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VAL'S TOP TEN HIGHLIGHTS OF 2016

Dear Legislators and Economic Development Partners:

I am happy to report a successful Fiscal Year 2016. I've included my top 10 highlights from the year, and they only scratch the surface of our economic success. The 2016 Annual Report includes the GOED story as well as the required budgetary information and data. I invite you to learn what we have accomplished this past year to enhance Utah's quality of life and to help our great state lead the nation as the best performing economy.

Sincerely,
Q. Val Hale

VAL'S TOP TEN HIGHLIGHTS OF 2016

Unprecedented collaboration in developing workforce solutions. Initiated with the pilot Utah Aerospace Pathways program, we expanded and replicated this innovative model to other industries including diesel technician services, life sciences and technology. In fact, the model will be replicated in other states. Utah leaders have presented the Pathways program as a best practice before Congress and in Switzerland.

The best-of-the-best team. I truly believe GOED has one of the best teams in the state. Managing Director Vicki Varela was just named National Tourism Director of the Year. She was awarded the honor before more than 800 of her peers at the U.S. Travel Association's annual conference. Additionally, you'll note some new faces with our staff and changing roles—all aimed at increased effectiveness and real results.

GOED record-breakers. We have incentivized the most jobs in GOED history - over 9,000 jobs expected from incentives approved in FY 2016. We approved the most Rural Fast Track grants in a month this May; eight approved for five counties. We broke our own record again, ending the fiscal year with 10 grants approved in our July board meeting.

Economy diversifies. We have seen major growth in solar energy, financial-tech services and other innovative sectors this past year. While it's true the Silicon Slopes are booming, all six of Utah's strategic industry markets are thriving. Particularly exciting is how many industry-leading companies are started right here in Utah.

Infrastructure enhancements. From exciting broadband expansion in both urban and rural communities, to grant programs for improving recreation infrastructure, we see continual investment in a stable foundation for our growing economy and population. Additionally, GOED is pleased to be involved in the crucial Point of the Mountain Development Commission.

Utah's new aerospace association. Aerospace continues to expand rural programs, support innovative manufacturing and contribute to Utah's supply chain. During this year's Aerospace Day on the Hill, Lt. Gov. Spencer J. Cox and industry partners officially established the Utah chapter of the Aerospace States Association.

International attention. Our International Trade and Diplomacy Office and partners led three trade missions and facilitated Utah business participation in six international trade shows. But especially important is the international attention from those who visit us. Last year we received 60 diplomatic visits from international delegations including China, Hungary, Nigeria, Hong Kong, France, Germany and the European Union.

The indie film state. The Utah Film Commission has really helped put Utah on the map for indie films. Six independent projects were approved for incentives in June alone. Additionally, last year's production of Blood and Oil was the first large network television series filmed in Utah for nearly a decade.

Tourism reigns. Life Elevated, The Greatest Snow On Earth ®, and the most recently unveiled "Road to Mighty" campaign contributed to a continually growing tourism economy. Visitors spent upwards of $7.98 billion in Utah in 2014, and the state enjoyed its biggest ski season in history: nearly 4.5 million visitor days at our 15 ski resorts.

An economic dynasty. Since 2008, Utah had the no. 1 best economic outlook, and the U.S. Chamber recently declared us the "most fundamentally sound" state in economics. CNBC ranked us the no. 1 state for business after ranking in their top 10 for years. Forbes ranked us no. 1 for business five out of the last six years. Not to mention the numerous accolades we receive for small business friendliness, innovation, startup growth and quality of life. Utah has built an economic dynasty.

Q. Val Hale, *Executive Director*, Governor's Office of Economic Development

Val Hale is the executive director of the Utah Governor's Office of Economic Development (GOED), which promotes state growth in business, tourism and film. Hale was appointed to the position in 2014 by Gov. Gary R. Herbert.

Before accepting the position as executive director, Hale served for two years as president and CEO of the Utah Valley Chamber of Commerce. Prior to the chamber, Hale was vice president for university relations (2010-2012), vice president for advancement (2006-2010) and assistant vice president for external affairs (2005-2006) all at UVU, and he played a key role in transitioning Utah Valley State College into Utah Valley University.

Before his career at UVU, Hale worked 22 years for the Brigham Young University (BYU) Athletic Department, ultimately serving as its director beginning in 1999.

He received his bachelor's degree in public relations in 1981 and a master's degree in communications in 1987—both from BYU. A successful leader, Hale has made many cherished contributions to the Utah Valley area throughout his noteworthy career.

Most recently, Hale has drawn from his many years of service to author "Living a Life That Matters: 7 Keys for Purposeful Living." The book was released last year. Hale and his wife have three children and 12 grandchildren.

Theresa A. Foxley, *Deputy Director*

As deputy director of the Governor's Office of Economic Development (GOED), Ms. Foxley helps develop the strategic direction of the office. She also oversees corporate recruitment and incentives, Utah's international trade and diplomacy, the State Trade and Export Promotions program, and various other programs designed to help expand Utah's economy. Prior to her appointment at GOED, Ms. Foxley was a business and finance attorney with the Salt Lake office of Ballard Spahr, a law firm with 14 offices nationwide, where she represented a diverse set of clients on corporate and financial matters including mergers and acquisitions. Ms. Foxley received her undergraduate degree from Utah State University and Juris Doctorate from the S.J. Quinney College of Law at the University of Utah.

Jill Flygare, *Managing Director of Internal Operations*

Jill Flygare is the managing director of internal operations at GOED. Before joining GOED, Flygare was the finance director at the Utah Department of Heritage and Arts, where she supervised the financial team for the agency. Previously, she was a policy and budget analyst at the Governor's Office of Planning and Budget, where she worked closely with many state agencies on budget issues. Ms. Flygare is also affiliated with numerous

national organizations such as the Association of Government Accountants, where she is the president. She holds multiple master's degrees in accounting, public administration and education. Utilizing her education training, Flygare has held instructional posts at the University of Utah. She has been both an online instructor in distance education and a clinical instructor, supervising pre-service educators in the Salt Lake and Granite School Districts.

Benjamin Hart, *Managing Director for Urban and Rural Business Services*

Benjamin Hart is the managing director of Urban and Rural Business Services for the Governor's Office of Economic Development. His responsibilities include overseeing the GOED programs that help Utah businesses grow. Hart is directly involved in coordinating and convening partners to help support the many businesses across the state. He continues to play a critical roll in strategic education alignment related initiatives.

Prior to his position at GOED, Hart served as the director of employer initiatives for the Department of Workforce Services. During his tenure at DWS, Hart oversaw the department's business services portfolio of programs. Hart has also worked for Zions Bank in business underwriting and Layton City, where he was the economic development and community development block grant administrator.

Hart completed both his undergraduate and graduate studies at the University of Utah.

Vicki Varela, *Managing Director of Tourism, Film and Global Branding, Utah Office of Tourism*

Vicki Varela is managing director of the Utah Office of Tourism, Film and Global Branding for the state of Utah. She oversees the state's national and international marketing strategy, including the Mighty Five® National Parks and The Greatest Snow on Earth®.

Vicki was named the U.S. Tourism Director of the Year in September 2016 by her peers at the National Council of State Tourism Directors. Vicki's career has been in the persuasion business. She has held many public and private sector leadership roles, including vice president of Kennecott Land, deputy chief of staff and spokesperson for Gov. Mike Leavitt, assistant commissioner of higher education and key driver for Prosperity 2020 and Utah's hosting of the 2002 Olympics. She has two adult sons and one beautiful granddaughter.

