UTAH GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

2011 annual report and business resource guide

2011

UTAH
LIFE ELEVATED

Utah Governor's Office of Economic Development
BUSINESS • TOURISM • FILM

Contents

Governor's Office of Economic Development Mission 2
Letter from the Executive Director 3
Organizational Chart 4
GOED Management Team 5
GOED Board Members 6

Governor's Office of Economic Development Programs 7
Targeted Economic Clusters 9
Business Resource Centers: Entrepreneurial Development 15
Corporate Recruitment and Incentives 17
International Trade and Diplomacy Office (ITDO) 21
Office of Consumer Health Services 23
Pete Suazo Utah Athletic Commission 27
Procurement Technical Assistance Centers (PTAC) 29
Rural Development 31
State Science Advisor 33
Technology Commercialization and Innovation Program (TCIP) 35
Utah Broadband Project 37
Utah Film Commission 39
Utah Office of Tourism 43

Governor's Office of Economic Development Partners 47
Governor's Economic Development Coordinating Council (GEDCC) 48
Economic Development Corporation of Utah (EDCUtah) 49
Manufacturing Extension Partnership 51
Office of Energy Development 55
Small Business Development Center Network (SBDC) 57
UGREEN 61
Utah Fund of Funds 63
Utah Science Technology and Research Initiative (USTAR) 65
Utah Sports Commission 69
World Trade Center Utah 73

Economic Development Resources 75
Business Resource Centers 76
Chambers of Commerce 78
Economic Development Contacts by County 81
Procurement Technical Assistance Centers 83
Small Business Development Centers 84
USTAR Technology Outreach and Innovation Program Regional Offices 85
GOED Contacts 86

Vision Statement

Utah will lead the nation as the best performing economy and be recognized as a premier global business destination.

GOED takes a three-pronged approach to realizing Governor Herbert's economic vision:

BUSINESS OUTREACH & INTERNATIONAL TRADE

- Works to identify and leverage specific industries and business "clusters" where Utah has competitive advantages.
- Assists emerging and rural companies with business needs. Encourages development of Utah's physical infrastructure and facilitates networking, access to human capital and financing sources.
- Through the International Trade and Diplomacy Office, conducts activities such as trade missions to encourage expansion of international business opportunities for Utah companies and to attract foreign investment.

CORPORATE RECRUITMENT & BUSINESS SERVICES

- Focuses on retention and expansion of existing Utah companies, and the recruitment and relocation of new companies to the State.
- Works with existing small businesses to generate opportunities by engaging with local PTAC and BRC offices.
- Utilizes incentives to companies, in the form of post-performance grants and tax credits, which are contingent upon the creation of new jobs and the generation of new state tax revenue. Incentives are post-performance, disbursements made only after the company meets contractual performance metrics.
- Incentives for film production have also become a determining factor in building the economic base of the Utah film industry.

GOED Values

- *Work for Utah with integrity*
- *Drive change and continuous improvement*
- *Coordinate and collaborate with partners for success*
- *Maintain the momentum of Utah's "dynamic economy"*
- *Be the best at what we do*

TOURISM, FILM & GLOBAL BRANDING

- Focuses on publicizing Utah to key domestic and international markets through trade shows, sales missions and familiarization tours.
- Promotes Utah to create a positive brand for the State, which attracts new businesses and assists Utah companies as they seek to market new technologies, increase international trade and generate economic activity.
- Creates opportunities for production companies to utilize Utah's scenic backdrop and skilled workforce for film, television, commercial and other uses.

State of Utah
GARY R. HERBERT
Governor

GREG BELL
Lieutenant Governor

Governor's Office of Economic Development

SPENCER P. ECCLES
Executive Director

Dear Legislators and Economic Development Partners,

Governor Gary R. Herbert has consistently worked to ensure that Utah continues to have an innovative and vibrant business environment. His vision, that ***Utah will lead the nation as the best performing economy and be recognized as a premier global business destination,*** coupled with his four economic objectives, have assisted us in creating our near- and long-term plans.

1. **Strengthen and grow existing Utah businesses, both urban and rural**
2. **Increase innovation, entrepreneurship and investment**
3. **Increase national and international business**
4. **Prioritize education to develop the workforce of the future**

In addition, I have seen how Utahns work together for the benefit of Utah, and Governor Herbert's call for *unprecedented partnerships,* combined with his vision and four economic objectives, has provided encouragement to increase our level of collaboration and coordination. This encouragement has created the impetus to form the Governor's Economic Development Coordinating Council, which pulls key economic partners together to further increase our collaboration. These efforts have already taken economic development to a higher level as we have partnered with the private sector to do our part in accelerating Utah's job growth.

I encourage you to use this report as a resource — it is designed to help guide you through our economic development toolbox. Also, I urge you to explore the many ways that we can partner together to foster growth and success in your areas of influence.

I know that as we work to collaborate and coordinate, we will do more with what we have to be in a position of strength to capitalize on the mountain of opportunities that we continue to attract to our great state.

Thank you,

Spencer P. Eccles

To contact the Executive Director about GOED visit www.business.utah.gov or contact **Sue Redington**, Executive Assistant to Spencer P. Eccles at sredington@utah.gov or 801-538-8769.

GOED Management Team

Spencer Eccles, *Executive Director*

Spencer Peterson Eccles has strong ties to Utah's urban and rural communities as well as international markets. He is the executive director of the Governor's Office of Economic Development which oversees all business, tourism and film development for the State, including international trade. Formerly affiliated with the Salt Lake City office of Wells Capital Management (Wells Fargo Bank), Eccles has most recently been involved with web-based software and materials technology companies in the U.S. and abroad.

In 1997, the Salt Lake Organizing Committee for the 2002 Olympic Winter Games tapped Eccles to manage the development of its Snow Basin venue and oversee the premier Olympic downhill events as well as all of the alpine Paralympic competitions. Eccles' involvement with Utah's non-profit community includes his former chairmanship of the Salt Lake Chamber's International Committee and continuing service on the chamber's Board of Governors and Executive Committee. Further, he advises with The George S. and Dolores Doré Eccles Foundation. Eccles received his MBA from BYU's Marriott School of Management and his BA in history from the University of Utah.

Sophia DiCaro, *Deputy Director*

Sophia DiCaro is the deputy director of the Governor's Office of Economic Development. Prior to this appointment, DiCaro served as GOED's finance director and oversaw all financial operations throughout the department, managing budgets, funding and distribution of funds. She has overseen all processes with agency contracts and interfaces with the Legislature, and the other agencies in state government. Before joining GOED, DiCaro served as the lead budget and policy analyst in the Governor's Office of Planning and Budget.

Gary Harter, *Managing Director of Business Outreach and International Trade*

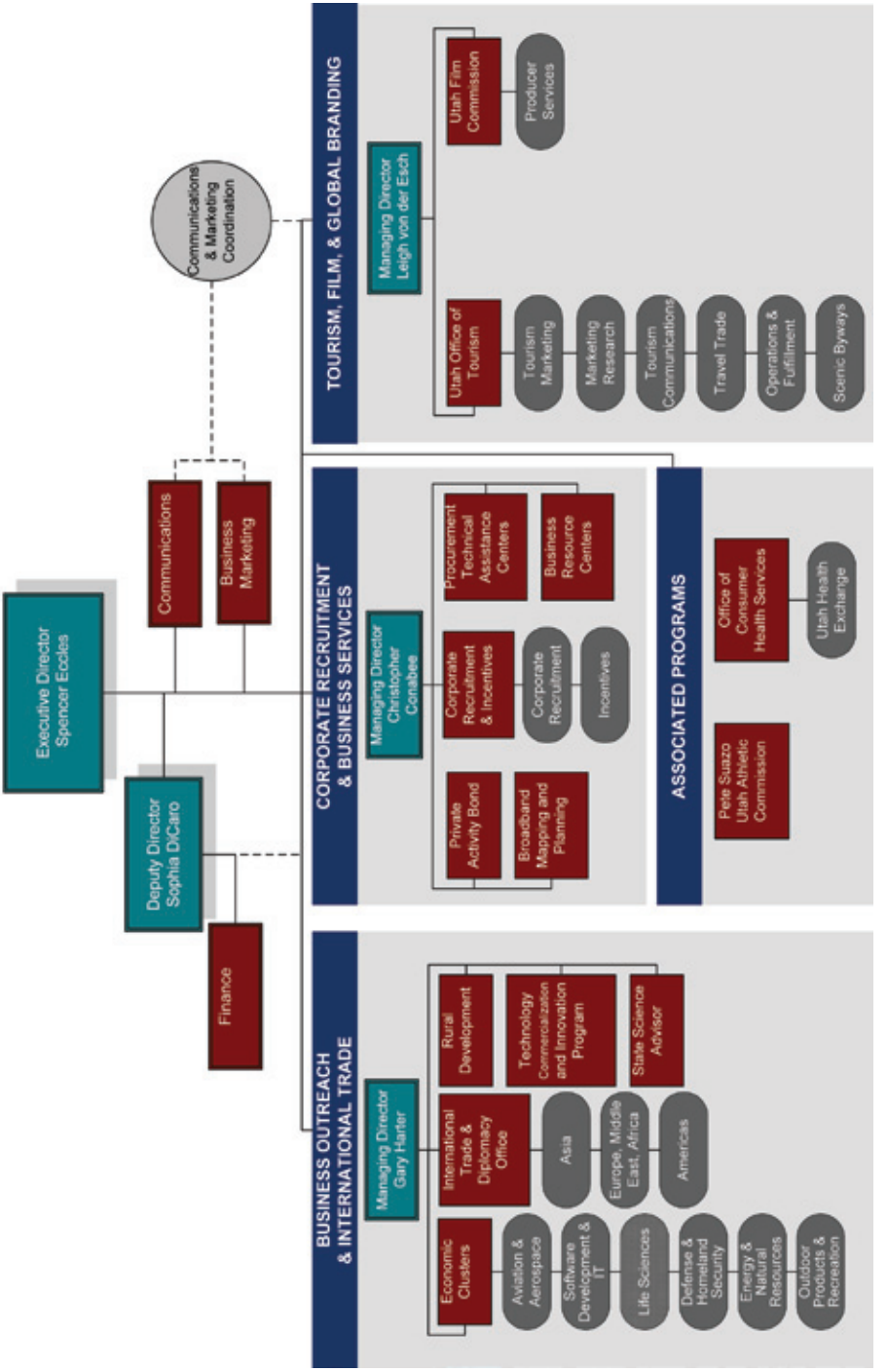
Gary Harter is the managing director of business outreach and international trade, which includes the Utah Clusters Initiative, Technology Commercialization and Innovation Program and State Science Advisor. Prior to these duties, Colonel Harter was the Defense and Homeland Security Cluster Director in the office. He is a retired Army Colonel who spent 25 years on active duty. Colonel Harter served his final military assignment/post as the Commander of Dugway Proving Grounds.

Leigh von der Esch, *Managing Director of Tourism, Film and Global Branding*

Leigh von der Esch is the managing director of tourism, film and global branding. Von der Esch served as Utah Film commissioner for 20 years, and as chief administrative officer for the Department of Community and Economic Development (GOED's predecessor). Her prior positions include Business and Post Production Coordinator for a motion picture company, Executive Director of the Salt Lake City Council and Legislative Assistant to a U.S. Congressman.

Christopher M. Conabee, *Managing Director of Corporate Recruitment and Business Services*

Christopher M. Conabee is the managing director of corporate recruitment and business services. As the executive in charge of GOED's business services pillar, Conabee oversees the business development functions of incentives, government contracting, bonding and business resources. Prior to joining GOED, Conabee led the development of Silver Star at Park City, a $150 million ski-in-ski-out residential community, and served as a vice president in the financial services firm of Paine Webber, controlling over $1 billion of investor funds.


Executive Director
Spencer Eccles
Communications
Business Marketing
Communications & Marketing Coordination
Deputy Director
Sophia DiCaro
Finance
TOURISM, FILM, & GLOBAL BRANDING
Managing Director
Leigh von der Esch
Utah Film Commission
Producer Services
Utah Office of Tourism
Tourism Marketing
Marketing Research
Tourism Communications
Travel Trade
Operations & Fulfillment
Scenic Byways
CORPORATE RECRUITMENT & BUSINESS SERVICES
Managing Director
Christopher Conabee
Procurement Technical Assistance Centers
Business Resource Centers
Corporate Recruitment & Incentives
Corporate Recruitment
Incentives
Private Activity Bond
Broadband Mapping and Planning
ASSOCIATED PROGRAMS
Office of Consumer Health Services
Utah Health Exchange
Pete Suazo Utah Athletic Commission
BUSINESS OUTREACH & INTERNATIONAL TRADE
Managing Director
Gary Harter
Rural Development
Technology Commercialization and Innovation Program
State Science Advisor
International Trade & Diplomacy Office
Asia
Europe, Middle East, Africa
Americas
Economic Clusters
Aviation & Aerospace
Software Development & IT
Life Sciences
Defense & Homeland Security
Energy & Natural Resources
Outdoor Products & Recreation

GOED Board Members

Mel Lavitt
Needham and Company, LLC

Term End: 2013
Park City

Lavitt's career in investment banking has included hundreds of capital market transactions accounting for several billion dollars of equity and debt financing.

Board Assignments:
Chairman and Incentives Committee

Jerry Oldroyd
Ballard Spahr Andrews & Ingersoll

Term End: 2015
Salt Lake City

Oldroyd is a partner in the Business & Finance Department and Communications Group, and a trustee of Utah Technology Council.

Board Assignments:
Incentives Subcommittee Chair

Peter Mouskondis
Nicholas & Company

Term End: 2013
Salt Lake City

Westminster College Foundation Board Member, IFDA Board Member, Independent Marketing Alliance Board Member, and Markon Board Member.

Board Assignments:
Incentives Committee

Jake Boyer
The Boyer Company

Term End: 2013
Salt Lake City

President of The Boyer Company, Boyer managed the Gateway Project, a $375 million, 2.1-million-square-foot development in Salt Lake City.

Board Assignments:
Incentives Committee and Financial Services

Mike Dowse
Amer Sports

Term End: 2015
Ogden

Dowse is the president of Amer Sports Winter & Outdoor Americas (Ogden). He previously worked for Suunto, Nike and Wilson.

Board Assignments:
Incentives Committee and Outdoor Products

Kate Riggs
Park City Board of Realtors

Term End: 2015
Park City

Riggs is an experienced advisor with nearly two decades of strategic public affairs experience. Past clients include JMB Realty, Universal Studios Hollywood, Paramount Studios and ARCO.

Board Assignments:
Incentives Committee and IT & Software

Clifford D. White
Capital Consultants

Term End: 2015
Salt Lake City

White is a businessman, investor and financial planner. Active in Utah community service for 42 years.

Board Assignments:
International Trade

Jack Brittain
U of U Tech Venture Development

Term End: 2013
Salt Lake City

Brittain is the U of U's Tech Ventures VP. Tech Ventures commercializes U of U technologies and ranks second to MIT in number of spinoffs per year.

Board Assignments:
TCIP & Life Sciences

Amy Rees Anderson
MediConnect Global

Term End: 2013
Sandy

CEO of MediConnect Global. In 2007, Anderson received the Ernst & Young Entrepreneur of the Year Award and was featured on the cover of Inc. magazine's 2007 Inc. 500 issue.

Board Assignments:
Film

Molonai Hola
Icon Consulting Group

Term End: 2013
Salt Lake City

Hola is president and CEO of Icon Consulting Group. He is a graduate of Thunderbird International Business School with a master's degree in International Management.

Board Assignments:
Energy

Rob Adams
Beaver County Economic Development Corp.

Term End: 2013
Beaver

Adams serves as the executive director for the Beaver County Economic Development Corporation. He is a licensed real estate broker with Coldwell Banker.

Board Assignments:
Energy

V. Lowry Snow
Jensen & Reece

Term End: 2013
St. George

Board member of the Washington County Econ Dev. Council, InterLinx Comm., Tonaquint Data Center and Southern Utah Community Legal Center.

Board Assignments:
Rural Development

Sam Granato
Frank Granato Importing Co.

Term End: 2015
Salt Lake City

A life-long Utahn, Granato is the president and owner of Frank Granato Importing Co. and the Democratic nominee for the U.S. Senate race in 2010.

Board Assignments:
Aerospace & Defense

Brent Brown
Brent Brown Automotive Group

Term End: 2015
Salt Lake City

Brown is the owner of Brent Brown Toyota Scion in Orem. He recently served on Toyota's National Dealer Council, and is a past president of the Utah Auto Dealers Association.

Board Assignment:
Aerospace & Defense

PROGRAMS

UTAH
LIFE ELEVATED

Utah Governor's Office of Economic Development
BUSINESS • TOURISM • FILM

The Governor's Office of Economic Development oversees the following programs:

- Targeted Economic Clusters
- Business Marketing Initiative
- Business Resource Centers: Entrepreneurial Development
- Corporate Recruitment and Incentives
- International Trade and Diplomacy
- Office of Consumer Health Services
- Pete Suazo Utah Athletic Commission
- Private Activity Bond Authority
- Procurement Technical Assistance Centers (PTAC)
- Rural Development
- State Science Advisor
- Technology Commercialization and Innovation Program
- Utah Broadband Project
- Utah Film Commission
- Utah Office of Tourism

OVERVIEW

Clusters are groups of related businesses and organizations within industry whose collective excellence, collaboration and knowledge base provide a sustainable competitive advantage. Strong clusters translate directly into tangible benefits for Utah's businesses, citizens and educational institutions. In clusters, businesses have shared access to suppliers, services, resources, technology and workforce. In addition, related businesses work together to achieve new economies of scale, distribution channels and, ultimately, increased profitability.

GOED established the Economic Clusters Initiative as a catalyst to focus people, ideas and resources on our greatest opportunities for success. The initiative allowed us to align industry, research universities, capital, talent, technology and government around emerging or mature industry sectors that possess the greatest sustainable competitive advantage. The net effect is that these factors combine to create higher paying jobs, strengthen education and raise the standard of living in Utah.

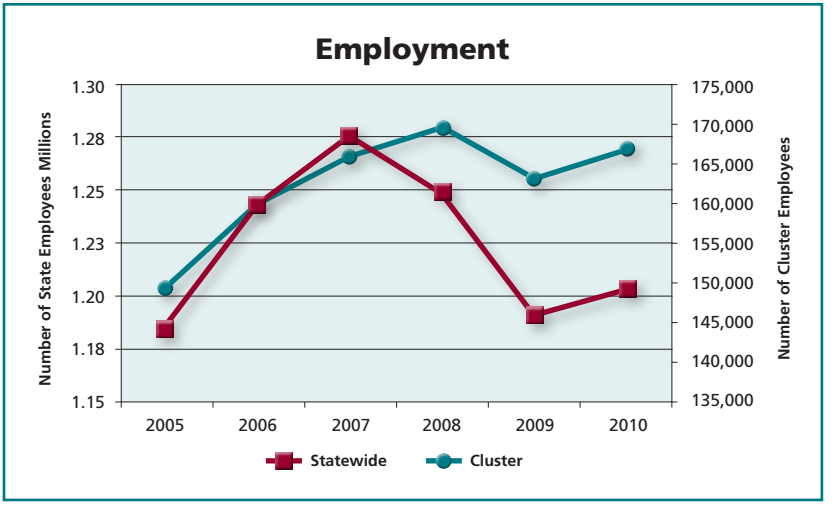
Cluster Goal:

Make Utah a hypercompetitive region in targeted economic clusters by focusing on industry sectors which have the best outlook for growth and create high paying jobs.

