

2026 ANNUAL INVESTOR REPORT



UPSTATECOLORADO
ECONOMIC DEVELOPMENT



COMMUNITY PARTNERS

Ault
Berthoud
Brighton
Dacono
Eaton
Erie
Evans
Firestone
Fort Lupton

Frederick
Garden City
Gilcrest
Greeley
Grover
Hudson
Johnstown
Keenesburg

Kersey
LaSalle
Lochbuie
Longmont
Mead
Milliken
New Raymer
Northglen

Nunn
Pierce
Platteville
Severance
Thornton
Timnath
Windsor
Weld County

DEMOGRAPHICS

377,586
POPULATION

4.7%
UNEMPLOYMENT

35.4
MEDIAN AGE

\$93,287
HOUSEHOLD
INCOME

ECONOMIC DRIVER CLUSTERS

Manufacturing
Agriculture & Food Processing
Energy

TARGETED GROWTH CLUSTERS

Bioscience & Medical Devices
Distribution & E-Commerce
Fabrication & Production Tech Mfg.
Food Processing
Information Technology
Aerospace

\$62,532
PER CAPITA
PERSONAL INCOME

177,959
LABOR FORCE

\$21.1 BILLION
GRP

88.5%
HS DIPLOMA

\$65,767
AVERAGE ANNUAL
WAGE



Upstate Colorado Economic Development is a nonprofit, county-wide economic development corporation formed as a partnership between government and the private sector. We are governed by a 13-member Board of Directors and receive financial support from each of the partner sectors.

We develop business leads through direct contact with companies, consultants, realtors, etc. We also receive leads from state/metro partners and our local partners. Business opportunities managed by Upstate are jointly worked with community and regional partners.

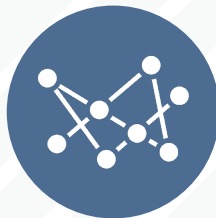
At Upstate, we envision a region with a healthy and sustainable economy that creates wealth, preserves the quality of life, and improves the standard of living for area residents. Our mission is to facilitate and attract investment, create new job opportunities, stimulate income growth, and expand the local community tax base.

Upstate Colorado Economic Development is dedicated to fostering economic opportunity in Weld County through four main objectives:



MARKET

The Region's
Competitive
Advantages to
Promote Business
Attraction /Retention



CONNECT

Government /
Private Sector to
Improve Capacity
for Economic
Development



FACILITATE

Private Business
Job Growth
and Investment



ADVOCATE

On Behalf of
Our Partners
and Clients

MARKET

COMPANY ATTRACTION ACTIVITY

In 2025, Upstate worked **45 new business leads**. 20% of leads came directly to Upstate, 73% from our state and Metro Denver partners, and 7% from our local community partners showing a strong regional attraction approach.

MARKETING AND ECONOMIC DATA DISSEMINATION

The Upstate website is a comprehensive resource, offering community landing pages with real estate search functions, workforce details, and incentive information. In 2025, the website attracted **9,900 users**. The Property Search feature had **467 unique visitors** and the Data Center saw **764 unique visitors**. The primary national audience locations were **Colorado, New Jersey, and California**, and international locations were China and Singapore.

Through collaborations with key partners, we are committed to maintaining and sharing economic data for Weld County and Northern Colorado. As part of our process for prospect fulfillment, we provide detailed labor and demographic information, customized primary employer data, municipal overviews, and administer business assistance programs.

OUTREACH EFFORTS

In 2025, Upstate staff continued to attend national and regional conferences to promote the benefits of doing business in Weld County and Northern Colorado. Events included the Site Selectors Guild Annual Conference, the Metro Denver EDC Site Selection Conference, the NoCo Trade Mission, the Industrial Asset Management Council (IAMC) Conference, and the International Economic Development Council (IEDC) Conference, among others.

In addition to these national marketing efforts, Upstate supported broader initiatives to promote Weld County and the Northern Colorado region. This included running ads in support of NoCo REDI in the 2025 BizWest Northern Colorado Market Facts publication, with an advertisement directing readers to data available on NoCo REDI's website.



CONNECT

We work to define and capitalize upon Weld's large size, diverse strengths, and economic opportunities. To this effort, we continue the following programs:

PLACE CRAFT MARKETING

The Northern Colorado Regional Place Craft Initiative is a collaborative regional branding and growth strategy led by NoCo REDI that brings together local governments, businesses, universities, workforce partners, nonprofits, and community stakeholders to intentionally shape the future of Northern Colorado. It blends community insights with AI-informed analysis to define a unified regional identity, articulate a compelling value proposition, and create cohesive messaging and visuals that elevate the region's story. By aligning strategy and actions around a shared brand, the initiative aims to attract companies, talent, and investment while preserving the character, quality of life, and values that make Northern Colorado distinctive.