GOED Board Members

CHAIR
Mel Lavitt
Needham and Company, LLC

Lavitt's background is investment banking, focusing on capital market and M&A transactions in emerging growth, high tech, and medical industries.

Jerry Oldroyd
Ballard Spahr LLP

Oldroyd is a partner in the Business & Finance Department and is a member of the Communications, Energy & Project Finance, and Government Relations Group.

Jake Boyer
The Boyer Company

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

Christopher M. Conabee
Principal, Paladin Development Partners

Chris worked for PaineWebber Incorporated from 1983 through 1997. Mr. Conabee went on to be a Founder and Principal of Paladin Development Partners, a noted Park City real estate development firm.

Brent Brown
Brent Brown Automotive Group

Brown is the owner of Brent Brown Toyota Scion in Orem. He recently served on Toyota's National Dealer Council and was a past recipient of Utah's Ernst & Young Entrepreneur of the Year Award.

Sam Granato
Frank Granato Importing Company

Granato is the president and owner of Frank Granato Importing Co. and the current Salt Lake County Councilman representing District 4.

Peter Mouskondis
Nicolas Company

President, CEO, and 3rd generation owner of Nicolas Co., Westminster College Foundation Board Member, IFDA Board Member, Independent Marketing Alliance Board Member, and Markon Board Member.

Robert Frankenberg
NetVentures

Bob was the chairman & CEO of Novell, the world's largest networking software company from 1994-1996. Bob has received numerous awards including the Silicon Valley Engineering Hall of Fame.

Margaret Lasecke-Jacobs
Sundance Institute Utah Advisory Board

After leaving Oracle Corporation in 2000, Margaret formed a marketing and public relations consulting firm. She now serves on the Sundance Institute Utah Advisory Board.

Lorena Riffo-Jenson
VOX Creative

President of VOX Creative. Riffo-Jensen has a decade experience in the public and private sectors.

Josh Romney
The Romney Group

Josh is the founder of The Romney Group, which owns and operates multifamily office and industrial properties throughout the U.S.

Bevan K. Wilson

Wilson is a lifelong public servant, business owner and rancher. Former member of Utah State Transportation Commission, he served 12 years on the Community Impact Board, three terms as Emery County Commissioner and as former president of the Emery County Chamber of Commerce.

Stefanie H. Bevans

Bevans is owner and CEO of both Design To Print, Inc. and Steamroller Copies, Inc., printing graphics for organizations such as the NBA and Olympic committees since 1992. Voted "Utah's 100 fastest growing companies." She has served and continues to work on many boards in her Southern Utah community.

Susan Johnson
Futura Industries

A graduate of Cal Poly, Johnson has worked in many manufacturing capacities, including as a plant manager in the largest steel foundry on the West Coast. Johnson also serves on the Zions First National Bank and University of Utah Hospital boards.

Annette Meier
Co-Founder and COO of Superior Drilling Products

Meier is co-founder, director, president and chief operating officer at SDPI, having more than 20 years of experience in the oil and gas industry. Meier has been the recipient of numerous awards over the years recognizing her for innovation and leadership.

Utah Governor's Office *of* Economic Development

BUSINESS • TOURISM • FILM

2016 ANNUAL REPORT

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Communications Director, at
edwards@utah.gov or 801-538-8811

PROGRAMS TAB

PROGRAMS TAB

UTAH STRATEGIC INDUSTRY CLUSTERS

U.C.A. 63N-3-111(1)

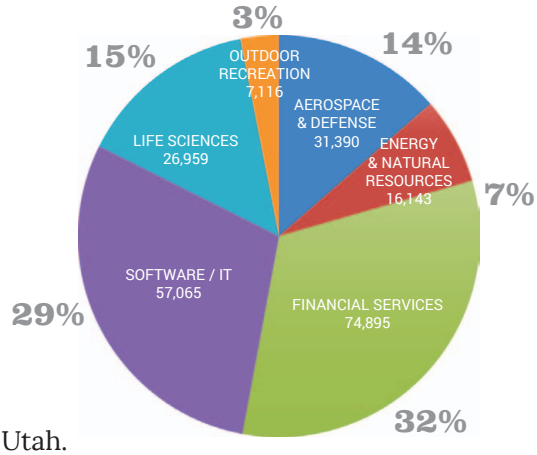
The strategic industry clusters initiative seeks to drive long-term growth by diversifying the economy. Programs such as the Technology Commercialization Innovation Program (TCIP), Corporate Recruitment, International Trade and Diplomacy, and Procurement and Technical Assistance Centers work as significant levers to help these industries expand.

The industry clusters are characterized by workforce infrastructure, capital networks, trade associations, above-average salaries, as well as a significant mass of existing businesses in-state. In conjunction with trade associations, agency partners, educational institutions and other stakeholders, GOED focuses on growing jobs and industry capabilities.

CLUSTER JOBS – 2015

Utah's 6 strategic industry clusters account for 231,351 jobs as of Q4 2015.

The following chart shows each cluster's contribution to those jobs.



Aerospace and Defense:

The aerospace and defense cluster continues to expand in Utah. Composite manufacturing is a key component of the industry as demonstrated by companies such as Boeing, Harris and Janicki. In the commercial aviation space, Duncan Aviation is expanding its presence in the Provo area.

In collaboration with EDCUtah, GOED exhibited at the AUVSI and CAMX trade shows. These major conferences in the unmanned systems and advanced composites industries provide important networking opportunities to advance Utah's aerospace industry.

Year	Establishments	Employment	Year-Over-Year Growth	Average Annual Wages
2015	944	31,390	2.08%	$ 78,200
2014	917	30,750	1.23%	$ 77,784
2013	909	30,377	0.94%	$ 75,290

Hill Air Force Base (HAFB) is home to the F-35 Lightning II Program. This is in addition to HAFB being the training and Maintenance Repair and Overhaul (MRO) for other key Air Force programs such as F-22, F-16, A-10, C-130 and an Air Force Center of Excellence for Software maintenance and assurance. Mission growth continues at Dugway Proving Grounds, especially due to the expansion of the Army's unmanned systems testing.

In partnership with high schools, higher education, industry and the Department of Workforce Services, GOED helped launch the Utah Aerospace Pathways program (UAP). The program offers students the opportunity to train and certify in aerospace manufacturing and fill key aerospace jobs. Industry members participating include Boeing, Janicki and ATK.

Energy:

Year	Establishments	Employment	Year-Over-Year Growth	Average Annual Wages
2015	830	16,143	-10.86%	$ 80,187
2014	876	18,110	1.78%	$ 79,168
2013	867	17,794	-0.85%	$ 76,279

Energy development is of particular importance to the state because of the associated capital investment, job creation and revenue. Equally important is this industry development leads to the low energy prices, providing a foundation for all of Utah's economic successes.

Utah landed among the top 10 states for solar energy development for the first time in 2015. In just one year, Utah's cumulative solar capacity has grown fourteen-fold.

In 2011 the Utah State Legislature created the Office of Energy Development (OED), whose role is to promote and advance the responsible development of the state's energy resources. Please see the partners section of this report for additional information.

Financial Services:

Year	Establishments	Employment	Year-Over-Year Growth	Average Annual Wages
2015	6,101	74,895	6.65%	$ 64,787
2014	5,886	70,228	3.50%	$ 61,224
2013	5,865	67,856	4.44%	$ 58,728

Utah's financial services cluster is anchored by Fidelity Investments, Goldman Sachs, Wells Fargo, Morgan Stanley, Zions Bank, America First Credit Union, Mountain America Credit Union and others. The state is also home to 15 active industrial banks with assets totaling $137 billion.