ECONOMIC CLUSTERS

Focused development on emerging Utah industry strengths.

1. Aviation & Aerospace
2. Defense & Homeland Security
3. Energy & Natural Resources
4. Financial Services
5. Life Sciences
6. Outdoor Products & Recreation
7. Software Development & Information Technology



Aviation & Aerospace

The advanced composites industry in Utah continues to thrive. During this past fiscal year, several companies employing composites technology announced expansions of operations. ATK will add over 800 employees related to the Airbus composite aircraft. ITT Integrated Systems announced the addition of 2,700 employees due to growing workload for both the military and commercial business units. The Boeing Company is increasing its Salt Lake operation to add workload related to the Boeing 787 Dreamliner, a composite commercial aircraft. Janicki Industries conducted a groundbreaking ceremony at its Layton City greenfield site for its expansion into Utah, from its Washington State home base. All told, since April 2010, over 4,100 new jobs have been announced in Utah's composites industry.

Defense & Homeland Security

Defense contractors in Utah cover activities from major electronic systems (communications, simulators, navigation, etc.) to providers of IT and linguistic services. This includes divisions of major defense contractors such as L-3 Communications, Rockwell Collins, Raytheon and Northrup Grumman, down to smaller vendors such as Parvus and Lingotek.

The Army's Rapid Integration and Acceptance Center (RIAC) at Dugway Proving Ground has proven to be a generator of new programs attracting a number of subcontractors to the RIAC and is employing over 400 new employees. Later this fall, the RIAC will host a large-scale demonstration of Unmanned Aerial Systems capabilities that will attract many more contractors and other Department of Defense Program Offices involved in Unmanned Systems operations.

Utah universities have initiated an effort, under a National Science Foundation (NSF) grant, to start an industry/academic research activity that promotes innovation for unmanned systems technologies.

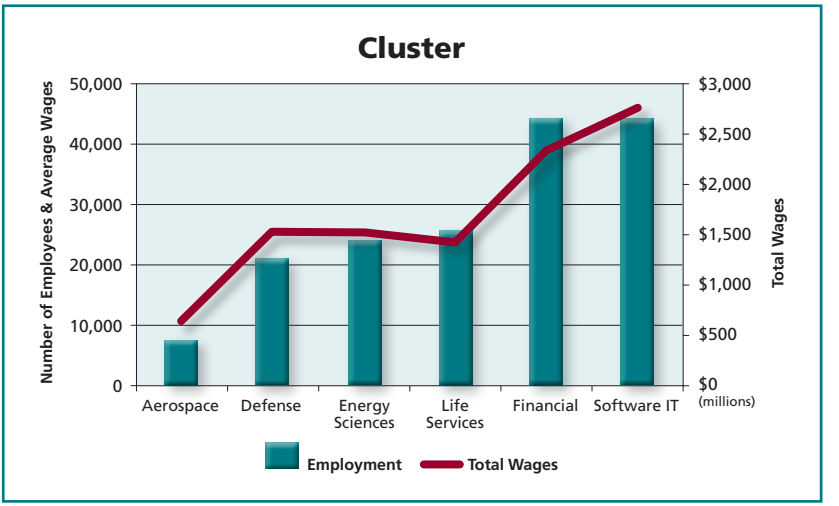
Hill Air Force Base has been chosen by the Air Force to be the maintenance and repair facility for the Air Force's Predator Unmanned Aerial System.

A technology developed by one of our small Utah companies (Kairos Autonomi) has been contracted by the Naval Air Systems command to be incorporated in an autonomous target training system for Navy pilots.

Energy & Natural Resources

Utah's energy industry is an extremely important sector for continued growth across the state. Companies involved in energy and natural resources in Utah employ just over 24,000 people, and have added over 3,000 in the past twelve months — a growth of 15%. GOED organized and conducted a Renewable Energy Business Summit in November 2010 attended by over 400 participants at Salt Lake Community College to learn, share, network and connect on available energy programs, ongoing research, workforce, business opportunities and future outlooks.

In March 2010, Governor Herbert announced Utah's Energy Initiatives & Imperatives 10-Year Strategic Energy Plan, which encompasses five guiding principles, 10 goals and eight recommendations for action. The Energy Plan was developed by a task force appointed by the Governor, and relied on numerous private and public individuals for expertise.



Life Sciences

- The life science industry employs 25,756 personnel across the state and accounts for 2.1% of all employees in Utah, up from 1.9% in 2005.
- The Life Science cluster is the most resilient of the cluster industries with continued growth even through the recent economic difficulties. The cluster grew at an 11% rate since 2006, adding nearly 800 employees last year; 300 new establishments have been added to the industry since 2006.
- There was a 3% increase in wages for the industry, thus sustaining its trend for continuing to provide wages that are 50% above the state's average wage.

Utah's life science industry was represented by GOED and industry partners at national tradeshows including the 2011 Biotechnology Industry Organization (BIO) International and the Medical Device & Manufacturing conventions. The participation of the State and its industry partners demonstrated to the international biotechnology community that the life sciences are a critical component of Utah's dynamic economic environment.

Utah continues to leverage the $5 million Workforce Innovation and Regional Economic Development (WIRED) grant awarded from the U.S. Department of Labor. The WIRED initiative — now known as STEMLink — continues to support workforce development and education for the life science industry with over 89,000 students participating in one or more of the initiative's programs in 2010.

BioInnovations Gateway (BiG) is a life science workforce development and business incubator. This very unique effort, funded through the STEMLink initiative, is a joint venture between USTAR and the Granite Technical Institute with students getting hands-on experience with life sciences companies. The BiG incubator is operating at full capacity and it partners with Intermountain Healthcare to conduct research and development projects that are already demonstrating commercialization potential. GOED and the Department of Workforce Services, along with the STEMLink partner network and medical device industry partners, have initiated a consortium that will focus directly on supporting the current and growing need for regulatory and technical talent for this critical industry.

Utah's natural products and dietary supplement industry is recognized as a national leader (25% national market share), with estimates of $7 billion in annual sales. GOED, in partnership with USTAR and the industry's trade organizations, is helping to coordinate activities that will provide a trained workforce that can help to support the industry's growing need for technical and scientific talent.

Information Technology/ Software Development

Digital Media

Utah's digital media industry has companies that create the media content for films, television, video games, computers, simulations and modeling, employing over 1,500 people in 60 media firms statewide. Some of the largest names in the industry have a presence in Utah and include Electronic Arts, Disney Interactive Studios, Sandman Studios, Move Networks and SpectrumDNA.

- GOED has engaged them in a collaborative way to identify opportunities for growth in Utah. Through collaboration with the Utah Cluster Acceleration Partnership (UCAP), we have identified specific opportunities to help the industry. Additionally, an incentive has been added to the Motion Picture Incentive Program (MPIP) that supports digital media projects in Utah.
- USTAR established a Digital Media Institute at the University of Utah which will enhance the development of technological advances in the digital media field through computer graphics, engineering and software development. The University of Utah is where the basic computer graphics were created that eventually became Pixar. Both Utah Valley University and Salt Lake Community College have curriculum programs that support the development of digital media arts and technologies.
- Almost 500 people from across the State participated in the PushButton Summit, the first digital media industry-wide event in Utah, held in spring 2010. The event showcased Utah's digital media industry, future opportunities and networking events. GOED and the digital media company collaborative will continue to support the Push-Button Summit for 2011. GOED, the Economic Development Corporation of Utah and the digital media company collaborative led by Electronic Arts showcased Utah at the Game Developers Conference that was held in San Francisco in spring 2011.

Outdoor Products & Recreation

- The Outdoor Products and Recreation cluster continues to grow. The list of Utah outdoor companies includes Amer Sports, Rossignol, Voile, Goode, Bluehouse, Black Diamond, Petzl, Lizard Skins, Specialized and Quality Bicycle Products.
- In the past year, Quality Bicycle Products built a new distribution center, Black Diamond expanded and brought in Gregory Packs, and several new ski companies like Bluehouse, Hart and DPS moved to Utah.

- The annual Outdoor Retailer Summer and Outdoor Retailer Winter shows continue to attract vendors and retailers from around the world to Utah, and give us an opportunity to highlight both our industry and Utah as a great place for business.
- Utah Bicycle Industry Group, along with the Tour of Utah bicycle stage race promotes Utah as a destination for bicycle businesses and bicyclists.
- Utah's Own, a successful marketing of agriculture products produced in Utah, has expanded to include the outdoor businesses and products that are owned, operated and manufactured within the State. This will help brand Utah as a good place to do business and as a state that produces quality products.

Economic Clusters Highlights for FY2010

Cluster-related industries employ 166,771 Utahns — that is 14% of the total employment in the State. Since 2006, cluster employment has seen 4% growth, while the overall employment in Utah has declined by 3.2%.

The total wages paid out in clusters are close to 22% of the wages paid out in the State. Over the last five years, clusters have seen over 18% growth in total wages paid out while the State has increased by 10%

- The Life Science and Defense clusters are the most resilient over the last three years. While Life Science showed over 5% growth in employment in 2010, Defense continued to grow at 8.7%.
- Energy sector employment increased by 14.6% in 2010.
- The Software and IT cluster returned to pre-dot-com bust levels with a 2.2% growth in 2010.
- The average wage earned by an employee in a cluster-related industry is 57% higher than the state average monthly salary.

For additional information about Targeted Economic Clusters visit business.utah.gov or contact **Gary Harter**, Managing Director, at gharter@utah.gov or 801-538-8784

OVERVIEW

Business Resource Centers (BRCs) consolidate various business service providers in a single location so that business owners have only one place to go to get their questions answered. Staff are equipped to answer questions on business planning, tax structure, personnel, training, marketing, locations, contracting, administrative services, mentoring and funding. BRC staff assists in coordinating the services of the local business service provider partners to make the delivery of the counseling and assistance more effective for the business customer, ensuring the business owner and managers receive all the help they need to be successful. The first thing that happens once the business customer comes through the door or makes a phone call is that the center personnel conduct an assessment discussion to understand the business owner's needs and to set up appointments to see the various service providers who can best assist the business customer. BRC personnel then follow up to ensure the customer has seen all needed providers, reach out as necessary across the State for other services and measure the success of the delivery of all services.

BRCs are tailored to the local community they serve and have service providers as partners who are experts in their fields to provide the answers to the business customer. Some of the partners found at the BRCs include the Small Business Development Center which is sponsored by the U.S. Small Business Administration, the Procurement Technical Assistance Center which provides governmental contracting assistance, Manufacturers Extension Partnership, Service Corps of Retired Executives (SCORE), Utah Science Technology and Research Initiative, investors, microloan organizations, business incubators, chambers of commerce, local economic development organizations and resources available at the local educational sponsor.

Business Resources Centers: Entrepreneurial Development

Over 1,000 unique business customers visited Utah BRCs creating or retaining hundreds of jobs and starting 88 businesses. In addition, over 2,000 business personnel visited all of the business partners operating out of the BRCs.

Currently there are 13 Business Resource Centers (BRC) operating across Utah

- Cache BRC in Logan
- Box Elder County BRC in Brigham City
- North Front BRC in Kaysville
- Zions BRC in Salt Lake City
- Tooele BRC in Tooele
- Park City BRC in Park City
- Heber Valley BRC in Heber City
- Miller BRC in Sandy
- Utah Valley University BRC in Orem
- Uintah Basin BRC in Vernal
- Castle Country BRC in Price
- Moab BRC in Moab
- Southern Utah University BRC in Cedar City
- Dixie BRC in St. George

For additional information about
Business Resource Centers
visit business.utah.gov or contact
Riley Cutler, Director of Outdoor Products,
at crcutler@utah.gov or 801-538-8873

OVERVIEW

The mission of Corporate Recruitment and Incentives (CRI) is to "increase the number of quality jobs in Utah by helping existing companies expand and by recruiting new companies to the State."

Financial incentives are available for business relocation and expansion for select companies that create new, high-paying jobs to help improve the standard of living, increase the tax base, attract and retain top-level management, and diversify the state economy.

Incentives are offered as either tax credits or grants. The incentive amount and duration is decided by the GOED board and executive director based on statutory guidelines and evaluation criteria including the financial strength of the company, the number and salary of jobs created, amount of new state tax revenue, long-term capital investment, competition with other locations and whether the company is a headquarters or in a targeted cluster.

Incentives are based on the following "three pillars of success and sustainability":

1. **Post-performance** — Incentives are disbursed after the company has met contractual performance benchmarks, such as job creation and payment of new state taxes.
2. **Single Taxpayer** — Incentive amounts are based on new state taxes generated by the project.
3. **Competition** — Incentives must make Utah competitive with other locations.

Economic Development Tax Increment Financing (EDTIF), *U.C.A 63M-1-2400*

A post-performance refundable tax credit up to 30% of new state revenues (state corporate/partnership income, sales and withholding taxes) over the life of the project (up to 20 years).

Renewable Energy Development Incentive (REDI), *U.C.A. 63M-1-2800*

A post-performance refundable tax credit for up to 100% of new state revenues (state corporate/partnership income, sales and withholding taxes) over the life of the project (up to 20 years) for renewable/alternative energy generation and related manufacturing.

Private Activity Bond Authority

The Private Activity Bond Authority Review Board is charged with managing the State's volume cap for the following programs: Private Activity Bond Authority Program (PAB), Recovery Zone Bond Program (RZB) (ended December 2010) and the Qualified Energy Conservation Bond Program (QECB). PAB is Utah's tax-exempt bonding authority for creating a lower-cost, long-term source of capital under the Federal Tax Act of 1986. RZBs helped fund projects for both public entities and private businesses in economically distressed areas. QECBs are taxable bonds issued for "qualified conservation purposes."

Approved Projects for FY2010

Note: PAB operates on a calendar year. Figures reflect 2011 allocation amounts, but 2010 job creation figures. Project and dollar figures reflect projects state-wide.

Approved Funding Categories	Volume Cap Allocation Amount	Number of Projects	Number of Loans	Number of Permanent Jobs Created	Number of Construction Jobs Created
Multi-Family Housing	$28,175,000*	3	N/AP	N/AP	N/AV
Manufacturing	$19,800,000	3	N/AP	49	N/AV
Single Family Homes	$116,684,400	N/AP	1,592	N/AP	1,170**
Student Loans	$91,680,600	N/AP	130,769	N/AP	N/AP
Qualified Redevelopment Projects	$15,000,000	1	N/AP	505	680
Recovery Zone Bonds	$177,898,500	19	N/AP	1,515***	2,420***
Qualified Energy Conservation Bonds	$5,000,966	1	N/AP	N/AV	N/AV

N/AP – Not Applicable; N/AV – Not Available
* Volume Cap figure reflects allocation to two previously approved projects from prior years that needed additional funding.
** Direct, Indirect and Induced Jobs.
*** Job figures were not available for every project. Actual numbers are anticipated to be higher.

Utah Recycling Market Development Zones, *U.C.A. 63M-1-1101*

Businesses within a Recycling Zone can claim state income tax credits of 5% on the investment in eligible equipment for the handling and/or consumption of recycled materials. Currently recycling zones are located in 20 of the 29 counties.

IAF/EDTIF Performance

Utah Code Ann. §73M-1-901, 909, 2046 and 2407

Company	County	EDTIF	IAF	Term	Total Jobs	Projected capital Investment	Projected New State Revenue	Withholding	Corporate	Sales	Projected New State Wages
Adobe Systems Inc.	Salt Lake	$ 40,239,126	$ -	20	927	$ 298,000,000	$ 134,130,419	$ 61,188,667	$ 63,816,617	$ 9,125,135	$ 1,631,697,764
Black Diamond Equipment	Utah	$ 395,500		10	55	$ -	$ 1,977,661	$ 1,228,699	$ 643,492	$ 105,470	$ 32,765,324
ATK Aerospace Systems	Davis	$ 18,898,061		20	802	$ 350,000,000	$ 62,993,537	$ 35,247,000	$ 20,811,294	$ 6,935,243	$ 939,920,000
Litehouse	Washington	$ 502,400		10	162	$ 11,200,000	$ 2,512,354	$ 1,410,923	$ 256,987	$ 844,444	$ 37,624,584
Newell Window Furnishings (Levolor)	Weber		$ 150,000	5	465	$ 800,000	$ 3,845,108	$ 3,075,292	$ 681,516	$ 88,300	$ 82,007,804
Sundance Institute	Summit		$ 100,000		100	-	-				-
Overstock	Utah	$ 1,123,600		10	150	-	$ 4,494,496	$ 3,580,500	$ 85,552	$ 828,444	$ 95,480,000
Czarnowski	Washington	$ 137,300	$ 50,000	7	50	$ 7,000,000	$ 915,344	$ 692,237	$ 124,161	$ 98,946	$ 18,459,664
CSN Stores	Weber	$ 548,500		10	868	$ 1,500,000	$ 8,472,758	$ 7,149,621	$ 296,557	$ 1,026,580	$ 188,989,700
JBS USA Holdings, Inc.	Cache	$ 1,759,500		10	420	$ 30,000,000	$ 8,797,836	$ 4,333,855	$ 1,217,958	$ 3,246,023	$ 115,569,462
Liberty Safe and Security Products	Utah	$ 342,000		7	50	$ 8,000,000	$ 2,281,968	$ 384,414	$ 1,719,521	$ 178,033	$ 10,251,032
Air Products	Tooele	$ 208,500		6	57	$ 40,000,000	$ 1,042,683	$ 725,434	$ -	$ 317,249	$ 19,344,879
Genpak	Iron	$ 125,000		5	125	$ 22,700,000	$ 574,064	$ 574,064			$ 15,000,000
ITT Corporation	Salt Lake	$ 33,656,000		15	2707	$ 120,000,000	$ 112,000,000	$ 51,558,246	$ 53,948,108	$ 6,493,646	$ 1,300,000,000
IM Flash Technologies Inc.	Utah	$ 45,900,000		15	200	$ 1,500,000,000	$ 7,068,833	$ 6,288,229		$ 780,604	$ 167,686,106
EMC Corporation	Salt Lake	$ 3,513,700		10	500	$ 7,600,000	$ 12,476,673	$ 11,762,273	$ -	$ 714,400	$ 313,600,626
Utah Sports Commission	Salt Lake		$ 100,000	-	0	$ -	$ -				$ -
TOTAL		$ 147,349,187	$ 400,000	160	7,638	$ 2,436,800,000	$ 363,583,734	$ 189,199,454	$ 143,601,763	$ 30,782,517	$ 4,968,396,945

Life Science and Technology Tax Credits, *U.C.A. 63M-1-2901*

Life science and technology companies generating new state revenues are eligible for a post-performance refundable tax credit of up to the amount of new state revenues generated over three years. Investors in a Utah life science company are eligible for a non-refundable capital gains tax credit of 5% of a capital gain after holding the investment for at least two years. Investors are eligible for a non-refundable, post-performance tax credit of up to 35% of their investment, paid over three years.

