderson
Bill Berenz
Scott Blackmun
Debbie Chandler
Carl Cruz
Mike Hausman
Steve Helbing
Bill Hodgkins
Dan Malinaric
Debbie McCarty
Kevin O'Neil
Kevin Patterson
Steve Pope
George Swintz

Ex-Officio Members:

Jerry Biggs
Scott Bryan
Dirk Draper
The Honorable Bob Gardner
Jeff Greene
The Honorable Dennis Hisey
The Honorable Jan Martin
Dave Palenchar
Venkat Reddy, Ph.D.
The Honorable Lionel Rivera
The Honorable Marc Snyder
Terry Storm
Henry Yankowski

EDC Staff:

Mike Kazmierski, President and CEO

Corporate Support

Marlene Hoffman-Downs, Executive Assistant to the CEO
Faye Lindsey, Receptionist
Andrea Scott, IT Manager

Development & Communications

Julie Boswell, Executive Vice President
Shawn Dahlberg, Manager, Development & Communications

Local Industry

Gary Markle, Vice President
Jennifer Taylor, Associate Vice President

Marketing

David White, Executive Vice President
Tammy Fields, Vice President, Business Attraction
Kathleen Johnson, Manager, Market Research

EDC Mission:

To attract, retain and create quality jobs and investment in the Pikes Peak region.

EDC Vision:

The Colorado Springs Regional Economic Development Corporation is a recognized and respected source of leadership and achievement in the creation and maintenance of a sustained healthy economy which contributes to a superior quality of life for the citizens of Colorado Springs.



90 S. Cascade Avenue | Suite 1050 | Colorado Springs, CO 80903
Phone: (719) 471-8183 | Fax: (719) 471-9733
www.coloradosprings.org

EDC job creating activity since 1990 accounted for about one in four (25%) of all jobs in the MSA.

Source: Summit Economics, September 2010



For additional information on EDC mission activities, please contact the following at 719-471-8183:

Community Infrastructure:	Mike Kazmierski (mjkazmierski@csedc.org)
Fundraising:	Julie Boswell (jboswell@csedc.org)
Job Retention / Local Industry:	Gary Markle (gmarkle@csedc.org)
Job Attraction / Expansion:	Dave White (dlwhite@csedc.org)

EDC would like to thank the Colorado Springs Business Journal for their support and contribution to this publication.

For additional copies of the 2010 Economic Highlights report, please visit www.coloradosprings.org