According to the MountainWest Capital Network Deal Flow Report there was strong deal flow growth in 2015: 279 private placement deals valued at a total of $2.3 billion (up from $1.5 billion in 2014). A reported 242 M&A deals (up from 215) were valued at $6.0 billion. Some 15 public market deals were valued at $1.5 billion. On the venture capital front in 2015, investors placed $732 million in 55 Utah-based deals, according to Price Waterhouse Coopers.

Like other high-tech hubs in the country, Utah is seeing traction in the financial technology space, or "fintech" for short. Emerging companies launching operations in Utah include ZipBooks, SoFi and Entrata.

Life Sciences:

Year	Establishments	Employment	Year-Over-Year Growth	Average Annual Wages
2015	1,074	33,623	4.07%	$ 64,385
2014	993	32,308	4.02%	$ 62,561
2013	975	31,060	4.10%	$ 58,988

Utah's life science industry is broad and diverse, including sub-clusters such as medical device, pharmaceuticals, natural products, diagnostics, equipment and reagents. Specialty contract providers comprise a strong element of the cluster.

The key industry association – BioUtah – had an active year holding seminars, an annual conference, and a conference focused on venture capital. The association also published its first Utah Life Science report.

Today, life science anchors such as Merit Medical, ARUP, Becton Dickenson and Fresenius thrive alongside small newcomers from all corners of the innovation ecosystem, many of whom would not exist without state program support. Programs such as TCIP and USTAR increase innovation across the industry. GOED's TCIP recently awarded grants to 15 life science companies including MesaGen, Mommi and Elute, which represent innovations in cancer diagnosis, nutrition and prevention of bone infections.

Outdoor Products and Recreation:

Year	Establishments	Employment	Year-Over-Year Growth	Average Annual Wages
2015	198	7,116	5.64%	$ 40,594
2014	190	6,736	1.74%	$ 39,548
2013	181	6,621	2.25%	$ 39,300

First of its kind in the nation, the Utah Office of Outdoor Recreation Office was created in 2013. The outdoor industry as a whole continues to grow, with the 20th anniversary of the Outdoor Retailer show in Salt Lake City, and the relocation of Snowsports Industries America to Park City. A rapidly growing Vista Outdoor is a shining example of companies headquartered here.

OOR coordinated a pilot effort to increase community recreational assets. Now called the Utah Outdoor Recreation Grant program, the effort disbursed $400,000 to 19 communities across the state. For additional information, please see the Office of Outdoor Recreation section further in this report.

Software/IT:

Year	Establishments	Employment	Year-Over-Year Growth	Average Annual Wages
2015	4,201	68,184	5.96%	$ 77,088
2014	3,823	64,349	2.94%	$ 75,239
2013	3,797	62,509	4.84%	$ 71,941

Utah's software and information technology industry continues to see unprecedented growth. In the last twelve months, Utah's "Silicon Slopes" has garnered national attention from USA Today, CNBC, TechCrunch, Fast Company and other major media outlets.

The industry is well represented by several industry associations, including the Utah Technology Council and Silicon Slopes, which recently merged with Beehive Startups.

GOED's TCIP funded grants to six software/IT projects, in support of Utah's high-tech entrepreneur community. One awardee is Homie, a peer-to-peer real estate marketplace designed to reduce commission fees. The company has raised more than $4 million in private funding to date.

For additional information about Strategic Industry Clusters visit business.utah.gov or contact **Ben Hart**, Managing Director, at benhart@utah.gov or 801-538-8799

AVENUE H – OFFICE OF CONSUMER HEALTH SERVICES

U.C.A 63N-11-101

Avenue H, Utah's Small Business Health Insurance Marketplace, is Utah's solution to heath care. Since its creation in 2009, Avenue H has helped small businesses (1-50 employees) statewide provide insurance to employees. Avenue H's process lets business owners choose a defined contribution amount for each employee. In addition, employees pick their own health care benefits from a variety of medical, dental and HSA plans. Enrollment is simple, taking place online and allowing employees to compare plans that will best fit their needs.

FY 2016 Summary

Technology Enhancements. We have made significant adjustments to the online portal to improve the employer experience. We have streamlined validation rules for participation eligibility, improved the upload function of quarterly wage and tax information, and eliminated the import of employee data by creating an employee data online entry form. We also consolidated sign-ins between our two technology partners for access to enrollment and billing to one single login. We have improved the consumer shopping experience for employees by adding educational videos, additional comparison tools, and we have translated many of our key documents into Spanish.

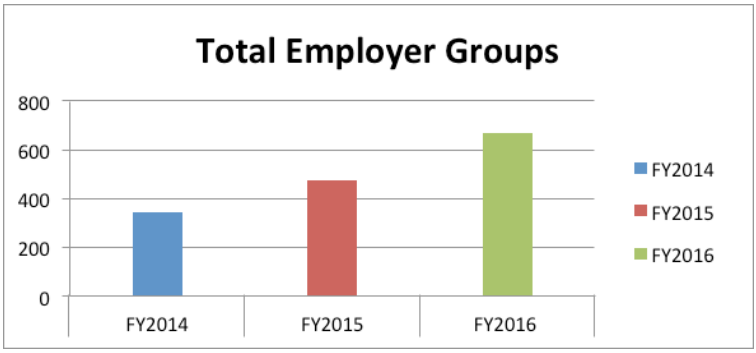
Business Development and Education. Avenue H has continued to implement broker credentialing training to the health insurance brokers across the state. In FY 2016, Avenue H trained 463 brokers who are now certified to sell Avenue H and are educated with our resources. Avenue H provides hands-on assistance to brokers throughout all phases of the Avenue H process, from enrollment to ongoing administration.

Marketing. In FY 2016, we continued our testimonial campaign, adding new testimonials to specifically target brokers and small business owners. We initiated a new email marketing approach to the broker community to keep them informed. Other marketing highlights include a short animated video providing an overview of Avenue H in an engaging and simple way. We created a broker tool kit including checklists, sales presentation and other marketing materials.

Outcomes

In 2016, enrollment for Avenue H increased by 265 businesses. As of FY 2016, 14,913 members have coverage, comprised of 801 small businesses offering health benefits to 5,851 enrolled employees.

Our solution helps the state's overall goals of reducing uninsured citizens. More than 60 percent of the businesses enrolled with Avenue H did not offer insurance previously.



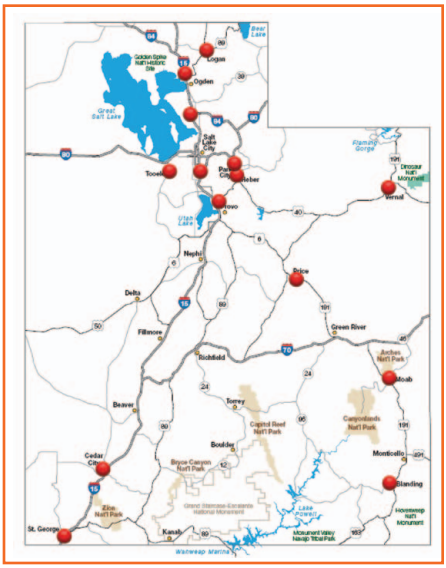
Moving Forward

Healthcare marketplaces across the nation, including Utah's, are seeing decreased participation from private insurance carriers. Congress will need to shore up the Risk Management compensation component of the Affordable Care Act to stabilize the marketplaces and create a competitive environment. The Utah Office of Consumer Health Services (Avenue H) will continue to monitor ACA activities at the federal level and adjust accordingly to ensure the best solutions for Utah employers. Public and private health exchanges have the potential to reshape the employer-sponsored health insurance market. Their success is dependent on future federal action.