During 2011, GOED awarded $1M in tax credits, reviewing, ranking and approving applicants who demonstrated the most overall future economic impact to the state. Actual economic impact will be measured post-performance, beginning in 2012.

Motion Picture Incentive Program (MPIP), *U.C.A. 63M-1-1800*

A post-performance incentive of up to 25% of total dollars spent in the state in the form of a cash grant or refundable tax credit.

Funds for employee training may be available

Funds are administered through state colleges and state applied technology centers.

Total EDTIF Commitments (balances of contractually obligated incentive payments):

- Cash rebates $108,031,324 representing 5 companies
- Tax credits $201,707,716 representing 35 companies

Actual Partial Rebates for 2011:

- 2 projects with actual payouts totaling $900,426

Actual Tax Credits for 2011:

- 24 projects with actual tax credits totaling $3,564,605

Total IAF Commitments (balances of contractually obligated incentive payments):

- Standard IAF $7,704,100 representing 22 companies
- Rural Fast Track Program commitments $1,343,000 representing 51 organizations
- Economic Opportunity $125,000 representing 2 companies

For additional information on these incentive programs, visit business.utah.gov or contact **Christopher M. Conabee**, Managing Director of Corporate Recruitment and Business Services at cconabee@utah.gov or 801-538-8850.

OVERVIEW

The mission of the International Trade and Diplomacy Office (ITDO) is to increase exports, foreign direct investment and international trade jobs in Utah.

Business Mentoring and Training

The ITDO regional directors help Utah companies to do business internationally and expand existing markets. This assistance is provided in one-on-one mentoring, region-specific training seminars and trade missions. Additionally, ITDO holds numerous networking events. In FY2011, ITDO assisted over 800 companies and trained over 800 companies through 39 training events. A schedule of upcoming events can be found at http://business.utah.gov/international-trade/International/.

Diplomacy

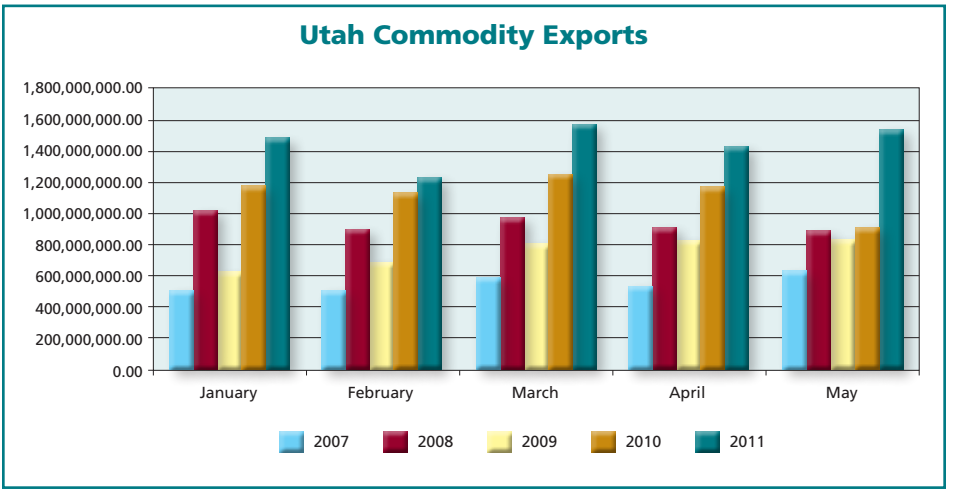
ITDO represents the State of Utah and the Governor on all diplomatic and trade matters, including hosting foreign dignitaries and delegations. Because of the strong relationships between Utah and numerous foreign countries, ITDO is able to connect Utah companies to diplomats and business leaders around the world.

Figures at a Glance

Overall export growth ('05-'10)	127.7%
Utah GDP growth ('05-'10)	26.2%
Export growth by key country ('05-'10)	
• Greater China	39.2%
• India	367.4%
• United Kingdom	35.6%
• Mexico	35.4%
Jobs supported by International Trade (2010)	75,721
Trade delegation visits	29
Diplomatic visits	39
Companies assisted	853
Educational seminars	39
Seminar attendees	869
Trade missions	2

Export Growth

ITDO works closely with a number of internationally focused partners, including the U.S. Commercial Service, World Trade Center Utah and World Trade Association of Utah to promote export growth in the State. Utah has experienced strong economic growth related to international trade. From 2005 to 2010, Utah's exports grew by 127.7% (compared to the national average of 41.8%). In fact, Utah was the only U.S. state to double exports over the last five years. These exports help fuel job creation in Utah, especially for small and medium-sized businesses.



Utah Commodity Exports – 2010	
Precious Metals	$7,433
Electronics	$1,675
Medical Equipment	$625
Industrial Machinery	$505
Ores	$352
Auto Parts	$343
Edible Preparation	$313
Aerospace Equipment	$284
Cosmetics	$233
Explosives and Alloys	$178
TOTAL ALL COMMODITIES	**$13,816**

Figures are in millions

For additional information about International Trade and Diplomacy visit business.utah.gov or contact **Craig Peterson,** Director, at cepeterson@utah.gov or 801-538-8778

OVERVIEW

The Utah Health Exchange is designed as a market-driven solution to create a competitive environment while providing multiple medical plan options for consumers. Utah's approach brings the consumer back into the equation by promoting employee engagement to choose health coverage for themselves and eligible family members. By joining the Exchange, employers can provide a flat-dollar contribution amount toward employee benefits and the flexibility for employees to make their own choices.

The Utah approach to reform is based on enhancing consumer choice and the ability of the private sector to meet consumer needs. The Exchange is part of Utah's overall health system reform effort that is aimed at increasing the number of Utahns with health insurance. A full launch of the small group market occurred in fall 2010 after conducting a limited launch beta test in 2009.

Insurance for the Individual

The primary role of the Exchange is to connect consumers with private companies that can help them identify and purchase the product they need. This approach is commonly referred to as the "Farmers Market." Consumers are given three options to shop for and buy a policy: 1) use a private online shopping service, 2) buy direct from a participating insurers, or 3) search for an agent to get in-person assistance. Currently, there are five private online shopping services, five insurers and thousands of agents available through the Exchange.

Defined Contribution Market

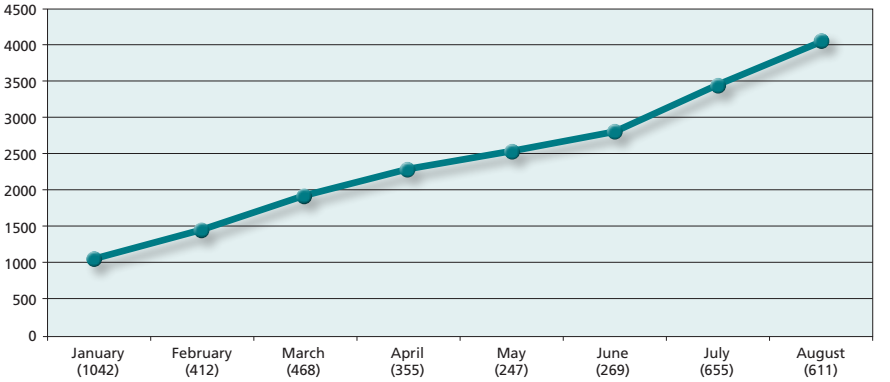
Employees are an employer's number one asset. In today's competitive market, employers need every advantage to attract and retain their workforce. The defined contribution model provides an avenue for employers to provide an extensive array of benefits where employees make selections amongst very rich plans versus high-deductible plans, all offered with a pre-tax advantage. At the same time, employers pay a set amount toward employee benefits, helping them remain within a predictable budget.

It may seem quite simple; employers offer a set amount to their employees and employees shop. However, Utah's defined contribution market is comprised of a

Employee Enrollment Counts

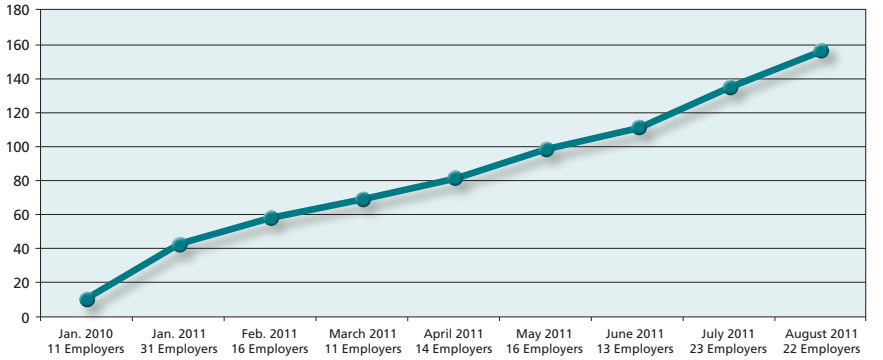
Total number of enrollees, including August 1st benefit effective date groups:

- Covered lives: 4,059
- Covered employees: 1,424
- Covered dependents: 2,635



Employee Participation Continues to Grow

- 157 employer groups are currently enrolled in the Utah Health Exchange.
- 100% of the participating "2010 Pilot Groups" re-enrolled for 2011.



robust technology solution that facilitates the complexity of insurance industry rules and regulations. From the time an employer registers with the Utah Health Exchange through the receipt of employee ID cards, multiple activities occur behind the scenes.

One important note is that this new consumer flexibility also creates a new kind of risk for insurers because sick and healthy employees may not evenly spread

themselves across insurers, and in employer-based markets insurers cannot price accordingly. In Utah, the key to making this market feasible is the development of a risk adjuster that helps insurers address the uncertainty that arises from consumer choice. The risk adjuster was developed and implemented cooperatively by participating insurers through the Utah Defined Contribution Risk Adjuster Board.

Small Businesses

The Exchange conducted a test run of the technology system for small businesses (2-50 employees) in fall 2009. At the end of the test run, 11 employers used the Exchange to provide a health benefit for their employees, resulting in over 400 people enrolled in health insurance plans that they chose for themselves. In fall 2010, the Exchange opened to all interested small business employers. As of August 1, 2011 there are 157 small employers offering health benefits and Health Savings Accounts to their employees through the Exchange. The Exchange provides employees with a choice of over 100 benefit plans across four insurance carriers to meet personal budget and family needs.

The Exchange is working with brokers and agents that specialize in small group policies to help them educate employers about the potential benefits of using a defined contribution approach and to facilitate the use of the Exchange as their enrollment mechanism.

Work in Progress & Federal Health Reform

One of the Exchange's primary objectives is to be a source of information for consumers on cost and quality of providers and health insurers. The Exchange is currently working with the Utah Department of Health's All Payer Claims Database to develop interfaces allowing consumers access to data to help them make better choices about insurance and providers.

The Exchange's Advisory Board was established in 2010 and is comprised of health care providers, insurance agents, state agencies and community groups. Members act as a sounding board, offering suggestions to the Exchange regarding operations, consumer ease of use and transparency. Action items this year have included simplification of the employer application process, development of dashboard reporting and system functionality requests.

Utah's approach incorporates feedback from employees, employers and stakeholders to create a consumer-oriented solution. The Exchange continues to work through a prioritized list of items with the end-result being that employees will have the necessary information to make an informed health insurance choice.

Office of Consumer Health Services

The Exchange relies heavily on brokers to educate small business employers regarding insurance needs for their customers and the value of the Utah Health Exchange. The Office of Consumer Health Services (OCHS) offers instructional courses, taught throughout the state, to the broker community. Curriculum includes information about Utah's Exchange model, processes, roles and responsibilities, in addition to timeline requirements. Beginning January 2011, OCHS produces a monthly broker newsletter that highlights the latest Exchange initiatives, gives recognition to the "Broker of the Month" and offers tips and tricks.

In addition, OCHS facilitates regularly scheduled meetings with carriers, technology partners and broker groups to keep everyone informed and to solicit feedback. This collaborative approach ensures that everyone is engaged in the process and recognizes their contributions to the growth of the Utah Health Exchange.

"The Right Approach to Health Care Reform"

In light of federal health care reform, the Exchange provides one of two examples of functioning exchanges that could serve as models for other states that will need to develop one. In May 2011, Utah hosted an event to share our approach to developing an Exchange model and the lessons we have learned. The event was well received. Thirty states, Puerto Rico and representatives from the U.S. Department of Health and Human Services attended the two-day event in Salt Lake City.

While Utah is still working to understand the details of how the Exchange will need to adjust to meet the requirements of the federal reform, it is very likely that the core features of the defined contribution market and the technology to facilitate consumer choice will be a part of Utah's plan for the foreseeable future.

For additional information about the Office of Consumer Health Services visit www.business.utah.gov or contact Director **Patty Conner** at pconner@utah.gov or 801-538-8715

OVERVIEW

The Pete Suazo Utah Athletic Commission (PSUAC) was established when the Utah Professional Athletic Commission Act became law in July 2001. The five-member commission, which is appointed by the Governor and Legislature, regulates professional boxing and other amateur and professional unarmed combat sports, including boxing, kickboxing and mixed martial arts (MMA). Promoters, managers, contestants, seconds, referees and judges are licensed under the Act and subsequent statute revisions and rules. Fees are intended to cover the cost of protecting the health and welfare of contestants and regulating events within the state.

Photo Credit: Lester Muranaka/Showdown Fights

The commission is named after the late Utah State Senator Eliud "Pete" Suazo. Pete Suazo was an advocate for youth and minorities in the state and a boxing enthusiast. More information about Senator Suazo's life can be found in the article *La Voz de los Otros: An Overview of the Life and Career of Eliud "Pete" Suazo, Utah's First Hispanic State Senator, 1951-2001*, written by Jorge Iber and published in the Spring 2008 *Utah Historical Quarterly.*

The PSUAC regulates and oversees nearly 70 unarmed combat events per year. Attendance at these events varies from about 100 spectators to over 3,000 spectators attending large events.

During the last year, we saw several Utah MMA athletes successfully compete in the Ultimate Fighting Championship (UFC), Ultimate Fighter and other nationally acclaimed promotions.

For additional information about the Pete Suazo Utah Athletic Commission, visit www.business.utah.gov or contact **Bill Colbert,** Commission Director, at bcolbert@utah.gov or 801-538-8876.

UTAH TOP TEN

1. **Utah #1** "Best State for Business & Careers"
   – *Forbes Magazine, October 2010*

2. **Utah #1** for "Economic Outlook"
   – *ALEC*

3. **Utah #1** Best Business Climate
   – *Business Facilities Magazine, 2011*

4. **Utah #1** "Most Fiscally Fit State"
   – *Forbes Magazine, 2010*

5. **Utah #1** "Economic Dynamism"
   – *Kauffman Foundation Nov. 2010*

6. **Utah #1** "Best Managed State"
   – *Governing Magazine, 2009*

7. **Utah #1** "Best States to Live"
   – *Gallup Healthways*

8. **Utah #2** Top Pro-Business State
   – *Pollina Corporate, 2011*

9. Salt Lake City among "**15 Best** New Cities for Business" worldwide
   – *Fortune Magazine, July 2011*

10. **Utah #5** for Venture Capital
    – *Kauffman Foundation, Nov. 2010*

Utah Governor's Office of Economic Development
BUSINESS • TOURISM • FILM

UTAH
LIFE ELEVATED

OVERVIEW

Helping Utah companies secure military and government contracts

Procurement Technical Assistance Centers (PTAC) provides assistance to small and mid-sized Utah companies in obtaining government contracts — be they federal, state or local. Results for state FY2011 indicate that PTAC helped Utah small businesses obtain more than $368 million in contracts, creating or retaining an estimated 7,300 jobs. PTAC's budget is provided by matching funds from the Department of Defense and the State of Utah.

PTAC counselors provide one-on-one and group instruction that helps clients identify contracting opportunities, which can create growth of market share and revenues for them. The government is an excellent customer because it generally purchases in large quantities and pays its bills on time.

PTAC is an important part of GOED with seven offices throughout the state from Logan to St. George.

There are specific services available from PTAC offices as follows:

- Bid match software to find bid opportunities
- One-on-one counseling
- Workshops and conferences
- Registration assistance (ARC, Duns, CCR, ORCA)
- Networking facilitation through "Outreach Events"
- Contracting partnerships
  - Prime / Sub
  - Mentor / Protégé
  - Teaming Agreements
  - 8(a) / Hub Zone Opportunities
- Bid proposals (response to an RFP)
- Product specifications / Standards
- Procurement histories / Pricing data
- GSA assistance

Camp Williams Data Center Outreach Events

PTAC held multiple outreach events for various teams of prime contractors bidding on this $1.6 billion project. Final submittals from five teams were received by the Federal government and a design build contract was awarded to a joint venture called BDB — with one of three partners being Utah's own Big D Construction Company. Many small and disadvantaged businesses are participating as sub-contractors in this multiyear project.

According to PTAC State Director Fred Lange, outreach events are structured to bring many prime contractors together with Utah's small businesses, in a similar way as the data center events were scheduled. Another example of a recent outreach event was one held for Okland Construction, who was awarded the Federal District Courthouse Project in downtown Salt Lake City. This project is close to $500 million, and is currently being built.

Chuck Spence, deputy director of the statewide PTAC program, helped to facilitate a SDVOB client company in Park City with two national companies in a teaming arrangement. Together the "team" will work as a sub-contractor for various prime contractors for many Utah building projects — now and in the future.

Procurement Symposium

The Fifth Annual Procurement Symposium, held in October 2010 at the South Towne Expo Center in Sandy, saw more than 500 attendees learn how to sell to the government and military, and also were privileged to hear a motivating and encouraging keynote speech from Governor Gary Herbert.

As in years past, more than 50 large prime contractors and government agencies had booths to facilitate networking opportunities for our many statewide PTAC clients. There were a number of breakout training sessions for Utah's small business community, using topics of interest to all attendees.

For additional information about PTAC visit business.utah.gov or contact **Fred Lange**, Director, at fglange@utah.gov or 801-538-8773

OVERVIEW

The Rural Development program's mission is to unite and support Utah's rural communities in economic development through coalitions, entrepreneurship, business expansion and infrastructure development.

Rural Partners

The rural office support staff and the Governor's Rural Partnership Board, with representation from business, industry and local government raises awareness about rural development needs, defines economic barriers and raises these issues with the Governor, Utah Legislature and other state and federal agencies.

GOED's Rural Development team supports local economic development professionals, rural communities and organizations such as the Center for Rural Life. Recently, GOED has partnered with the Utah Petroleum Association and the Office of Energy Development.

GOED has partnered with the Utah State University Extension on seminars, workshops and coordinated programs. Topics have included manufacturing, the Utah's Own program, federal stimulus funds, congressional delegation updates and renewable energy.

In addition to the programs listed below, Rural Development facilitates assistance through numerous other programs, such as local revolving loan funds, Small Business Development Centers, SBA business programs, the Utah Science Technology and Research initiative, certified development companies, Custom Fit training and the Manufacturing Extension Partnership.