COMPANY SITE TOURS

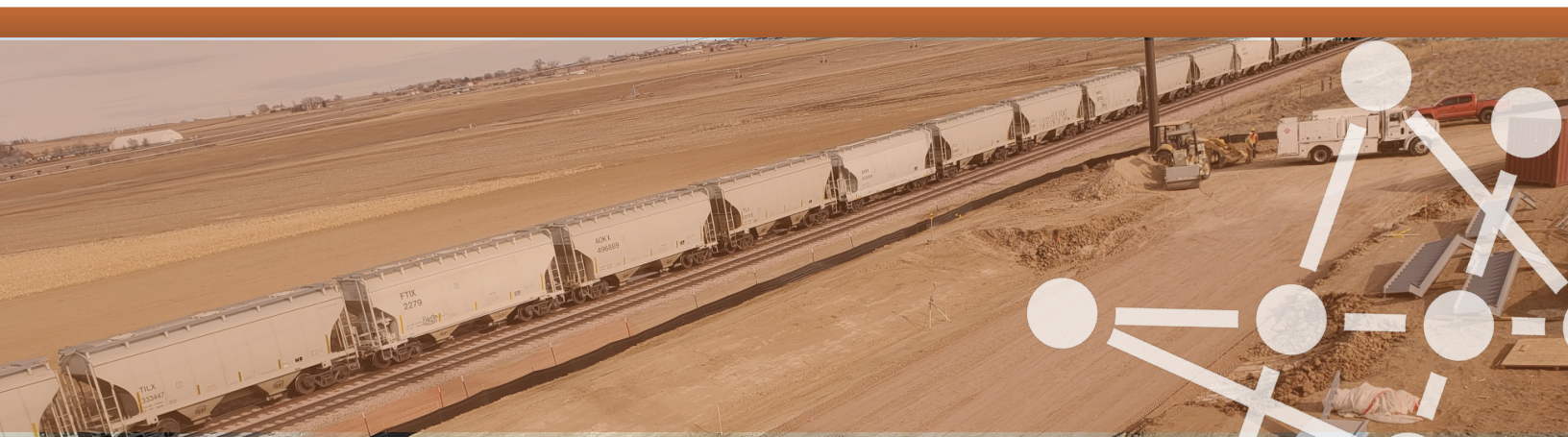
In partnership with our communities and development partners, Upstate Colorado hosts prospective companies looking to locate in Weld County and Northern Colorado. These tours provide a one-on-one experience for company reps giving them a first hand view of real estate, transportation, local culture and collaboration, and allows us to build relationships.

NORTHERN COLORADO REGIONAL ECONOMIC DEVELOPMENT INITIATIVE (NOCO REDI)

Upstate and economic development partners continue to work collectively through NoCo REDI. Of the **35 leads worked regionally**, **6 became active projects**.

35 LEADS

worked regionally in partnership with the Northern Colorado Regional Economic Development Initiative





FACILITATE

2025 BUSINESS ACTIVITY SUMMARY

RETENTION & EXPANSION	RECRUITMENT
15 CONTACTS	45 NEW LEADS
7 ACTIVE EXPANSION PROJECTS	11 ACTIVE RECRUITMENT PROJECTS
	1 LOCATIONS
	100 NEW JOBS
	\$95M EXPECTED INVESTMENT

BUSINESS RETENTION / EXPANSION EFFORTS

Working with community partners, we continue efforts to contact key Weld employers. In 2025, Upstate had contact with **15 existing businesses** of which **7 (47%) had expansion projects or needed in-depth assistance.**

LEAD DEVELOPMENT / PROSPECT MANAGEMENT

Upstate and our partners worked **45 new leads**, which included promoting over **195 Weld properties**. **11 (24%)** became active recruitment opportunities and **1** have located or announced plans to locate. This company expects to invest approximately **\$95M** and create **100 new jobs** at build-out.

BUSINESS LEAD MANAGEMENT / DISTRIBUTION

Business leads come from companies, consultants/site selectors, state/metro partners, and local/private sectors. We blindly distribute these leads to our local partners (communities, real estate agents, etc.), search real estate databases, and manage/package the initial response, which includes real estate opportunities, demographics, labor information, incentive overview, etc. We coordinate and support site tours with companies, brokers, owners, and community reps, as warranted.

LOCATION PROPOSAL DEVELOPMENT

As companies seek to pursue a location in Weld County, we coordinate and develop a comprehensive attraction/expansion proposal based on project requirements. This proposal includes potential incentives from the community, county, and state, along with in-depth information on labor, taxes, and more. Additionally, we outline necessary applications, approval processes and any other relevant information.