For additional information about the
Office of Consumer Health Services – Avenue H
visit business.utah.gov or contact
Patty Conner, Director at
pconner@utah.gov or 801-201-0422

BUSINESS RESOURCES CENTERS: ENTREPRENEURIAL DEVELOPMENT

U.C.A. 63N-3-301



Business Resource Centers (BRCs) are convenient "one-stop-shops" to address the needs of new or growing businesses. Through on-site or over-the-phone assessments with clients, BRCs offer comprehensive services and ongoing assistance to help businesses expand.

Formed in partnership with a local college or university, BRCs house various business service providers in a single location and the on-site staff is equipped to answer questions ranging from business planning to finding funding and more. BRC staffs coordinate the resources of local business service provider partners to make the delivery of solutions more effective for the business customer.

BRCs are tailored to the local community they serve and have service providers who are experts in their fields. Some of the partners found at the BRCs include the Small Business Development Center (SBDC) which is sponsored by the U.S. Small Business Administration, Procurement Technical Assistance Center (PTAC) which provides governmental contracting assistance, Manufacturers Extension Partnership (MEP), Service Corps of Retired Executives (SCORE), and the Utah Science Technology and Research (USTAR) agency. In addition, investors, microloan organizations, business incubators, chambers of commerce, local economic development organizations and resources are available at the local educational sponsor. Because BRCs are interconnected statewide, directors can access fellow centers to find a solution for a specific business.

FY 2016 Summary

In addition to the day-to-day counseling with business owners and connecting them with service providers, BRCs across Utah pursued interesting projects in FY 2016. The San Juan BRC led out in the creation of the Online Artisan Project, a virtual marketplace for talented craftspeople and Native American artisans. The SUU BRC moved to a new loca-

tion, allowing it to offer more services and additional business incubator space for small startups, while the Tooele BRC moved ahead with a land purchase and planning for a new building. The Park City BRC had some "purposeful fun" breaking its clients' products in a "Destruction Lab," providing stress testing of outdoor products and prototypes.

Outcomes

Each month nearly 1,500 individual business customers interact with a BRC for assistance in starting new businesses or creating or retaining jobs in existing firms. All of the BRCs host regular training events as a way to introduce the coordinated services of the BRC partners. These regular seminars bring in new clients for the BRC and partner agencies. Many of the BRCs also host paid training events and larger conferences and seminars on relevant business topics for their local business communities.

Moving Forward

With the opening of the new Morgan NorthFront BRC, the objective with that location (and others) is to complete staffing in order to remain an effective resource. The BRCs are fulfilling the mandate under which they were created by the legislature in 2008 – to bring together the various agencies, entities, and programs that provide assistance to Utah businesses and offer these services in a coordinated way at one easily accessible location.

For additional information about
Business Resource Centers
visit business.utah.gov or contact
Larry Shepherd, Program Coordinator, at
larryshepherd@utah.gov or 801-538-8770

CORPORATE RECRUITMENT AND INCENTIVES

U.C.A. 63N-2-101 (EDTIF)
U.C.A. 63N-3-103 (IAF)

Corporate Recruitment accelerates business growth and job creation through sustainable, cluster-focused domestic and international corporate expansion and relocation. 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 credit rebates or grants. The GOED Board and executive director determine incentive amount and duration based on statutory guidelines and evaluation criteria including the financial strength of the company, 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 headquarter or in a targeted industry 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.

FY 2016 Summary

FY 2016 was a banner year for Corporate Recruitment. GOED offered $51,611,385 of EDTIF incentives to companies forecasting the creation of 9,636 of jobs, up to $226,419,783 in new state revenue and capital investment in our community of $305,081,000 over the next 15 years. GOED strives to decrease the incentive term lengths and percentages. The FY 2016 averages are the lowest yet, with an average term of 7 years and an average percentage rebate of 20 percent.

Outcomes

In FY 2016, the GOED Board approved a total of 14 projects for incentives.

Moving Forward

GOED's corporate recruitment strategy going forward is to:

- identify and nurture cluster-centered, international, and other strategic proactive recruitment opportunities.
- expand collaborative recruiting partnerships and leverage the networks and resources of our various partner organizations and sister agencies.
- lead and engage in planning processes to support existing corporate assets and develop new ones.

For additional information on these incentive programs, visit business.utah.gov or contact **Theresa A. Foxley**, Deputy Director at tfoxley@utah.gov or 801-538-8850

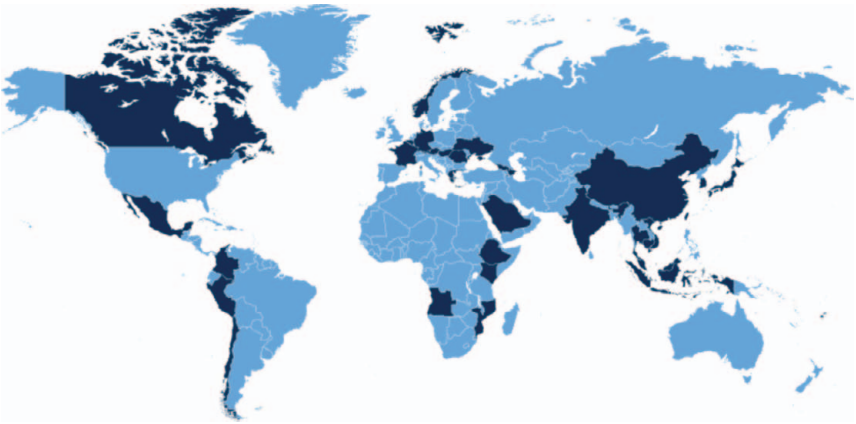
INTERNATIONAL TRADE AND DIPLOMACY

The International Trade and Diplomacy Office (ITDO) grows Utah's economy by:

- supporting foreign direct investment (FDI) opportunities in Utah through promotion of the state's dedicated workforce and vibrant economy;
- helping Utah businesses secure international business contacts and increase goods and service exports;
- facilitating diplomacy meetings for the state and leveraging diplomatic contacts to develop and expand foreign markets for Utah.

FY 2016 Summary and Outcomes

Utah is a globally-minded state. According to U.S. Census data, Utah residents speak more than 120 languages in daily business. Our strong international ties serve as a bridge from the Intermountain West to the world. ITDO facilitates diplomacy for the state and leverages diplomatic contacts to develop and expand foreign markets for Utah. The partnerships and alliances developed through diplomatic relations are a key component to the promotion of Utah's business community and the recruitment of foreign direct investment in the state. In FY 2016, the state of Utah hosted approximately 60 diplomatic visits, including, ambassadors and other high-level diplomats. Visiting delegations represented more than 30 countries, as indicated by the dark blue areas in the map below.



As part of the State Trade and Expansion Program, and in cooperation with the U.S. Small Business Administration, ITDO awarded matching grants to 52 companies for participation in international trade shows, trade missions or independent sales trips. Participating companies reported $3.12 million in actual sales at these events in the FY 2016 period.

When attending international trade shows, companies have the option of exhibiting independently or joining a Utah booth hosted by ITDO. State-hosted booths help smaller companies establish a presence, find partners or buyers, and boost their visibility within their industry. In FY 2016, 24 companies attended six international trade shows as part of a Utah booth.

The participating companies represented a broad range of industries, including outdoor recreation and sporting products, aerospace and defense, information technology and software development, manufacturing, hardware and construction products, food products, and mining equipment.

Also in FY 2016, ITDO partnered with Zions Bank and World Trade Center Utah on three international trade missions. Utah companies who traveled as part of the trade missions represented industries including food products, hardware and construction products, real estate, manufacturing, information technology and software development, education and energy.