Business and Economic Development Assistance

- **Rural Development Grants**
  Matching funds of up to $10,000 are available to communities to facilitate economic development projects. Grants are awarded as they are received, based on the quality of the project and available funding.

- **Enterprise Zones** *(U.C.A. 63M-1-401)*
  Businesses within an Enterprise Zone can claim state income tax credits for investing in plant and depreciable machinery and equipment, creating new above average wage jobs, and the rehabilitation of older facilities. In 2008, over $6.4 million in tax credits were given, estimated to equal over $70 million of business investment in rural Utah. In 2009 $7.3 million credits were given.

- **Targeted Business Tax Credits** *(U.C.A. 63M-1-2001)*
  Companies can receive refundable state tax credits for non-retail businesses in qualifying enterprise zones. Each year, the state awards a maximum of $300,000 to companies based on projected investment and payroll. If projections are reached, the companies awarded the targeted business tax credits will receive tax credits in each of the next three years.

- **Rural Fast Track (RFT)** *(U.C.A. 63M-1-904)*
  A portion of the Industrial Assistance Fund is designated for non-retail companies in rural Utah (counties with a population less than 30,000 and average household income less than $60,000) for business expansion and the creation of new high-paying jobs.

Rural Fast Track Program Grant Offers FY 2011		
County	**Incentive**	**Investment**
Carbon	$203,000	$852,000
Emery	$42,000	$84,000
Grand	$74,000	$175,000
Juab	$122,500	$335,990
Millard	$97,500	$601,000
Sanpete	$59,000	$218,000
Sevier	$43,000	$86,000
Wayne	$50,000	$129,688
Grand Total	**$691,000**	**$2,481,678**

For additional information about Rural Development visit www.business.utah.gov or contact **Beverly Evans,** Director, at bevans@utah.gov or 801-538-8638, or contact **Les Prall** at lprall@utah.gov or 801-538-8804.

OVERVIEW

The State Science Advisor (SSA), appointed by the Governor, provides advice and counsel on science and technology issues to the Governor, state Legislature and other state agencies. The Science Advisor serves on a broad range of boards and commissions pursuant to the oversight of key scientific initiatives, research efforts, federal and state mandates and ongoing programs devoted to science and technology issues. The Science Advisor has specific responsibility to supervise or participate in the following key areas:

Advisory Council on Science and Technology (SAC)

The SSA and SAC review significant advances in science and technology and advise and make recommendations to the Governor, state Legislature and governmental agencies on the use of science and technology to foster scientific literacy and to strengthen the state's economy, educational system and quality of life. The SSA serves as an ex-officio member of the SAC and provides staff support for all SAC activities and initiatives. This year, the SAC solicited and reviewed 29 nominations for the Governor's Medal for Science and Technology. The dinner was held at the Discovery Gateway with nearly 200 attendees. The presentation was hosted by members of the Utah life science community: Chris Eisenberg, Hunter Jackson and Glenn Prestwich. Governor Herbert presented the awards to the seven awardees. The Governor's Medal is a symbol of recognition for those individuals who have provided distinguished service in the fields of science and technology. It recognizes outstanding achievement in the following areas: academia, industry, government and education. The SAC continues to serve as the Executive Committee for the STEMLink initiative (formerly WIRED) that is helping to create a talent "pipeline" for the Utah life science community.

STEMLink Initiative

- The STEMLink initiative continues to support the growth of the talent "pipeline" for Utah's science and technology companies. STEMLink includes partners from higher and public education, government, community/philanthropy and industry who will work together to create outreach and recruitment activities, as well as education and training programs that support the life science industry in Utah.
- The Utah Valley University four-year Biotechnology Program continues to grow with over 200 students enrolled.

- The life science training and business incubator, BioInnovations Gateway (a collaboration between USTAR and the Granite School District) is at capacity.
- BioInnovations Gateway created BioInnovate, an innovative partnership with Intermountain Healthcare (IHC), which allows IHC employees to bring ideas to BioInnovations Gateway students and faculty members to develop prototypes for new medical devices. Currently, there are three projects underway.
- The high school Biotechnology Symposium featured nearly 60 research project posters from high school students. The event's keynote speaker was Dr. Jim DeKloe, director of the Solano Community College Biotechnology program and a regional director for the National Science Foundation's Bio-Link national center.

Science, Technology and Innovation Plan (STIP)

The STIP is a comprehensive, state-level strategic plan to support the growth of Utah's science and technology community. It is a partnership between GOED, the Department of Workforce Services, the Utah System of Higher Education and the State's Experimental Program to Stimulate Competitive Research (EPSCoR) program.

- The State of Utah was one of eight states that participated in the National Governors Association's (NGA) *Science, Technology, Engineering and Math (STEM) Learning Lab* in Boston, MA. The STEM Learning Lab is a national effort by the NGA to help states develop a state-level STEM education plan. The STEM education plan will synergize with other efforts in the State such as the STIP and the Governor's Excellence in Education Commission.
- The momentum continues to grow to support the State's Dietary Supplement and Natural Products industry. There is a focus on providing scientific and technical talent to the industry to ensure that it is successful in regulatory compliance and safety of raw materials and finished products.
- A Medical Device Workforce Consortium has been established to address and meet the growing needs of the Utah medical device industry. This partnership is a significant extension of the STEMLink initiative (see above) and brings in new partners to the initiative.

For additional information about the State Science Advisor visit business.utah.gov or contact **Dr. Tami Goetz**, at tgoetz@utah.gov or 801-538-8871

OVERVIEW

The Technology Commercialization & Innovation Program (TCIP; formerly the Centers of Excellence Program), supports the acceleration and commercialization of promising technologies. Over the past 24 years, the program evolved from offering grants only to universities, to now awarding grants to universities and companies who license technology from a university. The end goal of TCIP is to help drive economic development and job creation in Utah.

The program recently adopted a lighter, smaller, faster model, where we are able to provide smaller, more frequent funding to a wider range of technology commercialization projects at critical funding points. The application process is competitive, with multiple (up to 3) selection cycles per year. Grants of up to $40,000 are awarded on a first application and up to an additional $40,000 in a second round, for a maximum of $80,000 per applicant for a single technology.

SOLICITATION REPORT

TCIP offered 2 grant award opportunities in FY2011:

Round 1: TCIP received 45 applications, for a total funding request of over $1.7 million. Of these, 21 were awarded a TCIP grant — 12 licensee companies, 5 affiliate companies, 2 University of Utah professor teams and 2 Utah State University professor teams. Most of the technologies fell within in the cluster category of Manufacturing, Materials, Energy and Environmental technologies, with Life Science next and IT following. The funding total in Round 1 was approximately $900,000. Over 50% of the Round 1 grant funds have been paid out to the grant awardees. The remainder of the grant awardees are in the process of acquiring matching funds which must be obtained prior to grant disbursement.

Round 2: TCIP received 42 applications for a total funding request of just under $1.7 million. Of these, 22 were awarded a TCIP grant, of which 2 were second-time applicants — 14 licensee companies, 5 affiliate companies, 2 University of Utah professor teams and 1 Utah State University professor team. Most of the technologies fell within the cluster categories of Life Science and IT, with Manufacturing, Materials, Energy and Environmental technologies following. The funding total in Round 2 was approximately $900.000. Round 2 contracting is still in process.

SUMMARY

With 87 grant applications totaling over $3 million in funding requests, a budget of $2.5 million and 43 grants awarded this year, TCIP is clearly filling a need in an area where little to no funding sources exist for companies who are in the very early stages of technology development and are not yet attractive to investors.

COMPANY HIGHLIGHT

Enerlyte

Enerlyte's intelligent, clean technology, energy conservation program is a revolutionary web-based software for tracking energy efficiency and conservation. The software tracks user activity and the results of utility conservation programs. Using system data, Enerlyte software makes recommendations to users and utilities for improving energy usage. Users get graphs and customized tips on their monthly utility bill. Utilities get an online dashboard providing usage analysis that maximizes utility ROI for each dollar spent on efficiency and conservation.

Enerlyte and BYU working together have used TCIP grant funding to further develop and enhance cutting-edge software to help utilities effectively drive energy efficiency and conservation efforts. Grant funds have been used to contract with Ron Durtschi, the former chief economist at Questar Gas, to improve the intelligence that drives Enerlyte's core product offerings. Grant funds have also been used to transition Enerlyte's products from a prototype phase to a full market solution.

Major Milestones Achieved:

- Implementation of Enerlyte's system by an out-of-state utility.
- Creation of a measurement algorithm that confirms Enerlyte's industry-breaking cost per kilowatt hour saved.
- Implementation of Enerlyte's first full-price (non-pilot) customer.
- Completed integration with one of the largest billing software partners in the United States. This could potentially develop into a sales-channel partner that could speed the company's time to market.
- Development of the company's first mobile phone application.

For more information about the Technology Commercialization and Innovation Program, contact Program Director **David Bradford** at 801-538-8698 or dbradford@utah.gov or contact Program Coordinator **Sharon Cox** at 801-538-8770 or scox@utah.gov.

OVERVIEW

The Utah Broadband Project is a joint effort between the Governor's Office of Economic Development (GOED), the Public Service Commission (PSC) and the Utah Automated Geographic Reference Center (AGRC), to develop a statewide map of available broadband services and a plan to increase broadband adoption and deployment in the State. The project will help identify critical unserved or underserved areas and populations. This information will help in the development of a plan to expand affordable, reliable broadband services to every citizen of the State.

Like electricity a century ago, high-speed Internet access, or "broadband" is now a driver for economic growth, job creation, global competitiveness and a better way of life. It provides the capability for people to interact in new ways, resulting in the creation of new industries, and is unlocking vast new opportunities for existing ones. It is changing how we educate children; deliver health care; manage energy; ensure public safety; engage government; and access, organize and disseminate knowledge.

The Utah Broadband Project has formed public-private partnerships with broadband providers across the State. With the engagement of these providers, the Project will establish a quantifiable long-term vision for expanding reliable high-speed Internet access statewide. The Project team is working closely with providers as well as anchor institutions and public-interest organizations focusing on higher education, K-12, health care, public safety, libraries, economic development and tribal entities to identify currently unserved or underserved areas and populations.

Ensuring broadband access to both rural and urban Utah communities is a priority for the Utah Broadband Project. Here, fiber is being laid along the I-80 corridor.

Project Milestones

- The official project website, broadband.utah.gov, was launched in January 2011 and features the Utah Broadband Map, a broadband connection speed test, current project information and continual news updates.
- In June 2011, the Utah Broadband Advisory Council was formed to examine the condition of broadband adoption and deployment and will provide the Governor and Legislature with policy guidance and recommendations. The Council will also solicit input and receive recommendations from broadband providers across the State on how to effectively reach these goals.
- The Project team has been meeting with economic development groups and providers across the State to discuss regional strategies for adoption and deployment.

Do you know how your community stacks up?

Go to broadband.utah.gov and use the interactive map to enter your location into the search box to see the coverage in your area.

For additional information about the Utah Broadband Project, visit broadband.utah.gov or contact Project Manager **Tara Thue** at tthue@utah.gov or 801-538-8742.

OVERVIEW

The Utah Film Commission markets the entire state as a location for film, television and commercial production by promoting the use of local professionals, support services and Utah locations. The film commission is a client-driven program that serves international, out-of-state and in-state production companies, along with Utah support services and crew.

Motion Picture Incentive Fund

The purpose of the Motion Picture Incentive Program (MPIP) is to encourage the use of Utah as a destination for the production of motion pictures, television series and made-for-television movies. The State of Utah provides financial incentives to the film industry so that the State is capable of competing successfully with other states and countries that offer film production incentives. The MPIP allows Utah to foster a strong local motion picture industry that will contribute substantially to improving the State's economy. The MPIP functions as a tax credit or cash rebate for approved productions and operates on a post-performance basis on expenditures that are made in the State.

State Approved Rebate Percentages

- Tax Credit: Up to 25% on dollars left in the State with no per-project cap
- Cash Rebate: Up to 25% on dollars left in the State up to $500,000 per project
- Cash Rebate: 15% on dollars left in the State up to $999,999 per project

Dollars Left in the State Requirements

- Minimum $1 million spend for the up to 25% incentive
- Minimum $200,000 spend for the 15% incentive

FISCAL YEAR 2011 TOTALS*

Features/Independents/Cable Features
Total Projects: **10**
Total Production Days: **228**
Economic Impact: **$12,630,175**

Television
Total Projects: **9**
Total Production Days: **157**
Economic Impact: **$3,123,591**

Commercials/Videos/Industrial/Documentary/Shorts/Stills
Total Projects: **57**
Total Production Days: **88**
Economic Impact: **$620,000**

Other Related Film Activities
Sundance Film Festival: **$70,800,000**

Overview
Total Projects: **77**
Total Production Days: **483**
Total Economic Impact: **$87,173,766**

*Projected

These numbers reflect all production activity in Utah. The chart on page 40 lists incented projects only.

Fiscal Year 2011 Motion Picture Incentive Program (MPIP) Report

For FY 2011 the MPIP operated with both a 20% tax credit or cash rebate and a 15% cash rebate.

PROJECT	DAYS	UTAH JOBS	INCENTIVE AMOUNT	ECONOMIC IMPACT
Darling Companion (TC)	55	146	$535,822	$2,679,111
Guide To Life* (TC)	25	95	$849,667	$4,248,333
If the Shoe Fits* (CASH)	15	31	$30,000	$296,513
The Generation Project* (CASH)	48	22	$257,666	$1,288,330
Midway To Heaven* (CASH)	15	64	$30,000	$296,513
The Mule* (CASH)	20	40	$289,856	$1,159,424
Nitro Circus 3D* (TC)	35	45	$900,000	$4,500,000
Turning Point* (CASH)	65	20	$222,886	$1,114,433
Dr. Who (CASH)	4	41	$30,000	$283,328
The Letter Writer* (CASH)	15	15	$30,000	$200,000
Inside* (CASH)	12	21	$30,000	$200,000
Thrillbillies* (CASH)	40	8	$30,000	$400,000
The Mill* (CASH)	12	16	$30,000	$209,075
13 Projects	361	564	$3,235,897	$16,875,060

*Projected
(TC) = Tax Credit
(CASH) = Cash rebate

Darling Companion

In September 2010, the production company Werc, Werk, Works began production for the independent feature ***Darling Companion.*** The movie was filmed in Heber, Park City, Salt Lake City and Park City. ***Darling Companion*** is about a woman who loves her dog more than her husband, and then her husband loses the dog. The film was directed by Lawrence Kasdan and stars Diane Keaton, Kevin Kline, Dianne Wiest, Richard Jenkins and Sam Shepard. It is set for a 2012 theatrical release by Sony Pictures Classics.

Werc, Werk, Works, Darling Companion, Salt Lake City

Disney Channel, Guide to Life, Salt Lake City

Disney

The Disney Channel once again returned to Utah for the cable feature ***Guide to Life,*** which is based on the popular Disney Channel series *Good Luck Charlie.* The production started in March 2011 in Salt Lake City area and ended 25 days later in St. George. ***Guide to Life*** stars Bridgit Mendler, Bradley Steven Perry and Mia Talerico and will air on the Disney Channel in November 2011.

The highly anticipated tentpole project from Walt Disney Studios, ***John Carter*** (formerly called *John Carter of Mars*) has an official release date of March 9, 2012, tying in with the 100th anniversary of the initial publication of the Edgar Rice Burroughs story upon which the film is based. The first teaser trailer showing various southern Utah locations was released in July 2011. ***John Carter*** stars Taylor Kitsch, Lynn Collins and Willem Defoe, and was directed by Andrew Stanton.

Sustainable Competition

In 2011, the Utah Film Commission accomplished its goal to enhance the state's motion picture incentive program by advancing a more competitive and sustainable tax credit. The program is capable of incentivizing production companies with an incentive of up to 25% of dollars left in the state per project. This improvement, along with built-in incentives such as industry infrastructure, crew, talent, proximity to Los Angeles and diverse locations, will keep Utah competitive in bringing features and television productions to the state.

Film, Television and Commercial Projects for Fiscal Year 2011

*Films that utilized the incentive

FILM

- ***Darling Companion** – Salt Lake City, Park City, Sundance, Heber
- ***Guide To Life** – Salt Lake City, St, George
- ***If the Shoe Fits** – Provo
- ***The Letter Writer** – Utah County
- ***Midway To Heaven** – American Fork, Heber, Lindon, Midway, Pleasant Grove, Orem
- ***The Mill** – Midway
- ***Nitro Circus 3D** – Salt Lake County, Kane County, Tooele County
- **Shades Of Treason** – Utah County

TELEVISON

- **The Biggest Loser** (NBC) – Salt Lake City
- **The Great Food Truck Race** (Food Network) – Salt Lake City
- **Extreme Kids Parties** (TLC) – Holladay
- **Darlow Smithson Productions**
- ***Dr. Who** (BBC) – Monument Valley, Glen Canyon Recreation Area
- ***Flip Men** (Spike TV) – Salt Lake County
- ***Turning Point** (BYU TV) – Salt Lake City
- ***The Generations Project** (BYU TV) – Utah County
- ***Thrillbillies** (Fuel TV) – Salt Lake County, Tooele County

COMMERICIALS/VIDEOS/INDUSTRIAL/DOCUMENTARY/SHORTS/STILLS

- **American Express** – Photo Shoot
- **Bridgestone Tire** – Commercial
- **Chevy** – Photo Shoot
- **Dodge** – Commercial
- **Franklin Covey** – Industrial
- **Gold's Gym** – Photo Shoot
- **JCrew** – Photo shoot
- **Ken Garff** – Commercial
- **Infomercials Inc.** – Commercial
- **MasterCard** – Commercial
- **Mrs. Fields** – Photo Shoot
- **Nike** – Commercial
- **New York Times** – Commercial
- **Peterbilt** – Photo Shoot
- **Polaris** – Commercial
- **Provo Craft** – Commercial
- **Prudential** – Commercial
- **Questar Gas** – Commercial
- **Sorenson Media** – Commercial, Industrial
- **Rocky Mountain Power** – Commercial
- **The Advocates** – Commercial
- **Unexpected Benefits** – Commercial
- **University of Phoenix** – Commercial, Photo Shoot
- **Utah Food Bank** – Commercial
- **Verizon Wireless** – Commercial, Industrial
- **Western Governors University** – Commercial
- **Workers Compensation Fund** – Commercial
- **Yamaha** – Commercial, Photo Shoot
- **Zions Bank** – Commercial

T.J. Maxx photo shoot, Emery County

For additional information about the Utah Film Commission visit film.utah.gov or contact **Marshall Moore,** Director, at mdmoore@utah.gov or 801-538-8740, 800-453-8824

OVERVIEW

Visits to Utah's national parks, state parks and national monuments, as well as skier days, were up last year despite an unsettled economy. Transient room tax revenue increased to $31 million in 2010 from $28.5 million in 2009.

The Utah Office of Tourism (UOT) brands and increases the awareness of Utah and demonstrates our quality of life. Since the State launched its new "Life Elevated®" brand in April 2006, visitation to Utah has increased as awareness has gone up. An estimated 19.4 million visitors were attracted to Utah's five national parks, 43 state parks, 14 world-class ski resorts, recreation areas, historical sites and other major attractions.