WELD ENTERPRISE ZONE (EZ) MARKETING / ADMINISTRATION

Upstate markets the EZ state income tax credits available to companies looking at locating / expanding within the Weld EZ boundaries. We provide detailed tax credit information, certify company eligibility, assist companies in claiming credits, and complete all state reporting. In 2025, Upstate approved **145 eligible companies who collectively earned \$8.2M in state income tax**

credits by investing \$499M, creating 376 new jobs, and retaining 7,588 jobs

We also administer the state income tax credit available to contributors who donate to approved, nonprofit organizations / projects that are helping to improve conditions within the distressed Weld EZ boundaries. We determine project eligibility, assist in applying for local/ state approval, certify contributions, and complete state reporting. In 2025 **we certified 290 contributions with a collective value of \$1.3M for 5 approved nonprofit organizations/projects. Contributors collectively earned \$295,975 in state income tax credits.**

FINANCE PROGRAM MARKETING / ADMINISTRATION

Upstate manages the **Weld/Larimer Revolving Loan Fund** and the **Greeley Community Development Fund** to assist businesses and their lending partners in meeting company financial needs. In 2025, the GCDF serviced **one loan totaling \$75,000.**



145 **376** **\$499M**
COMPANIES NEW JOBS MILLION INVESTED

as a result of certifying
Weld Enterprise Zone
companies.

ADVOCATE



BUSINESS ADVOCACY

We engage with the private sector and elected officials at the local, county, state, and federal levels to advocate on behalf of business interests. In 2025, **staff testified on behalf of business at multiple city/ county / state hearings**, and worked with legislative representatives on statewide ballot initiatives pertaining to transportation, workforce, and advocacy of the energy sector.

POLICY DEVELOPMENT

Through active involvement with the Northern Colorado Legislative Alliance (NCLA) and the Economic Development Council of Colorado (EDCC) **we support and monitor / influence issues impacting business**. We also assist Weld communities in developing local incentive policies.

INDUSTRY SECTOR PARTNERSHIPS

Upstate continues to support the Northern Colorado Manufacturing Sector Partnership, as well as several regional industry groups in the energy, bioscience, agriculture, construction, and healthcare sectors.



Regional Grant Navigation Program

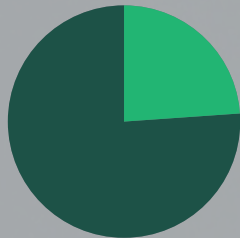
During the third year of the program, the Regional Grant Navigator remained a resource for communities pursuing federal grants. In the spring, the RGN hosted weekly REDI Connects Office Hours to provide up to date guidance on federal funding changes and its impacts on communities. Throughout the year, the RGN met with **16 communities** and assisted with **3 grant applications** totaling just over **\$10M in funding requests**. This includes Larimer County's Community Wildfire Defense Grant which received **\$9.8M** for the Protecting the Gateway to the Rockies project.

K-12 Work Based Learning Business Liaison

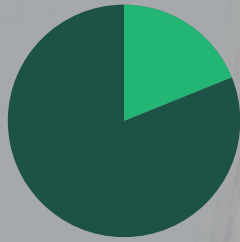
The Work-Based Learning Business Liaison serves as a shared connector between School Districts RE-3J, RE-4, and RE-5J and the regional business community, with the primary goal of expanding high-quality work-based learning opportunities for students. The position focuses on recruiting and engaging employers, building and maintaining industry partnerships, streamlining communication across districts, and reducing the administrative burden on both schools and businesses.

FINANCIAL REPORT

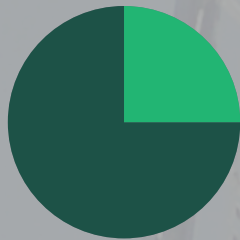
INCOME



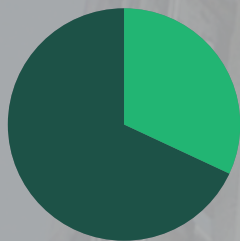
24%
\$288,700
PRIVATE SECTOR



19%
\$221,514
COMMUNITY PARTNERS



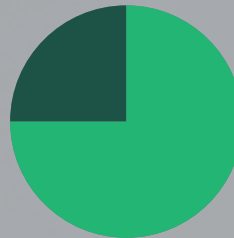
25%
\$290,000
COUNTY PARTNERS



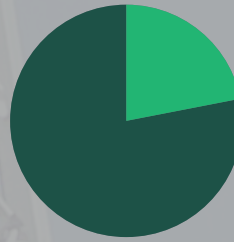
32%
\$369,361
GRANTS & SERVICES

TOTAL: \$1,169,575

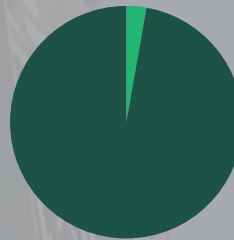
EXPENSES



75%
\$734,829
ADMINISTRATION



22%
\$218,148
OPERATIONS



3%
\$29,111
GRANTS & PROJECTS

TOTAL: \$982,088



PARTNERS

Upstate is a nonprofit economic development agency serving Weld County and its communities. We thank our investor partners for their support in 2025.

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Alison Pegg

Regional Grant Navigator

Steve Moos

*K-12 Work Based Learning Business
Liaison*

SPECIAL THANK YOU TO OUR OUTGOING BOARD MEMBER

Wes LaVanchy

*Town Administrator
Town of Eaton*



UPSTATECOLORADO

ECONOMIC DEVELOPMENT

Supporting Job Opportunities in Greeley & Weld County Communities

822 7th Street, Suite 550, Greeley, CO 80631

970-356-4565

upstatecolorado.org