Participant Spotlight

Kaddas Enterprises—a second-generation, family-owned business specializing in thermoform plastic manufacturing—has joined GOED on a number of trade missions and trade shows and has tripled international sales since 2013.

Most recently, in conjunction with the Hannover Messe industrial trade show in April, German Chancellor Angela Merkel and President Barack Obama invited CEO Natalie Kaddas to represent small business interests in international trade at a special event for some of the world's top political and business leaders. Kaddas was able to promote a high-quality manufacturing business model and present American-made products as industry-leading examples.

Moving Forward

During FY 2017, ITDO seeks to:

- focus on re-aligned geographic emphasis and create appropriate support infrastructure;
- develop resources to mentor targets in identified clusters;
- plan and execute targeted processes and activities that will accelerate FDI and exports, including the Global Cities Initiative, trade shows and trade missions;
- continue leveraging key partner groups to widen the state's FDI geographic net, drive leads, and provide a soft landing for international companies.

Visit business.utah.gov/international for additional information about International Trade and Diplomacy Office or contact:
Brett Heimburger, Director,
bheimburger@utah.gov or 801-538-8651

MARKETING AND COMMUNICATIONS

GOED Marketing and Communications (MarComm) is the voice of the state of Utah to the business community. We promote Utah as a premier global business destination and a business friendly environment where companies can grow, engage and prosper.

We provide strategic communication direction to support the GOED programs with public relations, social media, digital and traditional advertising, events and branding. MarComm serves our programs as an in-house service center for public awareness and promotional needs.

FY 2016 Summary and Outcomes

Public Relations. The team facilitated more than 100 interview requests resulting in coverage from CNBC, Fortune Magazine and Fox Business News. We distributed more than 95 press releases and placed nine advertorials and articles.

Events. MarComm supported 70 conferences and exhibits throughout the year, including signature events such as the Governor's Economic Summit, Outdoor Recreation Summit, Utah Global Forum, Governor's Women in Business roundtable, and Venture Capital Summit. In aggregate these events reached audiences in excess of 15,000.

Online Marketing. MarComm maintains active web, social media and email communication channels. The business.utah.gov website, which includes searchable databases for corporate recruitment and an up-to-date newsroom, anchors these efforts.

Through use of promoted posts, social media followers increased 24.7 percent year-over-year from 7,234 to 9,020. Posts promoted events and services, and highlighted trends and economic accolades. Monthly emails to general business contacts extended awareness-building efforts to 10,551 individuals, up 23 percent from last year's 8,558.

Clusters. The team was instrumental in supporting the launch of strategic industry cluster initiatives such as the Aerospace and Diesel Tech Pathways Programs, the Outdoor Recreation Grant Program, and Technology Commercialization and Innovation Program promotion.

Corporate Recruitment. A variety of promotional efforts assisted our recruitment partner, the Economic Development Corporation of Utah (EDCU), in engaging with large companies and site selection consultants. These included development and placement of 18 print ads including a Site Selection magazine special section.

GOED print and online advertising generated 140 inquiries which were passed to EDCU and related offices for evaluation.

Business Support. Five print and one radio ad with Utah-based publications and stations promoted PTAC, Broadband and other GOED services. A total of 24 sponsorships drove awareness with stakeholders and out-of-state business visitors. Key efforts included the Utah Technology Council, Sundance Film Festival activities, VentureCapital.org and Utah Hispanic Chamber of Commerce.

In addition, the team produced 132 GOED senior management public presentations to local business and community groups. These presentations routinely cover the range of services GOED offers. The team orchestrated GOED's first statewide small business awareness survey, to establish a baseline for future years to evaluate effectiveness of promotional efforts.

Moving Forward

For FY 2017, the team plans to deploy more video and public relations efforts to drive messaging and storytelling more effectively. The team is working with each internal customer to develop program-specific outreach strategies.

For additional information about MarComm, visit business.utah.gov or contact
Aimee Edwards, Communications Director, at Edwards@utah.gov or 801-538-8811
Michael O'Malley, Business Marketing Director, at momalley@utah.gov or 801-538-8879

OFFICE OF OUTDOOR RECREATION

U.C.A. 63N-9

The Office of Outdoor Recreation (OOR) embodies the state's ongoing commitment to outdoor recreation as both an economic driver and a way of life. OOR works to promote Utah as the top state for the outdoor products and recreation opportunities that enhance quality of life.

OOR's guiding vision is to ensure that all Utahns can live a healthy, active life through outdoor recreation. The office supports this vision through various speaking engagements, sharing best practices and, most importantly, providing resources to support infrastructure and youth outdoor programs.

FY 2016 Summary

Projects. One major focus in FY 2016 was the Utah Outdoor Recreation Grant (formerly Waypoint Grant), and OOR saw tremendous success in its second year. In collaboration with EDCUtah, OOR was also able to help facilitate the recruitment of outdoor recreation companies to Utah.

Events. The Office of Outdoor Recreation participated in both the Summer and Winter Market Outdoor Retailer Shows. By participating in panels and discussing issues within the outdoor recreation industry, the office was able to gather important feedback about the next steps for Utah's success.

Legislation. With unanimous support from the House and Senate (HB52), the Utah legislature provided $1 million to the office for the Utah Outdoor Recreation Grant, supporting infrastructure and youth programs statewide.

- The Moab Bouldering Park, a first-round grant recipient, opened this fiscal year. Located just off Highway 191 and Highway 128, the bouldering park provides a safe, easily accessible area for climbers to practice bouldering.

Moab Bouldering Park

Outcomes

- OOR, in partnership with EDCUtah and GOED's Corporate Recruitment, assisted in recruiting three new outdoor brands to Utah: Selle Royal, Cotopaxi and SIA.
- During FY 2016, at least six non-outdoor companies indicated outdoor recreation as one of the factors in selecting Utah as a business location: SolarCity, Stadler Rail, Alces Technology, SoFi, Peek Travel and Press Ganey.
- OOR convened stakeholders and supported a rapidly growing outdoor recreation industry. According to the Outdoor Industry Association (OIA), Utah's outdoor recreation industry is worth $12 billion and supports approximately 122,000 jobs.
- According to OIA, 82% of Utahns participate in some form of outdoor recreation.

Moving Forward

With the support of the Utah legislature, the inaugural round of the Utah Outdoor Recreation grant was a rousing success, receiving more than $13 million in total project requests. The office looks forward to working with the state legislature to expand opportunities for the grant to have continued, meaningful impact, particularly in youth programs, in the coming year.

In addition, OOR intends to further develop the Utah Outdoor Recreation Grant and compile initial ideas for the 10-Year Utah Outdoor Recreation Plan. To help solicit input about the content of the Recreation Plan, OOR will hold regional recreation summits (Ogden, Cedar City, Moab), attend speaking engagements, travel statewide and coordinate with the marketing and communications team to raise awareness.

For additional information about the Utah Outdoor Recreation Office visit www.business.utah.gov or contact **Tom Adams**, Director tomadams@utah.gov or 801-538-8873

PATHWAYS

The Governor's Office of Economic Development has played a key role in implementing pathway programs in Utah. Pathway programs bring education and industry together in unprecedented partnerships to better align education with pressing pipeline needs. Workforce development is a common concern among employers in the state. Pathway programs provide one unique solution: build a robust talent pipeline while helping students better prepare for their careers.

FY 2016 Summary

Several pathway programs have been implemented in FY 2016. The first and leading model was Utah Aerospace Pathways (UAP). Aerospace companies in Utah collaborated to create a program that qualifies students to receive a certificate in aerospace manufacturing and enter the workforce upon high school graduation. Industry partners worked with GOED, CTE coordinators in local school districts, as well as post-secondary education leaders to create a direct pathway for students to enter the aerospace industry.