Utah lawmakers appropriated $6.95 million dollars for FY 2011 for out-of-state advertising and cooperative marketing. UOT implemented a winter ad campaign, a non-winter ad campaign and marketing to promote both Utah and non-stop Delta flights between Paris to Salt Lake City and also Tokyo to Salt Lake City. National cable, television spot markets, online and print ads were utilized for the campaigns.

UOT partnered with Ski Utah for winter advertising, which included print and online ads to promote skiing. In addition, UOT worked with a New York City-based domestic PR firm to help generate articles about the state throughout the nation. A national cable campaign was launched to promote winter skiing, and television commercials aired in five regional markets for the spring/summer campaign. International tourism plays a key role in Utah's economy. Some local tourism offices in southern Utah estimate that 70% of their transient room tax collections come from international visitors.

Tourism Marketing and Performance Fund (TMPF)

FY 2011 • Original Appropriation $6.95 million

• Co-Op Marketing	$1,390,000
• Sports Commission	$695,000
• Total Advertising	$4,865,000
– Non-Winter	$2,980,000
– Winter	$1,520,000
– Special Ops	$365,000

Advertising Campaigns

Non-Winter 2010

Economic Impact	$662.4 million
Tax Revenue	$52.6 million
State ROI	$13
Local ROI	$9

Winter 2010-11

Economic Impact	$230 million
Tax Revenue	$10.8 million
State ROI	$6
Local ROI	$4

Highlights

- Traveler spending for 2009 is estimated at $6.2 billion, generating $625 million in state and local tax revenues. That's about $703 in tax savings per Utah household.
- PR firm Lou Hammond & Associates promoted the Utah domestically. Monthly news releases and dozens of hot-tip leads from various media outlets generated print, broadcast and online coverage. More than 100 stories were secured from September 2009 through August 2010, generating an ad value of nearly $4.7 million.
- UOT created itineraries to promote the Academy Award-nominated film *127 Hours*, which put Utah landscapes into the domestic and international spotlight, via FAMs, travel articles and tour operator promotions. European exposure in London's *Daily Telegraph* newspaper and across Germany resulted in a combined $740,000 of media value. The DT campaign drew 1.7 million readers, of which 30,000 entered a drawing to win a trip to Utah.
- The U.S. & Foreign Commercial Service honored UOT with a Certificate of Appreciation for Achievement in Trade Award in recognition of outstanding

achievements in international promotion of Utah as a tourism destination.

- The 2011 Official Utah "Life Elevated®" Scenic Calendar was honored with 13 awards for graphic design, printing and other categories in the 2011 National and World Calendar Awards competition, hosted by the Calendar Marketing Association.
- The Utah Office of Tourism partnered with the Utah Department of Transportation to produce two new Utah Highway Maps, including a compact edition. The Official Utah Highway Map features enhanced design elements.
- The Utah Office of Tourism added three new titles to its popular One-Sheet Recreation Guides this year. "Accessible Utah," "Wildlife," and "Fishing" guides debuted, bringing the total number of "one-sheeter" editions to 20.
- Utah received $326,360 in three National Scenic Byway grant awards for projects in rural areas of the state, including Scenic Byway 12, Utah's Patchwork Parkway 143 and Garden City-Bear Lake State Scenic Byway.
- Approximately 9% of Utah non-farm jobs are travel and tourism industry related (110,508).

Cooperative Marketing Program

The mission of the Utah Cooperative Marketing Program is to leverage state and partner funding to attract out-of-state visitors and increase tourism expenditures. Using a 50/50 match of public and private marketing monies, tourism partners are able to double out-of-state marketing efforts. Destination marketing organizations and non-profit entities in existence for one year or more are eligible to apply.

FY 2011

The Board of Tourism Development funded 28 of 43 applications for $1.4 million, which resulted in $2.8 million in out-of-state marketing for the State of Utah.

Travel Trade Program

The Travel Trade Program's objectives include growing/enhancing domestic and international published Utah travel products and branding Utah to world-

wide audiences as an exciting year-round travel destination. Program components include media/trade FAM tours, collateral development, press releases, trade shows, sales missions and promotional events. Currently, UOT has international contracts with offices in the UK, France, Germany and Japan.

Media and Trade FAM Tours
FY 2011

- 92 International Media and Trade FAMs
- 582 Qualified Participants
- 582 Articles and TV/Radio (TV/radio programs in France, Germany and Japan)
- Total Media Value: $30,037,538
- UOT coordinated the State's representation at the following international and domestic travel trade shows: Go West Summit – International (Boise); ITB (Berlin); World Travel Market (London); CITM (China); NTA (Montreal); Pow Wow – International (San Francisco); JATA (Tokyo); ITB (Asia); Sales Missions to Russia, Korea, Japan, France and Germany; COTTM (China); and Sunset Celebration Weekend (Menlo Park).

Tourism by the Numbers

• County Transient Room Tax Revenue (TRT)	$31,038,780
• National Park Visits	6.0 million
• National Monument Visits	4.9 million
• State Park Visits	4.8 million
• Skier Days 2010/2011 Season	4.2 million
• Passengers Landing at Salt Lake International Airport	21 million
• Visitutah.com/utah.travel Visits	213,099
• Welcome Center Visits	447,439
• Travel Guides	
Online	24,234
Requests	73,062
Total	**97,296**

For additional information about the Utah Office of Tourism visit visitutah.com/utah.travel or contact **Leigh von der Esch,** Managing Director, at lvondere@utah.gov or 801-538-1370

PARTNERS

UTAH
LIFE ELEVATED

Utah Governor's Office of Economic Development
BUSINESS • TOURISM • FILM

OVERVIEW

The Governor's Economic Development Coordinating Council (GEDCC) is a public-private partnership that works at coordinating the economic development activities that take place every day throughout the State. Council membership is based on each appointee's leadership at economic development organizations throughout Utah. GEDCC members focus on forging and maintaining unprecedented partnerships between business and government to coordinate public and private efforts and further develop Utah's growing economy.

Council Members

Spencer Eccles, Chair
Executive Director, GOED

Mel Lavitt, Needham & Co.
Board Chair, GOED Business and Economic Development Board

Dinesh Patel, VSpring Capital
Board Chair, USTAR Governing Authority

Spencer Cox, CentraCom Interactive
Co-Chair, Governor's Rural Partnership Board

Will West, Control4
Board Chair, Utah Capital Investment Corporation

Richard Walje, Rocky Mt. Power
Board Chair, EDCUtah

Scott Anderson, Zions Bank
Board Chair, World Trade Center Utah

At Large

Randy Shumway
President, Cicero Group

Pat Richards
Board Chair, Utah Symphony

Rob Behunin
Utah State University VP of Commercialization & Regional Dev.

Natalie Gochnour
Salt Lake Chamber of Commerce Chief Economist and Exec. VP

OVERVIEW

Economic Development Corporation of Utah (EDCUtah) is an investor-based public/private partnership that works with government and private industry as a catalyst to bring quality job growth and increased capital investment to Utah. EDCUtah assists in-state companies with their growth while recruiting out-of-state companies to expand and/or relocate in Utah. EDCUtah accomplishes its mission by being the comprehensive source for Utah economic data, providing key public and private contacts and assisting companies through the expansion or relocation process.

EDCUtah has partnered with GOED to handle the state's business recruitment efforts. This strong partnership has provided great success in recruiting businesses to Utah and links state government with local government and the private sector in a unified approach to business recruitment. Businesses that visit Utah report that they are impressed with the level of collaboration they experience as they work with the state and local economic development organizations.

Companies Choose Utah

During FY2011, 20 companies announced decisions to either relocate or expand in Utah. These companies will add 6,763 jobs to the state's economy, retain another 1,346 jobs, and will make capital investments in Utah totaling $795.7 million. Thirteen of the companies are manufacturing concerns, four are in the information and IT industry, two are distribution/warehouse operations and one is a professional services business. Meanwhile, of the 20 businesses, half fit within Governor Gary R. Herbert's industry cluster initiative.

Adobe Systems Inc., ATK Aerospace Structures, Black Diamond, EMC Corporation and ITT Integrated Structures are a few of the quality companies that announced decisions to locate or expand their operations in Utah during this past fiscal year. For example, ATK Aerospace Structures, a global leader in the use of advanced composites, is investing $100 million to develop a manufacturing facility in Clearfield for commercial aviation projects. In addition to creating 800 jobs over the next 20 years, the company estimates those jobs will generate almost $1 billion in wages along the way.

ITT Integrated Structures, a top-tier U.S. aerospace systems and services provider, is expanding its footprint in Utah by building a new $400 million compos-

ites manufacturing and engineering facility in the Salt Lake City area. This expansion will create 2,707 new jobs while retaining 400 existing jobs in the state.

Meanwhile, software giant Adobe Systems Inc., which purchased Orem-based Omniture in 2009, announced that it will significantly expand its presence in Utah by building a new $100 million facility and adding 1,000 jobs over the next 20 years. Adobe's investment in Utah adds to the critical mass of high-tech companies with operations in the state, such as Microsoft, IM Flash, Oracle, eBay, Disney and Twitter.

EMC Corporation, another software/IT firm, plans to expand its workforce in Utah by adding 500 jobs within the next four years. The company currently employs approximately 300 people at its current facility, but will invest $7 million for a new office in northern Utah County or southern Salt Lake County. The company said its decision to expand in Utah was assisted by the state's quality universities, lifestyle amenities, relatively low cost of living and a workforce with foreign language skills.

Outdoor products company Black Diamond is also expanding its Utah operations. The company will invest $1 million to expand its operations in Holladay and add 55 new jobs.

Fiscal Year 2011 Wins

Black Diamond
ATK Aerospace Structures
Adobe Systems Inc.
Litehouse Inc.
Post Plus Sound
Advanced H2O LLC
Auburn Pharmaceuticals
Rexnord Industries Inc.
Overstock.com
Czarnowski Display Service Inc.
Sterling ATM
JBS USA Holdings Inc.
Liberty Safe
US Synthetic
CSN Stores
Air Products & Chemicals Inc.
Genpak
Darigold
ITT Integrated Structures
EMC Corporation

A True Partnership

EDCUtah worked in partnership with GOED, county and community officials, and the local business community to provide information, incentives, power, transportation access and general assistance to these and the other 15 companies as they came to their final expansion decisions. Many individuals from the community and private business sector came to the table to assist and show support for the projects and to the companies. It was truly a partnership effort.

For additional information about the Economic Development Corporation of Utah visit business.utah.gov or contact **Jeff Edwards,** President & CEO, at jedwards@edcutah.org or 801-328-8824

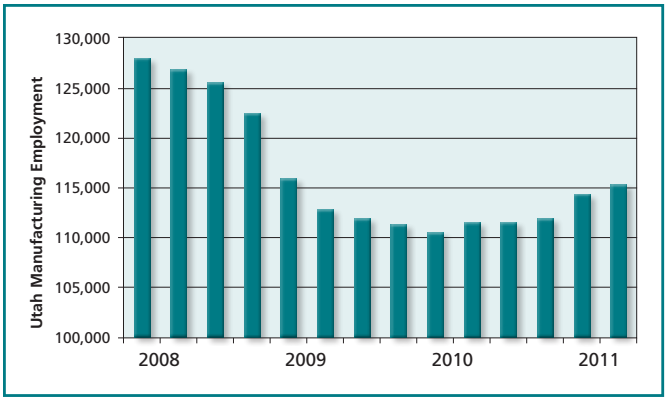
OVERVIEW

The Manufacturing Extension Partnership of Utah (MEP) provides companies with services and access to public and private resources that enhance profitability and growth, improve productivity and develop companies into sustainable enterprises. The MEP focuses on five critical areas:

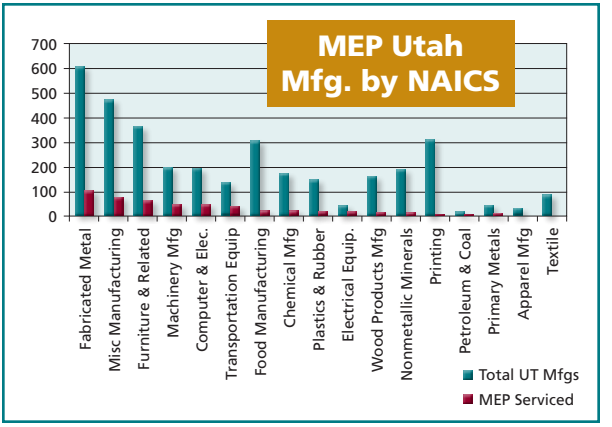
- Continuous improvement
- Sustainability (green)
- Technology acceleration
- Workforce development
- Supplier development

The MEP assesses the individual needs of a manufacturer, identifies the roadblocks to success, targets opportunities for improvement and growth, and helps the company leverage private/public resources and access a consistent set of services to maximize their potential and grow their business. MEP field staff customize plans to fit the individual needs and goals of clients. Services are available to help a company tackle short-term issues and long-term transformation plans.

MEP centers are located throughout the U.S. and are affiliates of the National Institute of Standards, an agency of the U.S. Department of Commerce. Chartered to assist small and medium-sized manufacturers (those employing less than 500 workers), the MEP potential service base includes 99 percent of the 3,800 manufacturers in Utah.



Employment in the Manufacturing Sector began to rebound in 2Q 2010 after a slide the previous nine quarters starting in 2008.



Utah's 3,800 manufacturers are diverse in terms of products produced. Graph shows number of Utah manufacturers by North American Industry Classification System (NAICS) code and groups serviced by MEP.

The most recent Implan® study prepared by the Department of Applied Economics at Utah State University, which was based on data collected from MEP Utah clients by the U.S. Census Bureau, verified that in the state of Utah, the MEP Program provided services to 101 manufacturing companies, resulting in quantifiable impacts which:

- Created or retained 3,844 manufacturing jobs
- Produced $169.4 million in additional employee wages
- Generated $23.3 million in additional state tax revenue

The nature of manufacturing in Utah is diverse, entrepreneurial, and falls under the classification of "small business." Yet these small companies have a large impact on the state's economy. Manufacturing provides significant employment with an industry payroll of over $5.3 billion — the largest industry payroll in the state — and is one of only 3 industry sectors that employ more than 100,000 Utahns.

MEP's greatest impact is at the enterprise level, where it can work with company owners, managers and workers to assess needs and prepare a plan to meet company-specific issues. From the front office to the shipping dock, MEP centers across the country are helping U.S. manufacturers grow and compete globally by applying proven principles to both the bottom line as well as the top line. This makes MEP in Utah more relevant than ever, as Utah manufacturers need to not only cut costs and improve performance, but to define their markets — including new export markets — and produce products that differentiate them to their consumers. MEP is strategically positioned to work with GOED in the state's economic development initiatives, with emphasis on technology and innovation, sustainability and continuous improvement.

Intermountain Electronics, (Price), is a world-class company that designs, engineers, manufactures, and services custom electrical distribution and control equipment for Underground Mining, Surface Mining, Power Generation, Oil and Gas, Refineries, Tunneling, Utilities, and Federal, State, and Local Governments. Celebrating 25 years in business, IEC has been recognized by MEP as the **Utah Manufacturer of the Year**, and has been selected **"Best of State" – 2009 and 2010.** www.intermountainelectronics.com

Osborne Specialty Sewing, Inc. (West Valley City) history in Utah dates back to 1947, when five Osborne brothers moved Osborne Apparel operations from Los Angeles to Salt Lake. In 1970, they opened their present headquarters in West Valley City, Utah. Osborn Apparel, Inc. has had an excellent reputation in producing quality products and has done contract work for: Pendleton, White Stag, Eddie Bauer, and Jantzen.

In 1974, Osborne Specialty Sewing, Inc. was born and *Cobblestones Activewear* and *GAME GEAR* brands came into being. Cobblestones has continued to grow and become a large manufacturer with 6,000 dealers choosing Game Gear by Cobblestones. www.gamegear.com

Founded in 1986 and headquartered in Clearfield, Utah, **Lifetime Products** has applied innovation and cutting-edge technology in plastics and metals to develop innovative products with superior strength and durability. Lifetime Metals is the region's leading supplier of processed steel. From slitting and leveling, to roll forming and stamping, their trained and certified staff manufactures quality, custom steel products at an exceptional value.

As the world's leading manufacturer of blow-molded, polyethylene tables and chairs, Lifetime Plastics is one of the largest single-site delivery points of polyethylene plastic in the Western United States. With some of the largest blow-molding machines in the U.S, Lifetime specializes in innovating and manufacturing quality products with customizable panel parts. www.lifetime.com

Manufacturing Extension Partnership

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state: its large employee base, livable wages, tax contributions, creation of secondary jobs and a major role in producing most of Utah's exported goods. MEP will continue to be a resource to small and medium-sized manufacturers throughout the state and help the entrepreneurial spirit of Utah companies succeed in an ever-changing economy. Whether in market upturns or downturns, manufacturers face the challenge of differentiating themselves and determining how to bring what is different to the market in a more efficient, cost-effective way. As one company official stated, "MEP Utah has provided valuable assistance in basic and advanced lean training. Their instruction has been both efficient and effective. Even our skeptical employees have embraced the concepts and practices that MEP has presented. Under their guidance, we have also implemented ongoing lean training and kaizen activities to make further gains. We sincerely appreciate their support and look to continue this beneficial relationship in the future."

– Bryan McEntire, VP Operations, Amedica, Salt Lake City

For additional information about the Manufacturing Extension Partnership visit business.utah.gov or contact **Stephen Reed,** Director of Operations, at sreed@mep.org or 435-797-3789

OVERVIEW

As part of the first recommendation from the Governor's 10-Year Energy Plan, the Utah State Legislature took action in its 2010 General Session, by creating the Office of Energy Development (OED) as a single-focus office to coordinate all energy economic development-related activities with state and federal agencies. The office is charged with implementing state energy policy including the facilitation of the development of cost-effective energy resources both renewable and nonrenewable, promotion of educational energy programs, including conservation and energy efficiency, seek federal grants and participate in programs.

The Office of Energy Development mission is "to provide leadership in the balanced development of Utah's abundant energy resources through public and private partnerships for economic prosperity, energy independence and a reliable, affordable energy supply."

Bonanza Power Plant – Deseret Power Electical Cooperative.

The OED has set forth a number of strategic objectives to ensure success in pursuit of those goals:

- **Create and Implement Policy for the Governor, Legislature and State** — The OED will follow the guiding principles laid out in Utah's 10-Year Strategic Energy Plan and will promote the goals and strategic recommendations proposed in the plan, along with legislative initiatives and state policies and directives.

- **Industry Assistance** — The OED will guide energy development projects through the regulatory, permitting and economic development processes, and will support job creation for Utah.
- **Relationship Building** — The OED will be a central hub within Utah through the establishment of a network of energy stakeholders.
- **Funding Opportunities** — The OED will seek funding sources to carry out and support the implementation of energy projects and programs in Utah.
- **Energy Education** — The OED will raise the level of energy awareness in Utah through educational programs, public outreach campaigns and technical assistance services.

For more information about
the Office of Energy Development,
contact **Samantha Mary Julian**, Director,
at 801-536-4285 or sjulian@utah.gov.