Outcomes

UAP certified 42 high school students in FY 2016. Of those 42 students, 15 are currently employed with an aerospace industry partner. Adults who were under-employed or unemployed also had the opportunity to complete certification. Approximately 15 adult learners at Salt Lake Community College (SLCC) and Davis Applied Technology College (DATC) are currently employed with UAP industry partners, and another 9 are employed with other aerospace companies in the state. We look forward to similar results in Diesel Tech Pathways and Medical Innovations Pathways.

Moving Forward

UAP set the stage for other industries to follow, and many are developing programs tailored to their distinctive workforce needs. A replication package outlining the steps necessary to create such a program is currently in development. This will be a valuable resource for implementing the pathway model statewide.

For additional information about Pathways programs, visit business.utah.gov or contact **Kimberlee Carlile**, Program Specialist, at kcarlile@utah.gov or 801-538-8669

PRIVATE ACTIVITY BOND AUTHORITY

The Private Activity Bond Authority Review Board manages the state's volume cap for the following programs: Private Activity Bond Authority Program (PAB) and the Qualified Energy Conservation Bond Program (QECB).

The PAB is Utah's tax-exempt bonding authority to create a lower-cost, long-term source of capital for:

- Promoting the economic health of communities by providing affordable housing;
- Assisting new or existing companies with funding for manufacturing facilities and equipment.

The federal government allocates more than $37 billion per year to states on a per capita basis, with Utah receiving $302.8 million in 2016.

QECBs are taxable bonds issued for a number of energy conservation initiatives including energy reduction in public buildings, mass commuting facilities and energy technology research. The federal government allocated one-time funding of $3.2 billion as part of the 2009 American Recovery and Reinvestment Act (ARRA). Volume cap was allocated to states in proportion to their population, with Utah receiving $28.3 million.

Summary and Outcomes

Note: PAB operates on a calendar year. Allocation amounts are from CY 2015, but estimated job creation figures are from CY 2016 when construction commenced on the project.

APPROVED PROJECTS FOR CY 2015

Approved Funding Categories	Volume Cap Allocation Amount	Number of Projects	Number of Loans	Number of Permanent Jobs Created	Number of Construction Jobs Created	Number of Other Temporary Jobs Created
Multi-Family Housing	$27,000,000	1	N/AP	10	250	25
Single Family Homes	$126,636,300	N/A	3,388	N/A	256*	

** Direct, indirect and induced jobs.*

For additional information about Private Activity Bond visit www.business.utah.gov/pab or contact **Roxanne Graham,** Director, at roxanneg@utah.gov or 801-538-8699

PETE SUAZO UTAH ATHLETIC COMMISSION

63N-10

Established in July 2001, the Pete Suazo Utah Athletic Commission (PSUAC) regulates professional boxing and other amateur and professional unarmed combat sports including boxing, kickboxing and mixed martial arts (MMA). The commission is named after the late Utah State Senator Eliud "Pete" Suazo, a boxing enthusiast and advocate for youth and minorities in the state. A five-member commission, appointed by the governor and legislature, oversees the commission.

The commission licenses promoters, managers, contestants, seconds, referees and judges. Licensing fees offset the cost of protecting the health and welfare of contestants and regulating events within the state.

The PSUAC regulates and oversees about 50 unarmed combat events per year. Attendance at these events varies from about 200 to more than 8,000 spectators. The vast majority of unarmed combat events held in Utah are MMA.

FY 2016 Summary and Outcomes

- National media coverage of Resurrection Fighting Alliance vs Showdown Fights (Utah-based promoter). This represents two of the most prestigious Mid-Major Mixed Martial Arts events coming together to co-promote in Orem. This event generated live coverage of the nation's fastest rising MMA stars.
- In June 2016, "Golden Boy Promotions" came to Utah to run 2016 Charity Vision "Round 2." The black-tie event raised more than $1 million to restore sight to people in developing countries worldwide. The match between world-famous boxers Oscar De La Hoya and Mario Lopez generated national media coverage.
- FY 2016 saw the booking of the largest Mixed Martial Arts organization in the world, the UFC (Ultimate Fighting Championship), which made its Utah debut August 6, 2016 at the Vivint Smart Home Arena.

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.

For additional information about the Pete Suazo Utah Athletic Commission, visit www.business.utah.gov or contact **Scott Bowler** at sbowler@utah.gov or 801-538-8876.

PROCUREMENT TECHNICAL ASSISTANCE CENTERS

U.C.A. 63N-13-101

Procurement Technical Assistance Centers (PTAC) help small business successfully compete in the local and global government marketplace by providing knowledgeable and outstanding customer service. PTAC regional managers offer one-on-one and group instruction at seven offices throughout the state. PTAC strives to be the premier resource in helping Utah small companies identify, pursue and win government contracts to grow their business.

FY 2016 Summary

The 10th annual PTAC Symposium was held on October 20, 2015 at the South Towne Exposition Center in Sandy. Lt. Gov. Spencer Cox addressed more than 400 attendees. In addition to speakers and breakout sessions, the symposium featured a "reverse trade show" with 54 contracting entities to which attendees could present their products.

After serving as deputy director of PTAC since 2005, Chuck Spence was appointed PTAC director in April. Mr. Spence, who is also president of the U.S. Association of Procurement Technical Assistance Centers (APTAC), testified in February before the U.S. House Small Business Committee's Subcommittee on Contracting and the Workforce. The hearing focused on various oversight, compliance and training issues raised in recent audits of defense contracting.

Outcomes

Note: PTAC follows the federal fiscal year.
In FY 2016:

- 1,263 contracts awarded
- $230 million awarded to Utah businesses
- 4,576 jobs created/retained*
- 2,087 hours of counseling time
- 71 regional events
- 4,464 attended PTAC workshops

**Based on formula from the Department of Labor of one job created/retained per $50,000 per government contract awarded.*

Moving Forward

PTAC will continue outreach efforts including tours and events with federal agencies, contracting officers, large defense contractors and resource partners to familiarize them with PTAC's resources and opportunities. PTAC regional managers will continue to expand workshops and provide training in contracting basics such as request for proposals (RFP).

In collaboration with the GOED marketing and communications team, PTAC will increase awareness of outreach events and other important PTAC news. This includes newsletters distributed by regional managers and increased social media content.

For additional information about PTAC visit business.utah.gov/PTAC or contact **Chuck Spence**, Director, at cspence@utah.gov or 801-538-8655

OFFICE OF RURAL DEVELOPMENT

U.C.A. 63N-4-101

The Office of Rural Development (ORD) is dedicated to facilitating business growth and economic vitality in Utah's rural communities. We accomplish this by providing grants and incentives to rural businesses and by partnering with local governments and other organizations to support economic growth activities.

FY 2016 Summary

"BEAR Blitz." ORD visited all 25 rural counties in one month, including counties not currently participating in the Business Expansion and Retention (BEAR) program. The purpose of these face-to-face meetings is to gain insight into each county's economic development goals and objectives and to discuss how to best utilize the available ORD programs.

Train the Trainer. In FY 2016, ORD hosted six regional training events designed to teach rural economic development directors, BEAR outreach specialists and local elected officials about the resources available to small businesses in Utah. More than 200 attended these events.

Rural Legislative Day. This annual event was co-sponsored by the Utah Association of Counties. It allowed rural Utah residents to mingle with legislators and other state officials, hear updates on current legislation, and interact with other rural leaders.