OVERVIEW

The Utah Small Business Development Center network (SBDC) strives to strengthen Utah's economic fabric and quality of life by facilitating the success and prosperity of small business endeavors. The SBDC consists of business consultants, trainers, educators and support staff operating statewide from Utah's state colleges and universities. The Utah host for the SBDC program is Salt Lake Community College, with regional host institutions at Utah State University — College of Eastern Utah (Price and Blanding), Davis ATC, Dixie State College, Salt Lake Community College, Snow College (Ephraim and Richfield), Southern Utah University, Utah State University (Logan and Vernal), Utah Valley University and Weber State University. Other key stakeholders include the US Small Business Administration and the Utah Governor's Office of Economic Development.

Key goals include providing significant, in-depth assistance to entrepreneur clients, (including pre-startup), that help the client increase sales, profits, jobs and long-term sustainable business practices. This is accomplished through in-depth training, one-to-one, no-cost counseling and following up with clients to find the resources that they need.

Two successes from the past year show the impact that the SBDC can have on the state's economy.

CardioRisk Laboratories

Although Todd Eldredge knew his company was saving lives, it didn't hit home until he went home.

Eldredge, president and CEO of Salt Lake City-based CardioRisk Laboratories, took the company's equipment with him to Thanksgiving dinner one year to screen his brother, Brian, for plaque in his arteries. Eldredge was surprised to find a dangerous build-up of plaque and immediately got his brother to a doctor. Without fast diagnosis and quick treatment, Eldredge said his brother likely would have died.

So it was personal when Eldredge wanted to find a way to make CardioRisk's procedure, a way to find artery disease using ultrasound technology, more accessible to patients. Instead of just guessing at the risk of heart disease, the procedure, carotid intima media thickness (CIMT) screening, lets patients see whether disease is already an issue.

"Today's tests tend to measure risk of someone getting heart disease, which is a precursor to a heart attack or stroke," Eldredge said. "At CardioRisk, we can immediately see how much disease a patient has."

Governor Gary R. Herbert with CardioRisk Laboratories president and CEO Todd Eldredge.

Now with the launch of CardioRisk VIP, the company is leading the way in affordable, preventive medicine and Eldredge has a firsthand look at what it can do for people. CardioRisk VIP is a brick-and-mortar building in Houston, Texas, that provides a place patients can go for testing five days a week. It also allows the company to assume financial risk for testing, while saving doctors time. Eldredge said he is excited to create a new way of delivering services and would like to open more CardioRisk VIP locations across the country. The new building opened for service Oct. 1, 2010.

Doctors no longer have to look at and explain the results of every test with CardioRisk VIP. Instead, CardioRisk provides analysis to the patient and the doctor, making it quicker, easier and more convenient for both.

Under CardioRisk's old model, the CIMT screening was taken to a doctor's office, meaning the physician has to schedule all the tests for patients on one day. Not everyone could make it on the same day, and doctors were assuming financial risk for the procedure if Medicare refused coverage.

The company's hard work and creativity is paying off. Despite the national economic recession, CardioRisk is pushing forward and has been named one of Utah's top 100 fastest growing companies for two consecutive years.

To get the word out about its lifesaving service, CardioRisk is getting help from the SBDC at Salt Lake Community College's Miller Campus. Eldredge said he has gotten valuable marketing advice as CardioRisk begins opening VIP centers.

"The Salt Lake Small Business Development Center is providing our company with press release expertise and marketing assistance that we need to grow our business. These are great resources for our company," says Eldredge.

Rocky Mountain West Telecom

Last year, as the economy continued its fall, Rocky Mountain West Telecom (RMWT) did something unusual. It prepared to grow.

After looking for help implementing its plans, RMWT ended up at the Snow College SBDC. SBDC Director Alan Christensen counseled the company and helped it find various resources to help make the planned growth a reality.

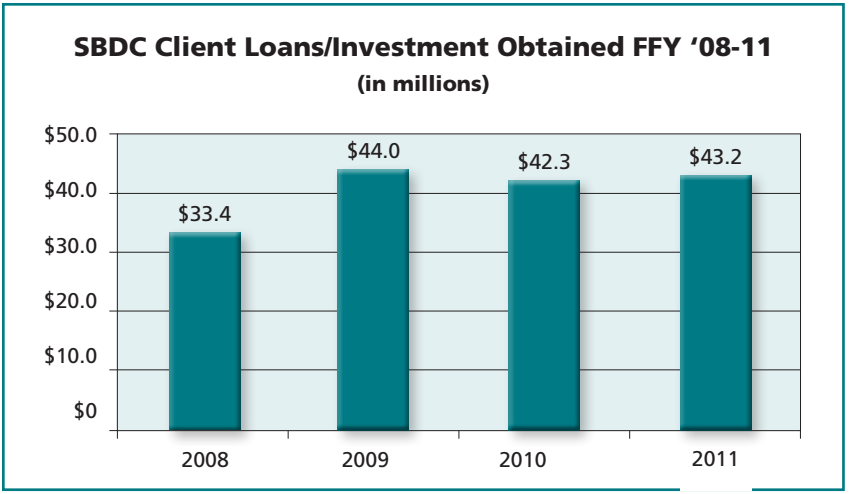
Christensen referred RMWT to the Utah Procurement Technical Assistance Center, which offers incentive programs from the Utah Governors Office of Economic Development. The hard work paid off when RMWT got a $50,000 Rural Fast Track grant. By matching the grant, the company was able to get new equipment and open a new division to provide mobile communication tower construction services. With the expansion, it hired 11 new employees, who were trained using Snow College's Custom Fit Training program.

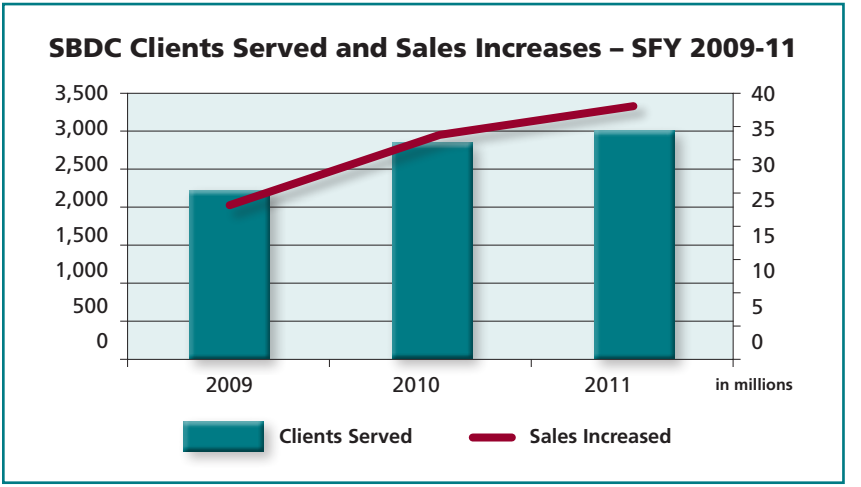
To maintain the skills and knowledge necessary to continue growth, RMWT continues to use SBDC counseling and training services. These services include business plan training, an 11-week FastTrac GrowthVenture course and participation in the 7 Habits for Small Business Managers class, provided on behalf of FranklinCovey. RMWT is looking forward to continuing its expansion.

During its 14 years in business, RMWT has come to be recognized throughout the engineering industry for specialized communications consulting and engineering expertise by providing solutions to the complex communications problems faced by communities and companies.

RMWT's clients include Qwest, Beehive Telephone, Emery Telecom, AT&T, T-Mobile, Western New Mexico and Teton Telecom. The company employs 45 people full-time.

"The SBDC has been instrumental in facilitating our understanding and use of a whole network of resources. We've definitely utilized the state's services! They have been tremendous," says Kyle Carter, business development manager of RMWT.





For additional information about the Small Business Development Center Network visit utahsbdc.org or contact State Director **Sherm Wilkinson** at sherm.wilkinson@slcc.edu or 801-957-5384.

OVERVIEW

The Utah Generated Renewable Energy Electricity Network Authority (UGREEN), was created during the 2009 Legislative Session to provide a mechanism for financing renewable energy transmission projects in the State of Utah. In order to ensure efficiency, efficacy and comprehensive coverage of renewable energy issues in the State, UGREEN works closely with the Office of Energy Development (OED)/Department of Environmental Quality (DEQ), which has absorbed the former State Energy Program. In May 2011, the board appointed a new Special Advisor. Having established the organizational and structural framework for operations in previous years, during 2011 UGREEN is preparing for the exercise of the bond issuance authority incorporated within its creation by Senate Bill 76, with the objectives of financing, in whole or in part, a qualifying transmission project. Bonding and other financial alternatives, being analyzed by UGREEN, will give renewable energy developers the capability to connect their power generation plants to the existing energy grid, in order to market their renewable energy resources. During 2010, UGREEN was nominated by Governor Herbert's Energy Initiative Task Force to staff the Transmission, Infrastructure and Transportation Subcommittee. During 2011, UGREEN has again been incorporated into the Governor's Energy Task Force for Utah's 10-Year Energy Plan – Phase II, led by OED/DEQ. UGREEN and OED/DEQ are collaborating on a joint project portfolio formulation, involving the integration of renewable energy generation projects (to be managed and tracked by OED/DEQ) and transmission/distribution projects (to be managed and tracked by UGREEN.)

UGREEN

UGREEN continues to interact with high-caliber companies seeking to develop renewable energy infrastructure in Utah and is providing technical and financial support for their transmission needs, as appropriate. Following Utah's Economic Development Plan objective to increase innovation, entrepreneurship and investment, UGREEN is also in close relationship with companies that are innovating in energy solutions, incorporating new technological breakthroughs and cutting-edge processes, involving renewable energy solutions for more efficient and cost-competitive generation, storage capabilities and reliability. UGREEN is getting increasingly active in regional initiatives with other Western States Infrastructure Authorities, to consolidate alliances toward mutual interests and benefits. UGREEN is following a worldwide vision toward facilitating in Utah foreign investments from countries clearly interested in development of renewable energy. It offers a unique way for project developers, locally and internationally, to take advantage of Utah's vast renewable resources. Whenever those resources are remote, UGREEN provides assistance to connect them to the grid, so that the projects become feasible from a business and marketing perspective, as well as to enable benefits for the citizens and the economy, taking into account the world global environmental priorities.

For additional information about UGREEN visit
business.utah.gov/programs/ugreen
or contact **Gerardo Zepeda-Bermudez,** Special Advisor,
at gzepeda@utah.gov or (801) 739-5191

OVERVIEW

The Utah Fund of Funds (UFOF) is a major economic development program created by the Utah Legislature to provide the state's entrepreneurs with access to a broad array of quality funding sources. With a charter of $300 million approved by the Utah State Legislature, the fund invests in quality venture capital/private equity funds, which in turn explore investments in promising Utah entrepreneurial growth companies.

As of July 2011, more than 700 funds have applied to the program, from which 28 high-quality venture capital/private equity firms had been selected as portfolio firms, including seven from Utah. Partners at out-of-state firms commit to spend a predetermined number of days in Utah, helping the fund build a strong network of Utah business leaders, entrepreneurs and companies.

The UFOF also conducts a number of economic development training and networking events including the annual Utah Fund of Funds Medical Device Symposium and the Annual Utah Fund of Funds Middle Market Symposium. The Medical Device symposium, presented each spring, attracts world-class investors, innovators, physicians and students. The panels focus on fundraising. This year, the UFOF partnered with Stoel Rives, USTAR and GOED for the event which was held at the Marriott City Center. Attendance was great and feedback positive for the third year in a row. Participants appreciated the realistic and pertinent information provided by the world-class presenters.

The Utah Fund of Funds is governed by a private and public board. Both boards have added new members this year and the Utah Fund of Funds is pleased to welcome the new members to the Utah Capital Investment Corporation, including Mel Lavitt, and Ed Esber and a new member to the Utah Capital Investment board, Taylor Randall.

SUCCESSES

The Utah Fund of Funds won the prestigious Best of State Award in the Public Economic Development Management — Community Development category for the third year in a row.

The Utah Fund of Funds is pleased to detail this year's progress numbers. As of Q2 2011, 42 companies have received funding from Utah Fund of Funds portfolio funds totaling $277 million.

Syndicated funds to Utah companies hit $1.3 billion. Jobs supported from these investments number 4,112 and new jobs created from these investments are 1,154 at an average salary of $72,311.

For additional information about the Utah Fund of Funds visit business.utah.gov or contact **Matt Peterson,** Vice President, at matt@utahfof.com or 801-931-4557

OVERVIEW

Turning innovation into industry

The Utah Science Technology and Research initiative (USTAR) is a long-term, state-funded investment to strengthen Utah's "knowledge economy" and generate high-paying jobs. Funded in March 2006 by the state Legislature, USTAR is based on three program areas:

- Strategic investments at the University of Utah (U of U) and Utah State University (USU) to recruit world-class researchers.
- Construction of state-of-the-art interdisciplinary facilities at these institutions for innovation teams.
- Deploying teams that work with companies and entrepreneurs across Utah to promote technology commercialization.

Research Teams

USTAR has recruited a total of 44 leading researchers from around the country, and recruitment continues. Strategic innovation focus areas include:

- Energy and Environment
- Biopharma/Biodevice
- Medical Imaging and Brain Medicine
- Imaging Technology and Digital Media
- Nanotechnology

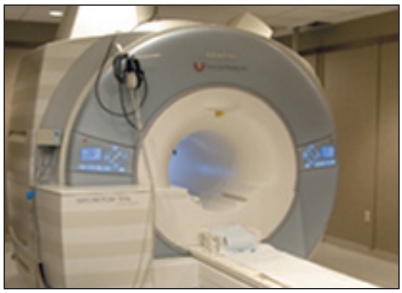


Photo courtesy of U of U Brain Institute

In a continuing effort to expand Utah's research capabilities and infrastructure, USTAR recently invested in a new MRI device at the U of U dedicated to human brain scanning research. New approaches to treatment of addiction and traumatic brain injury may follow.

Based on preliminary data for fiscal years 2007 through Dec. 2010 combined, USTAR research teams have attracted federal and other extramural funding to the State at twice the rate projected in USTAR's 2005 economic prospectus. In the six-month period from June to December 2010, external grants won by USTAR researchers grew from $44 million

to $66 million — a 50% increase. Seven new companies have launched as well.

Final FY2011 numbers are expected from the universities this August. Detailed data will be posted at www.innovationutah.com.

Recent research highlights:

- A U of U team directed by Marc Porter is developing a nanotechnology-based test for pancreatic cancer. His team has won more than $3.2 million in federal funding for the effort.
- USU's Energy Dynamics Laboratory is pursuing paradigm-changing research and commercialization of electrified roadways and environmental sensors that reduce light and power needs in commercial buildings.
- USU USTAR researcher Michael Lefevre is conducting a pilot research project to survey residents of Cache County, regarding intestinal microbes. The "Gut Check" study is the first step for Lefevre and the Applied Nutrition Research team to better understand the impact of gut microflora on overall health.
- U of U USTAR researcher Rajesh Menon is developing novel high-efficiency photovoltaic technology for a company he has founded called Point Spectrum.
- USU and the U of U are collaborating on a major research project to develop new ways to treat atrial fibrillation.

Photo courtesy of Alan Blakesly

The USTAR BioInnovations Center is one of the few buildings in the Intermountain West with Biosafety Level 3 capability and will support USU's research into veterinary disease and diagnostics.

Photo courtesy of Layton Construction

The 23,000-square-foot nanofabrication and imaging facility in the U of U's new USTAR building represents a world-class resource and puts the university on competitive (and collaborative) footing with its Pac-12 nanotechnology peers such as Stanford and Arizona State University.

- USU USTAR researcher Randy Lewis synthetically manufactures spider silk from goat's milk. The fiber may someday form durable artificial ligaments and tendons. Other possible uses include parachute materials, car airbags, tire cords and sports clothing and equipment.

USTAR supports the BioInnovations Gateway, which provides opportunities for high school students to work with start-ups in the life sciences. Several graduating interns have already taken full-time jobs in the biomanufacturing industry.

- U of U Brain Institute researchers Deborah Yurgelun-Todd and Perry Renshaw are studying the efficacy of citocholine in improving cognitive function. Possible licensing opportunities with one of Utah's largest industries, Natural Products, are under discussion. Since the team's inception in Utah, taxpayers have invested $2.6 million, and the researchers have leveraged that into more than $14 million in out-of-state funding.

Research Buildings

USTAR has spearheaded the construction of new research and innovation facilities at the U of U and USU. Designed for LEED Gold certification, each building will provide research teams with strategic core resources to advance inquiry and commercialization in their respective focus areas. These facilities are designed to be "industry magnets" for innovation collaboration.

The 110,000-square-foot USU USTAR BioInnovations Center opened in January 2011, and houses a Biosafety Level 3 laboratory to perform advanced research in veterinary diseases, applied nutrition and synthetic biomanufacturing. No other building in the State has that level of biosafety capability, and few in the Intermountain West match it.

At the U of U, the 208,000-square-foot James L. Sorenson Molecular Biotechnology building will open in early 2012. The center will include some of the world's most advanced biomedical nanofabrication and imaging facilities. It will augment the efforts of the university's renowned Scientific Computing and Imaging, Nano, and Brain institutes.

The building projects have been a bright spot on the employment front, utilizing more than 800 construction workers at the two sites throughout calendar year 2010.

Technology Outreach Program

USTAR's Technology Outreach Innovation Program is the engine to drive commercialization activities. Technology Outreach teams work with entrepreneurs, emerging and established businesses, academic researchers and other stakeholders across the State. Experienced team members are based at Weber State University, Utah Valley University, USU – Uintah Basin, Dixie State College and Southern Utah University.

USTAR was a sponsor of the Milford Renewable Energy Fair in Beaver County, one of a number of statewide public outreach events USTAR supports to keep constituents informed and engaged with technology economic development issues.

USTAR Technology Outreach teams worked with more than 200 companies and entrepreneurs in 16 counties in FY2011, assisting with market analysis, market entry, prototyping and fundraising.

In related activities, USTAR's SBIR Assistance Center helped Utah companies win more than $3 million in federal grants, and with USTAR support, the BioInnovations Gateway has helped its clients secure $6 million in private funding.

The Technology Commercialization Grant program, which deployed federal stimulus funding, further illustrates the catalyzing impact USTAR has had. The results of 87 "seed" grants are:

- 61 new product prototypes
- 61 new jobs
- Launch of 15 new companies
- Private equity investment of $6.9 million

Now in its fifth year, USTAR is gaining recognition nationally as an effective, non-bureaucratic force for technology economic development. Thanks in part to USTAR's efforts, the Milken Institute ranks Utah #5 in its 2010 national State Technology and Science index, up from #8, and Utah ranks high in the U.S. Chamber's "Enterprising States" report. Nevada and Idaho have both taken steps to replicate the USTAR initiative.

For more information, visit www.innovationutah.com or follow USTAR at twitter.com/innovationutah.