Familiarization Tours. ORD organized five rural familiarization tours in FY 2016. ORD, GOED management and other state department directors joined the lieutenant governor in meeting with local elected officials, business leaders and community members to discuss projects and challenges around economic development.

Economic Development Planning. In an effort to encourage all rural communities to have an updated economic development plan, ORD is partnering with EDCUtah, Western Rural Development and the Rural Planning Group to provide affordable planning options. EDCUtah and ORD developed a "building blocks of economic development" readiness tool which has been introduced in six counties.

Dagget Ambassadors in Training

Outcomes

Targeted marketing of BEAR and Rural Fast Track (RFT) programs, along with face-to-face ORD outreach, has supported increased RFT and BEAR program usage levels over the last three years.

- BEAR outreach specialists in 20 rural counties made 2,294 visits to small businesses, resulting in 1,221 unique business resource refferals.
- Due to the BEAR Blitz and Train the Trainer events, applications for FY 2017 BEAR funding requests increased in all 25 rural counties.
- 31 Rural Fast Track Grants were awarded to small businesses to the amount of $1,360,388. This public funding was matched by $4,468,810 in private capital investment. Businesses in 12 counties received awards in 11 unique industry sectors. It is estimated that these investments will create up to 122 jobs that pay at least 110% of the county average wage.

Moving Forward

ORD will continue stressing high-quality rural outreach service and stewardship of business growth programs and tax incentives. ORD will encourage increased industry diversity, especially in energy and extraction-based economies, in order to create healthy economies in all 25 rural counties.

In order to accomplish these goals, ORD will:

- Provide more group and individual training to each rural county and tribe by restructuring rural staff duties.
- Work with Utah Aerospace States Association to promote rural aerospace supply chain education and opportunities.

For additional information about Rural Development visit www.business.utah.gov or contact **Linda Gillmor,** Director, at lgillmor@utah.gov or 801-538-8804

STEM ACTION CENTER

U.C.A. 63N-12-201

The STEM (Science, Technology, Engineering and Math) Action Center prioritizes STEM education to develop Utah's workforce of the future. The program drives research and implementation of STEM education best practices across Utah by coordinating STEM-related activities, creating and supporting STEM education, facilitating access to education tools, and aligning public STEM education with higher-education STEM activities. In order to advance STEM initiatives, the STEM Action Center Board will use legislative funding to oversee several projects that align with K-16 education and support the Utah State Board of Education and higher education partners.

These programs address issues that support outreach, recruitment, retention and student achievement. Additionally, the STEM Action Center will align technology and innovation with industry needs and higher education initiatives to ensure development of the future workforce. This will safeguard the state's economic prosperity by ensuring there is workforce ready to take on the high-quality, STEM-related careers.

The following projects are part of the STEM Action Center's portfolio, in partnership with the Utah State Board of Education, the Utah System of Higher Education and industry:

- Providing innovative approaches to professional learning for K-12 educators
- Creating an elementary STEM endorsement
- Coordinating a K-16 Computer Science, Education and Talent Development Initiative
- Improving Career and Technical Education programming
- Deploying digital learning math tools in K-12 classrooms
- Supporting industry-recognized STEM certification pathways for high school students
- Implementing a STEM School Designation Certification for STEM schools
- Helping educators and students engage with STEM subjects through hands-on activities

FY 2016 Summary

- The STEM Action Center provided several micro-grant opportunities that support student participation in fairs, camps and competitions, allowed teachers to develop STEM activities in their classrooms and support organizations that host activities such as robotics and science fairs.
- The center sponsored numerous events including SheTech (a girls robotics camp), STEM Best Practices, several STEMFest events and various award events that recognized student achievement in STEM.
- The micro-grant programs impacted approximately 11,890 students, while sponsored events impacted approximately 63,020 students and family members.

Outcomes

The numbers of students impacted by STEM Action Center programs in FY 2016:

- Fairs, Camps and Competitions: 1,113
- Classroom Grants: 9,883+
- STEM Certification pathway grants: 6,919
- K-12 Math Technologies: 180,707
- STEMFest: 17,000+
- Organization Grants: 4,519
- Sponsorship (events): 62,500

Moving Forward

The STEM Action Center will continue to expand awareness and access to STEM education and career pathways. The center will work with all stakeholders to secure resources that help to create an innovative, engaging learning environment for students. The K-16 Computer Science Pathways initiative is a key effort that illustrates the collaborative approach that the center employs to leverage commitment and resources to impact student opportunity and success.

For additional information about the STEM Action Center visit STEM.utah.gov or contact **Tamara L. Goetz**, Executive Director at tgoetz@utah.gov or 801-538-8800

TECHNOLOGY COMMERCIALIZATION & INNOVATION PROGRAM

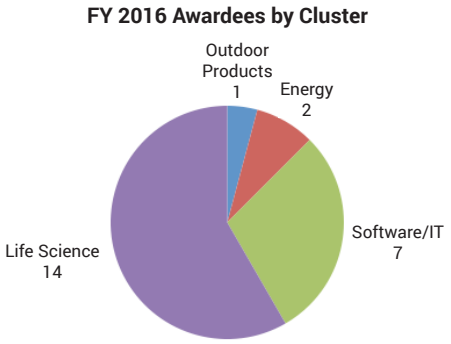
U.C.A. 63N-3-201

The Technology Commercialization and Innovation Program (TCIP) supports the growth and commercialization of promising technologies developed by private sector entrepreneurs and by students and faculty of Utah's higher education communities. TCIP provides smaller, frequent funding opportunities to a wide range of projects at critical points in their product life cycle.

To be eligible for a TCIP grant, applicants must either be affiliated with a Utah-based university, or be a small business as defined by the U.S. Small Business Administration and whose principal place of business is Utah. Applications are ranked according to:

- Potential economic development in the state of Utah (number of jobs, average salary, etc.)
- Quality of management and leadership, including experience in startups or commercialization
- Strength of the company's technology and potential for commercialization
- Size and growth of the market for the proposed technology
- Ability to sell and market the technology and credibility of their "go-to-market" strategy
- Strength of the company's overall value proposition and competitive advantage

Grant awards are for $100,000. Qualified applicants may be awarded up to $200,000 in TCIP grants over the life of the technology. Mentorship and entrepreneurial curriculum are made available to award recipients as part of the grant program.



FY 2016 Summary

In May, past grant recipients participated in a public "demo day." Representatives from companies presented 10-minute pitches on

their technologies and the progress they made since receiving the grant to various members of the startup and technology ecosystem.

More than 150 companies and university teams submitted applications for the FY 2016 grant cycle. Grants were awarded to 24 technologies, for a total of $2.4 million in funding. Grant recipients represented a wide range of industries (see chart).

Outcomes

Past TCIP grant recipients include successful homegrown companies such as Myriad Genetics, BioFire and Enve Composites. GoReact, a web-based presentation feedback service, spun out of Brigham Young University after receiving a TCIP grant in 2011. Founder and CEO Ken Meyers credits the grant with the company's success in closing a $250,000 seed funding round that same year. GoReact recently closed on $4 million in venture capital funding, and the company has grown to include 30 employees.

iVeena—a company developing drug delivery solutions for treatment of common eye diseases that lead to blindness—received a TCIP grant in 2013. In September 2015, iVeena closed a $2.2 million seed round led by Park City Angels, with contributions from the Salt Lake City Angels, University of Utah Technology Venture Corporation, and several prominent ophthalmologists and physicians. The company plans to conduct a pilot clinical study of their lead product in the first quarter of 2017.