For additional information about the
Utah Science Technology and Research Initiative
visit www.innovationutah.gov or contact
Michael O'Malley at ustarinfo@utah.gov
or 801-538-8879

OVERVIEW:

The mission of the Utah Sports Commission is to help enhance Utah's economy, image and quality of life through the attraction, promotion and development of national and international sports.

Executive Summary:

The Utah Sports Commission continues to build on its mission of developing economic impact and brand awareness for the state though sporting event attraction and production. Since the 2002 Olympic Winter Games, the Utah Sports Commission, in conjunction with the statewide partners of TEAM UTAH, has hosted hundreds of professional and amateur events that have provided robust economic development, improved quality of life for residents and produced worldwide branding opportunities.

The vision and mission of the Utah Sports Commission continues to build around maintaining the Olympic legacy and in growing additional sports genres and hosting opportunities within the State. This continued success has been evidenced by events this past year, including the Winter and Summer Dew Tours, FIM World Superbike, the Ford St. George Ironman and 46 total partnered events across the State. These events have helped utilize both natural and man-made venues and also generate substantial revenue to the State and local communities.

World Youth Archery Championships in Ogden.

The Utah Sports Commission and our partners within TEAM UTAH will continue to grow the nearly $6 billion sports industry in Utah by actively recruiting and assisting viable sporting events. The following information highlights FY2011 and provides an aggregate accounting of the impact of sporting events brought to Utah by the Utah Sports Commission and TEAM UTAH.

FY 2011 KEY HIGHLIGHTS

Nitro Jam at Rocky Mountain Raceway.

- Partnered with 46 sporting events across the State, generating approximately $140 million in direct economic impact to Utah.
- Partnered with 26 nationally or internationally televised events that provided Utah with approximately $50 million in media value.
- Negotiated the return of the Summer and Winter Dew Tours and AMA Supercross for the 2011-2012 season.
- Participated with Utah partners on a special Utah Section in Delta's *Sky* magazine reaching 5.4 million passengers per month, which included an article on the Utah Sports Commission and a full-page ad.
- In partnership with Alli Sports, set an all-time attendance record for a Winter Dew Tour with 44,000 spectators.
- Host organization for the Utah Championship, bringing an estimated $4 million in economic impact and 20 hours of Golf Channel coverage, which is the cornerstone of Utah's Destination Golf program.
- Revised the Utah Sports Commission's contract language with the State of Utah as the contractor for sport development in the state.
- Worked with GOED and the Legislature to add language to the Industrial Assistance Fund to provide major sporting events another funding pool.
- Secured funding for the 2011 Tour of Utah through the use of the Industrial Assistance Fund.
- Assisted with legislation to help the United States Ski and Snowboard Association with its athletic training facility.

FIS Ski Freestyle World Championships.

- Utilized social media with Utah Sports Commission, PlayUtahGolf and Utah Championship accounts to promote events and Utah.
- Recognizing the trend for mobile websites, built Utah Sports Commission mobile website that automatically draws content from Internet website.

Michael Jordan Race team at FIM World Superbike, Miller Motor Sports Park.

- Raised $677,000 in private/non-state funds (includes hotel rebates, golf sponsorship, private sponsorship, other) and approximately $415,000 in value-in-kind.
- Responsible for over 175 news articles written in local and/or national newspapers and magazines about Utah Sports Commission partnered events.
- Negotiated the placement of 66 30-second television ad units aired during the broadcasts of Utah Sports Commission-partnered events, valued at $1.35 million if purchased.
- In addition to the 68 spots that were run nationally and internationally, the organization's 30-second spot was aired in over 150 syndicated broadcasts throughout the U.S., valued at $150,000 if purchased.
- Marketing efforts landed several new events including 2012 Volleyball Championship, two Fencing National Championships, Golden Gloves Boxing National Championship, XTERRA Trail Championship, USA Hockey High School National Championships.

AMA Supercross at Rice-Eccles Stadium.

IMPACT SUMMARY 2000-2011

$75 to $131 Million
APPROXIMATE TOTAL TAX REVENUE COLLECTED FROM SPORT-RELATED EXPENDITURES (DIRECT & INDIRECT)

43,680 to 76,475
APPROXIMATE TOTAL JOBS CREATED FROM SPORT-RELATED EXPENDITURES (DIRECT & INDIRECT)

5.8:1 to 10.2:1
APPROXIMATE RETURN ON INVESTMENT FROM ACTUAL TAX REVENUE COLLECTED COMPARED TO STATE DOLLARS RECEIVED

$1.24 Billion
APPROXIMATE DIRECT ECONOMIC IMPACT TO UTAH

$2.18 Billion
APPROXIMATE INDIRECT ECONOMIC IMPACT WITH GOVERNOR'S OFFICE OF PLANNING & BUDGET 1.75 MULTIPLIER

$71:1 to $126:1
RETURN ON INVESTMENT FROM EVENTS HOSTED VS. STATE DOLLARS RECEIVED
(Direct Economic Impact vs. Indirect Economic Impact with 1.75 multiplier per Governor's Office of Planning & Budget (GOPB)

$10.9 Million
APPROXIMATE NON-STATE FUNDS AND VALUE-IN-KIND SERVICES RAISED OR LEVERAGED

420
NUMBER OF UTAH SPORTS COMMISSION-PARTERNED EVENTS

266
EVENTS WHICH RECEIVED FUNDING/GRANTS

27
CITIES IMPACTED THROUGHOUT UTAH

Over 1,050
TOTAL NUMBER OF EVENT INQUIRIES 2000-2011

$215 Million
VALUE OF TELEVISION & OTHER MEDIA ASSETS FROM EVENTS HOSTED IN OR ASSOCIATED WITH UTAH

1,300
HOURS OF NATIONAL/INTERNATIONAL TELEVISION FROM PARTNERED EVENTS

$8.56 Million
GRANTS & SPONSORSHIP PROVIDED TO HOSTED/PARTNERED EVENTS

$4.71 Million
APPROXIMATE MARKETING, ADVERTISING AND TOURISM-RELATED RESOURCES USED IN THE PROMOTION OF UTAH

10,000
APPROXIMATE VOLUNTEERS PROVIDED TO EVENTS FROM 2002 LEGACY DATABASE

IMPACT SUMMARY 2010-2011

$8.4 - $14.7 Million
APPROXIMATE TOTAL TAX REVENUE COLLECTED FROM SPORT-RELATED EXPENDITURES (DIRECT & INDIRECT)

4,900 to 8,575
APPROXIMATE TOTAL JOBS CREATED FROM SPORT-RELATED EXPENDITURES (DIRECT & INDIRECT)

4.7 to 8.2
APPROXIMATE RETURN ON INVESTMENT FROM ACTUAL TAX REVENUE COLLECTED COMPARED TO STATE DOLLARS RECEIVED

$140 Million
APPROXIMATE DIRECT ECONOMIC IMPACT TO UTAH

$245 Million
APPROXIMATE INDIRECT ECONOMIC IMPACT WITH GOVERNOR'S OFFICE OF PLANNING & BUDGET 1.75 MULTIPLIER

$78:1 to $136:1
RETURN ON INVESTMENT FROM EVENTS HOSTED VS. STATE DOLLARS RECEIVED
(Direct Economic Impact vs. Indirect Economic Impact with 1.75 multiplier per Governor's Office of Planning & Budget (GOPB)

For additional information about the Utah Sports Commission visit utahsportscommission.com or contact **Jeff Robbins,** President and CEO, at jrobbins@utah.gov or 801-328-2372

$540,000
APPROXIMATE NON-STATE FUNDS AND VALUE-IN-KIND SERVICES RAISED OR LEVERAGED

46
NUMBER OF UTAH SPORTS COMMISSION-PARTERNED EVENTS

31
EVENTS WHICH RECEIVED FUNDING/GRANTS

16
CITIES IMPACTED THROUGHOUT UTAH

Over 100
TOTAL NUMBER OF EVENT INQUIRIES 2010-2011

$47.5 Million
VALUE OF TELEVISION & OTHER MEDIA ASSETS FROM EVENTS HOSTED IN OR ASSOCIATED WITH UTAH

1,200 Hours
HOURS OF NATIONAL/INTERNATIONAL TELEVISION FROM PARTNERED EVENTS

$1.6 Million
GRANTS & SPONSORSHIP PROVIDED TO HOSTED/PARTNERED EVENTS

$465,000
APPROXIMATE MARKETING, ADVERTISING AND TOURISM-RELATED RESOURCES USED IN THE PROMOTION OF UTAH

750
APPROXIMATE VOLUNTEERS PROVIDED TO EVENTS FROM 2002 LEGACY DATABASE

*Numbers based on Events Rights Holders reporting, partner data, historical data, Sports Commission data and studies.

OVERVIEW

The mission of the World Trade Center Utah (WTCU) is to guide Utah companies into profitable international markets. Together with our key international partners, we have expanded the valuable worldwide network based on Utah's unique cultural, educational, economic and foreign language capabilities.

World Trade Center Utah is an ideal catalyst for increased — and profitable — international trade.

Utah's export performance continues to be outstanding well into 2011. For example, through May, merchandise exports increased 28% over the previous year. During the 2010 export year, Utah was the only state in the U.S. to show positive growth in export performance — a clear demonstration of the effectiveness of Utah's efforts to promote international trade.

Lew Cramer, President and CEO of World Trade Center Utah, greets Chinese visitors at the Capitol Rotunda during US-China 2011 Trade, Culture, Education Conference.

In addition to the Signature Services described below, WTCU served over 500 clients through international business development and educational sessions, and through co-sponsorship of international diplomacy events involving ambassadors and senior ranking economic development officials from all continents.

WTCU offers a three-step ***Signature Service*** that streamlines assistance to Utah companies:

Assess

WTCU offers in-depth assessment services to Utah companies in over seven industry clusters. Interested company representatives can begin by contacting the WTCU directly or by completing our online form. After the assessment interview, WTCU offers advice, educational seminars and networking opportunities to assist the client with their international expansion.

Educate

WTCU, along with our strategic partners — GOED, the U.S. Commercial Service and the Salt Lake Chamber — co-hosted a wide range of educational events such as:

- Latin America Markets Focus: Brazil
- E-Commerce Website Effectiveness
- Innovation Engineering Management System
- Global Supply Chain Security
- Utah Manufacturing Association Roundtable
- Business Opportunities in the Arab World
- US China 2011 Trade Conference

Connect

In addition to facilitating connections through educational events, WTCU assists our clients by linking them with credible, relevant resources for conducting their international business. With well over 5,000 contacts and two major international databases, WTCU can help clients link regionally, nationally and internationally with industry partners, service providers and other essential contacts.

Signing of memorandum of understanding (MOU) at the US-China 2011 Trade, Culture, Education Conference.

Global Utah

Our weekly e-mail newsletter includes the essential International Calendar and key articles on international business. To subscribe to *Global Utah,* visit our website at www.wtcut.com.

For additional information about the World Trade Center Utah visit www.wtcut.com or contact **Lew Cramer,** President and CEO at lcramer@wtcut.com or 801-532-8080

RESOURCES

UTAH
LIFE ELEVATED

Utah Governor's Office of Economic Development
BUSINESS • TOURISM • FILM

Business Resource Center Contacts

Cache BRC
1410 N. 1000 W., Room 1901, Logan, Utah 84321
Cindy Roberts • 435-760-7937
croberts@cachebrc.com • www.cachebrc.com

Box Elder BRC
265 W. 100 S., Brigham City, UT 84302
Tom Lee • 435-797-1784
tom.lee@usu.edu

NorthFront BRC
450 S. Simmons Way, Suite 100, Kaysville, Utah 84037
Marnae Hoxer • 801-593-2104 • mrhoxer@datc.edu
www.northfront.org

Zions Bank BRC
310 S. Main, Mezzanine
Salt Lake City, Utah 84101
Beth Holbrook • 801-524-2660

Tooele County BRC
47 S. Main St., Tooele, Utah 84074
Ryan Murray • 435-843-3129
rmurray@co.tooele.ut.us • www.tooelecountybrc.com

Park City BRC
1100 Snow Creek Dr., Park City, UT 84060
Jon Beutler • 435-714-0713
jon.beutler@parkcitybrc.com

Heber Valley BRC
475 N. Main St., Heber City, Utah 84032
Luke Peterson • 435-654-3666
luke@gohebervalley.com

Miller Business Resource Center
9750 S. 300 W., Sandy, Utah 84070
Randy N. Schouten • 801-957-5259
randy.schouten@slcc.edu • www.slcc.edu

Business Resource Center Contacts

Utah Valley University (UVU) BRC
800 W. University Pkwy., MS 239, Orem, Utah 84058
Karen Wenn • 801-863-8230
karenw@uvu.edu • www.uvu.edu/brc/

Uintah Basin BRC
810 East 200 North, Roosevelt, UT 84066
Kirk Bostick435-722-2294
kirk.bostick@usu.edu

Castle Country BRC
120 E. Main St., Price, Utah 84501
Nick Tatton • 435-636-3184
nickt@priceutah.net • www.btacenter.com

Moab BRC
125 W. 200 S., Moab, UT 84532
Steve Hawks • 435-259-7432
steve.hawks@usu.edu

Southern Utah University (SUU) BRC
77 N. Main St., Cedar City, Utah 84720
Joni Anderson • 435-586-8883
andersonjoni@suu.edu • www.suu.edu/business/brc/

Dixie Business Alliance
225 S. 700 E., UHB #127, St. George, Utah 84770
Len Erickson • 435-652-7741
ericksonl@dixie.edu • www.dixiebusinessalliance.com

Chambers of Commerce

American Fork Area Chamber of Commerce
Debby Lauret
51 East Main Street
PO Box 162
American Fork, UT 84003
801-756-5110

Bear Lake Rendezvous Chamber of Commerce
P.O. Box 55
Garden City, Utah 84028
1-800-448- 2327

Bear River Valley Chamber of Commerce
Nikki Anderson
150 South Tremonton Street
PO Box 311
Tremonton, UT 84337
435-257-7585

Beaver Valley Chamber of Commerce
Ursula Carstensen
40 South Main Street
PO Box 760
Beaver, UT 84713
435-438-5081

Blanding Chamber of Commerce
Renis Hylton
50 West 100 South
PO Box 792
Blanding, UT 84511
435-678-3662

Brian Head Chamber of Commerce
Stewart Fausett
56 North Hwy #143
PO Box 190325
Brian Head, UT 84719
435-677-2810

Brigham City Area Chamber of Commerce
Monica Holdaway
6 North Main Street
PO Box 458
Brigham City, UT 84302
435-723-3931

Cache Chamber of Commerce
Sandy Emile
160 North Main Street
Logan, UT 84321
435-752-2161

Carbon County Chamber of Commerce
Ann Evans
81 N. 200 E., Price, UT 84501
435-637-2788

Cedar City Area Chamber of Commerce
Scott Jolley
77 North Main Street
Cedar City, UT 84720
435-586-4484

ChamberWest
Alan Anderson
1241 West Village Main Drive, # B
West Valley City, UT 84119
801-977-8755

Davis Chamber of Commerce
Jim Smith
450 South Simmons Way, # 220
Kaysville, UT 84037
801-593-2200

Delta Area Chamber of Commerce
Lori Skeem
80 North 200 West, Delta, UT 84624
435-864-4316

Draper Area Chamber of Commerce
William Rappleye
1160 East Pioneer Road, PO Box 1002
Draper, UT 84020
801-553-0928

Duchesne County Chamber of Commerce
Irene Hansen
50 East 200 South
Roosevelt, UT 84066
435-722-4598

Escalante Chamber of Commerce
Sue Mosier
280 West Main Street, PO Box 175
Escalante, UT 84726
435-826-4810

Flaming Gorge Chamber
Craig Collett
95 North 100 West, Daggett Court UPS
PO Box 122
Manila, UT 84046
435-784-3154
* Dinoland Chamber works with
Flaming Gorge, Jason Giles

Chambers of Commerce

Heber Valley Chamber of Commerce
Dave Johnson
475 North Main Street
Heber City, UT 84032
435-654-3666

Holladay Chamber
Allison Rosander
4677 South Holladay Blvd.
PO Box 17263
Holladay, UT 84117
801-979-5500

Hurricane Valley Chamber of Commerce
Becky Smith
63 S. 100 W. Ste. 119
PO Box 101
Hurricane, UT 84737
435-635-3402

Kanab Area Chamber of Commerce
Kelly Stowell
78 South 100 East
Kanab, UT 84741
(435) 644-5033; 644-8910
435-644-5033

Lehi Area Chamber of Commerce
Donna Milakovic
235 East State St.
PO Box 154
Lehi, UT 84043
801-766-9657

Magna Chamber of Commerce
Dan Peay
8952 West 2700 South
PO Box 97
Magna, UT 84044
801-250-5690

Manti Area Chamber
Gerald Christiansen
Big G Automotive & Towing
204 N Main
Manti, UT 84642
435-835-4869

Midvalley Chambers/ChamberEast
Marie Marshall
73349 South 900 East, #7
Midvale, UT 84047
801-561-3880

Moab Area Chamber of Commerce
Phil Mueller
217 East Center Street, #250
Moab, UT 84532
435-259-7814

Monticello Chamber of Commerce
Scott Frost
PO Box 217
Monticello, UT 84535
435-587-2992

Murray Area Chamber of Commerce
Scott Baker
5250 South Commerce Drive, #180
Murray, UT 84107
801-263-2632

Nephi Chamber of Commerce
Jamie Johns
205 South Main Street
Nephi, UT 84648
435-623-0264

Ogden/Weber Chamber of Commerce
Dave Hardman
2484 Washington Blvd., Suite #400
Ogden, UT 84401
801-621-8300

Page-Lake Powell Chamber of Commerce
Vin Paitoon
608 Elm Street, Ste C, PO Box 727
Page, AZ 86040
928-645-2741

Panguitch Chamber of Commerce
Janet Oldham
250 East Center St., PO Box 75
Panguitch, UT 84759
435-676-2514

Park City Chamber of Commerce
Bill Malone
1910 Prospector Avenue
PO Box 1630
Park City, UT 84060
435-649-6100

Payson Chamber of Commerce
Carolyn Bowman/Mike Hardy
20 South Main, Payson, UT 84651
801-465-2634

Chambers of Commerce

Piute County Chamber of Commerce
Jim Peterson
1170 North Hyw. 89
Marysvale, UT 84750
PO Box 1
Junction, UT 84740
435-326-4404

Richfield Chamber of Commerce
Lorraine Gregerson
250 Main Ste. B42
PO Box 327
Richfield, UT 84701
435-896-4241

Salina Chamber of Commerce
Sherry Sampson
UT Independent Bank / 55 South State
PO Box 113
Salina, UT 84654
435-529-7459

Salt Lake Area Chamber of Commerce
Lane Beattie
175 East 400 South, Suite #600
Salt Lake City, UT 84111
801-364-3631

Sandy Area Chamber of Commerce
Nancy Workman
8807 South 700 East
Sandy, UT 84070
801-566-0344

South Jordan Chamber
Yvonne Margis
1665 West 10600 South, Suite #2
South Jordan, UT 84095
801-253-5200

Comm. & Economic Development Orem
Brad Whittaker
777 South State Street
Orem, UT 84058-6268
801-226-1521

South Salt Lake Chamber of Commerce
Stacey Liddiard
220 East Morris Ave. #100, 84115
PO Box 65001
South Salt Lake, UT 84165
801-466-3377

Southwest Valley Chamber
Susan Schilling
10389 South 2950 West
PO Box 330
Riverton, UT 84065
801-280-0595

Spanish Fork Area Chamber
Patti Witham
57 East 300 North
PO Box 576
Spanish Fork, UT 84660
801-798-8352

Springville Chamber
Steve Chandler
224 South Main Street, #440
Springville, UT 84663
801-489-4681

St. George Area Chamber of Commerce
Russell Behrmann
97 East St. George Blvd
St. George, UT 84770
435-628-1658

Tooele County Chamber
Debbie Winn
86 S. Main
PO Box 460
Tooele, UT 84074
435-882-0690

Utah Valley Chamber of Commerce
Steve Densley
51 South University Avenue Ste. 215
Provo, UT 84606
801-851-2555

Vernal Area Chamber of Commerce
Michael Kitzmiller
134 West Main Street
Vernal, UT 84078
435-789-1352

West Jordan Chamber
Craig Dearing
8000 South Redwood Road, First Floor
West Jordan, UT 84088
801-569-5151

Economic Development Contacts by County

Beaver County Economic Development
330 S. Main St.
Beaver, UT 84713
435-438-6482
www.beaver.utah.gov

Box Elder County Economic Development
1 S. Main St., 3rd Floor
Brigham City, UT 84302
435-734-3313
www.boxelder.org

Cache Valley Chamber of Commerce
160 N. Main St.
Logan, UT 84321
435-752-2161
www.cachechamber.com

Carbon County Economic Development
120 E. Main St.
Price, UT 84501
435-636-3295
www.carbon.utah.gov/econdev

Daggett County Economic Development
95 N. 100 W.
Manila, UT 84046
435-784-3218 ext. 134
www.daggettcounty.org

Davis County Community and Economic Development
28 E. State St., Room 221
Farmington, UT 84025
801-451-3278
www.daviscountyutah.gov

Duchesne County Economic Development
50 E. 200 S.
Roosevelt, UT 84066
435-722-4598
www.duchesne.net

Emery County Economic Development
95 E. Main St., #107
Castle Dale, UT 84513
435-381-5576
www.emerycounty.com

Garfield County Economic Development
55 S. Main St.
Panguitch, UT 84759
435-676-1157
www.garfield.utah.gov

Grand County Economic Development
217 E. Center St.
Moab, UT 84532
435-259-5121
www.moabchamber.org

Iron County Economic Development
10 N. Main St.
Cedar City, UT 84720
435-586-2770
www.cedarcity.org

Juab County Economic Development Agency
160 N. Main St., Rm. 102
Nephi, UT 84648
435-623-3415
www.co.juab.ut.us

Kane County Economic Development
76 N. Main St.
Kanab, UT 84741
435-644 4900
www.kane.utah.gov

Millard County Economic Development Association
71 S. 200 W.
Delta, UT 84624
435-864-1407
www.millardcounty-ecdev.com

Morgan County Economic Development
48 W. Young St.
Morgan, UT 84050
801-845-4065
www.morgan-county.net

Piute County Economic Development
550 N. Main St.
Junction, UT 84740
435-577-2949
www.piute.org

Economic Development Contacts by County

Rich County-Bear Lake Regional Commission
69 N. Paradise Pkwy.
Garden City, UT 84028
435-946-2198
www.richcountyut.org

Salt Lake County Economic Development
2001 S. State St., Ste. S2100
Salt Lake City, UT 84190
801-468-2221
www.upgrade.slco.org

San Juan County Economic Development
117 S. Main St.
Monticello, UT 84535
435-587-3235 ext. 4138
www.utahscanyoncountry.com

Sanpete County Economic Development
191 N. Main St.
Manti, UT 84642
435-835-4321
www.sanpete.com

Sevier County Economic Development
250 N. Main St., Rm 116
Richfield, UT 84701
435-893-0454
www.sevierutah.net

Summit County Economic Development
(1910 Prospector Ave., Ste. 103) UPS
Park City, UT 84060
435-649-6100
www.parkcityinfo.com

Tooele County Economic Development
47 S. Main St.
Tooele, UT 84074
435-843-3160
www.tooeleeconomicdevelopment.com

Uintah County Economic Development
152 E. 100 N.
Vernal, UT 84078
435-781-6767
www.co.uintah.ut.us

Utah County Business Development
201 S. Main St., Ste. 2150
Salt Lake City, UT 84111
801-420-9109
www.edcutah.org

Wasatch County Economic Development
475 N. Main St.
Heber City, UT 84032
435-654-3666
www.gohebervalley.com

Washington County Economic Development Council
1071 E. 100 S., Building C, Ste. 7
St. George, UT 84770
435-652-7750
www.dixiebusinessalliance.com

Wayne County Economic Development
18 S. Main St.
Loa, UT 84747
435-836-1315
www.waynecountyutah.org

Weber County Economic Development Corp.
2484 Washington Blvd., Ste. 400
Ogden, UT 84401-1411
801-621-8300 ext.3013
www.weberedc.com

Procurement Technical Assistance Centers

for SALT LAKE AND SUMMIT COUNTIES

MAIN OFFICE
Utah Procurement Technical Assistance Center
CONTACT: Fred Lange, Director – 801.538-8733
EMAIL: fglange@utah.gov
Chuck Spence, Deputy Director – 801.538-8655
EMAIL: cspence@utah.gov
324 South State Street, Suite #500
Salt Lake City, UT 84111
FAX: 801.538-8888
Program Web Address:
www.business.utah.gov/PTAC

for UTAH, WASATCH, JUAB, SANPETE, MILLARD, DUCHESNE, UINTAH, AND DAGGETT COUNTIES

UTAH VALLEY UNIVERSITY
CONTACT: Cory Holley – Regional Manager
1410 West 1200 South
Orem, UT 84058-5999
PH: 801.863-8713
FAX: 801.863-7071
CELL: 801.830-9088
EMAIL: cholley@utah.gov

for SOUTH SALT LAKE, AND TOOELE COUNTIES

SALT LAKE COMMUNITY COLLEGE
CONTACT: Jonnie Wilkinson – Regional Manager
SLCC / Miller Campus
9750 South 300 West, MCPC, Sandy, UT 84070
OFFICE PH: 801.957.5357
CELL: 801.867-9287
FAX: 801.957-5380
EMAIL: jwilkinson@utah.gov

for DAVIS, WEBER AND MORGAN COUNTIES

DAVIS APPLIED TECHNOLOGY COLLEGE
CONTACT: Alex Quayson-Sackey – Regional Manager
North Front Business Resource Center
450 South Simmons Way, Suite #300
Kaysville, UT 84037
PH: 801.593-2242
FAX: 801.593-2110
CELL: 801.907-1119
EMAIL: aquayson@utah.gov

for BOX ELDER, CACHE AND RICH COUNTIES

BEAR RIVER ASSOCIATION OF GOVERNMENTS
CONTACT: Cindy Roberts – Regional Manager
Cache Business Resource Center
BATC West Campus
1410 North 1000 West, Rms 1901-1905
Logan, UT 84341
OFFICE PH: 435.760-7937; CELL: 435-720-7883
FAX: 435.753-5709
EMAIL: croberts@cachebrc.com

for CARBON, EMERY, GRAND AND SAN JUAN COUNTIES

UTAH VALLEY UNIVERSITY
CONTACT: Cory Holley – Regional Manager
1410 West 1200 South
Orem, UT 84058-5999
PH: 801.863-8713 or
CELL: 801.830-9088
FAX: 801.863-7071
EMAIL: cholley@utah.gov

for IRON, BEAVER, PIUTE, WAYNE AND SEVIER COUNTIES

SUU SMALL BUSINESS DEVELOPMENT CENTER
Procurement Technical Assistance Center
Craig Isom – Director
PH: 435.586-4087
EMAIL: isom@suu.edu
Contact: Joni Anderson
77 North Main Street
Cedar City, UT 84720
PH: 435.586-8883; FAX: 435.586-4310
EMAIL: andersonjoni@suu.edu

for WASHINGTON, KANE AND GARFIELD COUNTIES

DIXIE STATE COLLEGE OF UTAH
Dixie Business Alliance
CONTACT: Keith Christiansen – Regional Manager
1071 East 100 South, Suite #C7
St. George, UT 84770
PH: 435.652-7754
CELL: 435.229-1846
FAX: 435.652-7870
EMAIL: keithchristiansen@utah.gov

Small Business Development Centers

Blanding
USU – College of Eastern Utah
715 W. 200 S.
Blanding, UT 84511
435-678-8102

Brigham City*
Utah State University
265 W. 1100 S.
Brigham City, UT 84302
435-734-2277 x257

Cedar City
Southern Utah University
77 N. Main St.
Cedar City, UT 84720
435-865-7707

Ephraim
Snow College
345 W. 100 N.
Ephraim, UT 84627
435-283-7376

Kaysville
Davis Applied Technology College
450 S. Simmons Way
Kaysville, UT 84037
801-593-2202

Logan
Utah State University
East Campus Office Building, R124
1300 E. 700 N.
Logan, UT 84322
435-797-2277

Moab*
USU – College of Eastern Utah
217 E. Center, Suite 250
Moab, UT 84532
435-678-8102

Ogden
Weber State University
3806 University Cir.
Ogden, UT 84408
801-626-7232

Orem/Provo
Utah Valley University
1410 W. 1200 S.
Orem, UT 84058
801-863-8230

Price
USU – College of Eastern Utah
451 N. 400 E., MCC 115
Price, UT 84501
435-613-5435

Richfield*
Snow College
800 W. 200 S., Room 155W
Richfield, UT 84701
435-893-2252

Sandy
Salt Lake Community College
Miller Campus, MCPC 200
9750 S. 300 W.
Sandy, UT 84070
801-957-5441

St. George
Dixie State College
1071 E. 100 S.
Building C, Suite C7
St. George, UT 84770
435-652-7741

Tooele*
Utah State University
47 S. Main St.
Tooele, UT 84074
435-843-3129

Vernal
Utah State University
320 N. Aggie Blvd.
Vernal, UT 84078
435-789-6100

*Denotes a satellite center

USTAR Technology Outreach and Innovation Program Regional Offices

Northern Utah
Alex Lawrence, Director
Weber State University
1004 University Cir.
Ogden, UT 84408-1004
801-859-8282
alexanderlawrence@weber.edu
**Satellite office at Davis Applied Technology College, Kaysville*

Eastern Utah
Alan J. Walker, Director
University of Utah, Energy & Geoscience Institute
423 Wakara Way #300
Salt Lake City, UT 84108
801-585-9690
alanjwalker@utah.gov
**Satellite office at Bingham Entrepreneurship and Energy Research Center, USU, Vernal*

Central Utah
Steven Roy, Director
Utah Valley University
300 W. University Pkwy. MS240
Orem, UT 84058
801-626-8940
steven.roy@uvu.edu
**Satellite office at Salt Lake Community College – Miller Campus, Sandy*

Southern Utah
Jill Elliss, Director
Dixie State College
1071 E. 100 S. C7
St. George, UT 84770
435-652-7751
jelliss@utah.gov
**Satellite office at Southern Utah University, Cedar City*

SBIR/STTR Assistance Center
Mary Cardon, Manager
Salt Lake Community College –
Miller Campus
9750 S. 300 W. #214
Sandy, UT 84070
801-957-5249
mcardon@utah.gov

BioInnovations Gateway
Suzanne Winters, Director
Granite Technical Institute
2500 S. State St. D224
Salt Lake City, UT 84115
385-646-4625
contact@bioinnovationsgateway.org

Governor's Office of Economic Development Contacts

GOED ADMIN

Spencer Eccles
Executive Director

Sue Redington
Assistant to Executive Director
801-538-8769
sredington@utah.gov

Sophia DiCaro
Deputy Director
801-538-8823
sdicaro@utah.gov

Winston Wilkinson
Legislative Liaison
wwilkinson@utah.gov

Peter Callister
Program Specialist
pcallister@utah.gov

Communications
Michael Sullivan
Director of Communications
801-538-8811
mgsullivan@utah.gov

Greg Slater
Marketing Communication Specialist
801-538-8684
gregslater@utah.gov

Steve Gooch
Marketing Communication Specialist
801-538-8747
sgooch@utah.gov

Marketing
Michael O'Malley
Director of Marketing
801-538-8879
momalley@utah.gov

Amanda M. Smith
Marketing Communication Specialist
801-538-8884
asmoore@utah.gov

Finance
Patrick Lee
Finance Manager
801-538-8877
pwlee@utah.gov

Amy Hamblin
Financial Analyst
801-538-8819
ahamblin@utah.gov

Vicki Allison
Accounting Technician
801-538-8822
vallison@utah.gov

Marie Magré
Accounting Support
801-538-8868
mmagre@utah.gov

BUSINESS OUTREACH & INTERNATIONAL TRADE

Gary Harter
Managing Director
801-538-8784
gharter@utah.gov

Economic Clusters
Gary Harter
Director of Aerospace & Defense Clusters

Marshall Wright
Director of Business Development
801-538-8710
mnwright@utah.gov

Riley Cutler
Director of Outdoor Products Cluster
801-538-8873
crcutler@utah.gov

Tami Goetz
State Science Advisor
Director of Life Sciences Cluster
801-538-8871
tgoetz@utah.gov

David Bradford
Director of Software & IT Cluster

International Trade & Diplomacy Office
Craig Peterson
Program Director
801-538-8778
cepeterson@utah.gov

Miguel Rovira
Regional Director — Americas
801-538-8885
mrovira@utah.gov

Brett Heimburger
Regional Director — Asia
801-538-8651
bheimburger@utah.gov

Franz Kolb
Regional Director — EMEA
801-538-8717
fkolb@utah.gov

Aaron Neuenschwander
Trade Mission Coordinator
801-538-8737
aneuenschwander@utah.gov

Rural Development Office
Beverly Evans
Director
801-538-8638
bevans@utah.gov

Les Prall
Rural Development
801-538-8804
lprall@utah.gov

Governor's Office of Economic Development Contacts

Technology Commercialization and Innovation Program (TCIP)
David Bradford
Program Director
801-538-8698
dbradford@utah.gov

Sharon Cox
Program Coordinator
801-538-8770
scox@utah.gov

CORPORATE RECRUITMENT & BUSINESS SERVICES

Christopher M. Conabee
Managing Director
801-538-8850
cconabee@utah.gov

Corporate Recruitment & Incentives
Tamy Dayley
Senior Financial Analyst
801-538-8860
tdayley@utah.gov

Vatsala Kaul
Business Analyst
801-538-8817
vkaul@utah.gov

Zachary Derr
Project Manager, Life Sciences Incentive
801-538-8746
zderr@utah.gov

Jenni Osman
Administrative Assistant
801-538-8828
josman@utah.gov

Private Activity Bond Authority
Roxanne Graham
Program Manager
801-538-8699
roxanneg@utah.gov

Procurement Technical Assistance Centers (PTAC)
Fred Lange
Director
801-538-8733
fglange@utah.gov

Chuck Spence
Deputy Director
801-538-8655
cspence@utah.gov

Myrna Hill
Administrative Assistant
801-538-8775
myrnahill@utah.gov

Alex Quayson-Sackey
Regional Director — Davis, Weber & Morgan Counties
801-593-2242
aquayson@utah.gov

Cindy Roberts
Regional Manager — Cache Business Resource Center
435-760-7937
croberts@cachebrc.com

Cory Holley
Regional Manager — Utah & Wasatch Counties
801-830-9088
cholley@utah.gov

Joni Anderson
Regional Manager — SUU
435-586-8883
andersonjoni@suu.edu

Jonnie Wilkinson
Regional Manager — Salt Lake & Tooele Counties
801-957-6076
jwilkinson@utah.gov

Keith Christiansen
Regional Manager - Dixie Business Alliance
435-652-7754
keithchristiansen@utah.gov

Utah Broadband Project
Tara Thue
Project Manager
801-538-8742
tthue@utah.gov

Kelleigh Cole
Broadband Project Coordinator
801-538-8831
kcole@utah.gov

TOURISM, FILM & GLOBAL BRANDING

Leigh Von der Esch
Managing Director
801-538-1370
lvondere@utah.gov

Utah Office of Tourism
Tracie Cayford
Deputy Director
801-538-8777
traciec@utah.gov

Dave Williams
Deputy Director
801-538-1317
dmwilliams@utah.gov

Governor's Office of Economic Development Contacts

Barbara Bloedorn
Assistant to Director
801-538-1369
bbloedorn@utah.gov

Clayton Scrivner
Media Relations
801-538-1759
cscrivner@utah.gov

Patti Denny
Manager Travel Trade Program
801-538-1318
pdenny@utah.gov

Rebecca Katz
Travel Trade Coordinator
801-538-1479
rkatz@utah.gov

Dave Hansford
Visitor Services
801-538-1367
dhansford@utah.gov

Lorraine Daly
Marketing Assistant
801-538-1306
ldaly@utah.gov

Kelly Day
Web & Cooperative Marketing Manager
801-538-1727
kday@utah.gov

Jim Buchanan
Research Coordinator
801-538-1375
jbuchanan@utah.gov

Chad Davis
Special Projects Manager
801-538-1422
chaddavis@utah.gov

Matt Morgan
Visual Assets Manager
801-538-1378
matthewmorgan@utah.gov

Diane Wilson
Administrative Assistant and Tourism Conference
801-538-1312
dianew@utah.gov

Gael Hill
Scenic Byway Coordinator
801-538-1710
gaelhill@utah.gov

Susie Schroer
Bookstore Manager
801-538-1398
sschroer@utah.gov

Ben Dodds
Call Center/Distribution
801-538-1716
bdodds@utah.gov

Flo Johnson
Fulfillment
801-538-1380

Cicely Howell
Intern
801-538-1373
ckind@utah.gov

Utah Film Commission
Marshall Moore
Director
801-538-1377
mdmoore@utah.gov

Mimi Davis-Taylor
Producer Services Executive
801-538-1371
mdtaylor@utah.gov

Ricardo Flores
Marketing and Creative Executive
801-538-1379
rcflores@utah.gov

Derek Mellus
Producer Services Executive
801-538-1120
dmellus@utah.gov

Tammy Villa-Humphreys
Executive Secretary
801-538-1332
tvilla@utah.gov

ASSOCIATED PROGRAMS

Office of Consumer Health Services
Patty Conner
Director
801-538-8715
pconner@utah.gov

Sue Watson
Project Manager
801-209-8290
spwatson@utah.gov

Jill Goodmansen
Benefits Analyst
801-538-8833
jgoodmansen@utah.gov

Pete Suazo Utah Athletic Commission
Bill Colbert
Commission Director
801-538-8876
bcolbert@utah.gov

UTAH #1

"Best State for Business and Careers"

– Forbes Magazine

Utah Governor's Office *of* Economic Development

BUSINESS • TOURISM • FILM

324 S. State Street, 5th Floor
Salt Lake City, UT 84111
801-538-8700
www.business.utah.gov