Moving Forward

Applications for the FY 2017 grant cycle opened Oct. 1 – Oct. 31, 2016. TCIP continues to leverage partner organizations to promote its funding, mentorship and curriculum opportunities among the startup community. In addition, TCIP hopes to raise awareness about the quality of companies that have received grants, demonstrating the program's effective vetting process and ensuring the companies' continued success. As awareness and accessibility increase, we expect to see increased application volume in the coming cycle.

For more information about the Technology Commercialization and Innovation Program visit business.utah.gov/tcip or contact **Clark Cahoon,** Fund Manager, at ccahoon@utah.gov, or 801-538-8895

UTAH BROADBAND OUTREACH CENTER

U.C.A. 63N-12-301

The Utah Broadband Outreach Center works with private sector broadband providers and other stakeholders to encourage the expansion of broadband networks in urban and rural Utah.

The center works to ensure residents and business have broadband access to participate in economic development, education, healthcare, transportation and other vital activities. The center facilitates these efforts by supporting private sector deployment, teaching best practices to local communities, providing guidance to policy makers and making broadband access data available to businesses and the public.

FY2016 Summary

Projects: At the end of FY 2015, the Broadband Outreach Center launched locate.utah.gov, which supports corporate recruitment and business expansion efforts by mapping commercial broadband, utility and transportation resources, and recreation opportunities. In FY 2016, the interactive tool earned an Achievement Award from the Center for Digital Government. Locate.utah.gov site displays information on where Enterprise Zone tax credits are available. The site allows developers and site selectors to evaluate potential locations and customize reports that summarize available infrastructure.

Broadband worked with businesses, cities, counties and private sector providers to refine data, address access issues and provide planning support. The center also evaluated changes to federal policies that would impact Utah's broadband industry and provided comments on federal land permitting, federal funding resources for rural broadband providers, and broadband access for low-income housing, schools and libraries. Finally, the center redesigned and relaunched the Utah Broadband Map with improved functionality.

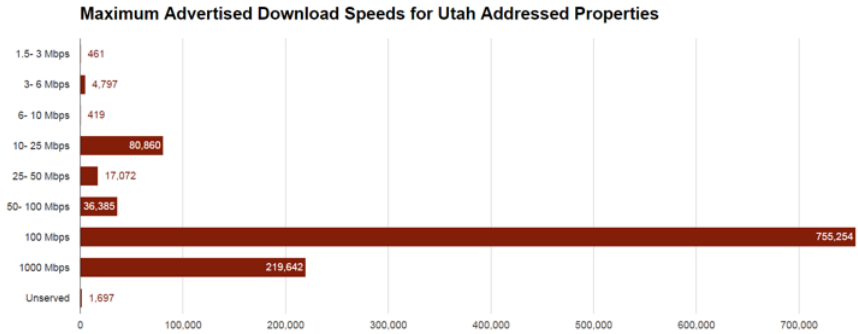
Events: Director Kelleigh Cole presented on a White House Panel discussing federal land access issues and policies to enable rural expansion. The center convened an advisory council to collaborate on adoption and deployment. In FY 2016, approximately 31 broadband providers and related businesses, 13 state agencies, four federal agencies, five nonprofits/member organizations, and members of the state legislature participated in the council. The center held the 2015 Broadband Tech Summit to facilitate statewide discussions on economic development, school and library access, federal lands coordination, cybersecurity, network utilization, public safety and federal policy.

Outcomes

The Utah Broadband Outreach Center successfully helped businesses, communities and providers improve broadband services statewide. Akamai's

First Quarter 2016 State of the Internet report cited Utah as the fastest average Internet connection speed in the West and No. 5 overall.

The following chart shows broadband speeds available to addressed properties in Utah. These services come primarily from private sector providers.



Because the FCC discontinued maintenance of the National Broadband Map, the center's became the sole source for residents and businesses to publicly access broadband availability data. In September 2015, locate.utah.gov was awarded a Digital Government Achievement award in the government-to-business category from the Center for Digital Government.

Moving Forward

During FY2017, the Broadband Outreach Center seeks to:

- Work with additional communities (particularly cities with rapidly expanding populations) to develop strategies to encourage private sector investment.
- Work with county governments to include broadband-specific language in the resource management plans that were mandated through H.B 323 (2015 General Session).
- Conduct data submission rounds (fall and spring) to update residential and commercial broadband maps.
- Work on a strategy to support corporate recruitment efforts to market Utah's infrastructure to businesses considering expansion and relocation.
- Continue convening the Utah Broadband Advisory Council and Utah Broadband Summit.

For additional information about the Utah Broadband Outreach Center, visit broadband.utah.gov or contact Program Director **Kelleigh Cole** at kcole@utah.gov or 801-538-8831.

UTAH FILM COMMISSION

U.C.A. 63N-8-101

The Utah Film Commission markets the state as a destination for film, television, commercial and digital entertainment production. It promotes the use of Utah locations, local professional crew and talent, local support services, and the Motion Picture Incentive Program (MPIP). The office also serves as liaison to the film industry, facilitating production needs across the state.

FY 2016 Summary

Utah's First Film Industry Day. The Utah Film Commission hosted the first annual Industry Day on December 5, 2015. Industry Day is a conference for 200+ professionals and students from film, digital entertainment and education sectors to network and engage in panels on distribution, education, drones and casting.

Preparing Rural Utah to be "Film Ready." Film Ready Utah is a program built for rural communities to promote their areas for film, television and commercial productions. The program consists of specialized film industry training that provides community leaders the tools to attract incoming production companies. Representatives from four counties (Daggett, Iron, Emery and Wayne) are currently working with the Film Commission to complete the training.

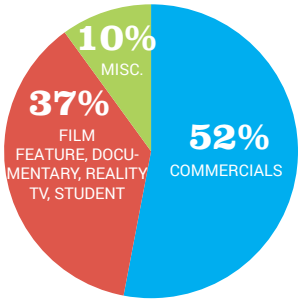
Digital Content Creators MeetUp. Utah content creators and filmmakers have a large presence online, and the digital entertainment industry is quickly finding a home in Utah. AdWeek just declared that Utah is "poised to be America's next tech and creative hub". In FY 2016, the Film Commission established a partnership with the Utah Digital Entertainment Network and hosted the First Annual Digital Content Creators MeetUp in order to engage and promote the creative talent in new platforms.

Utah Women in Film Gathering. One of the goals of the Utah Film Commission is to grow diversity within the local film industry. In June 2016, we partnered with Utah Women in Film and Avrec Art House to hold a networking event targeted for women working in Utah's film industry.

Outcomes

- There were 356 reported film permits issued in FY 2016, and 188 of the projects (53 percent) were issued to rural areas.
- 23 films were released in 2016, resulting in Utah landscapes and branding being seen in theaters, at film festivals and on Discovery Channel, Netflix, Amazon, CW, ABC, Lifetime Network and BYUTV.

Reported Film Permits



- The largest project was HBO's production of *Mosaic* directed by Steven Soderbergh starring Garret Hedlund, Sharon Stone and Beau Bridges. The production shot in and around Park City and spent an estimated $10 million in the state.
- A Chinese production company built a full-scale western town for their period film, *Jade Pendant*. The film commission worked with private investors to help keep the set in Utah, moving it to a film-friendly ranch in Heber.

- In FY 2016, MPIP produced 21 projects that resulted in an estimated 637 filming days, 1,802 local cast and crew hires and an economic impact of $38.1 million.

Moving Forward

As the entertainment industry is changing and innovating, the Utah Film Commission is adapting to maximize our state's resources. Utah's film industry foundation is the base from which we will grow as a leader in the production of film, television, family entertainment and interactive technologies.

- **Industry growth.** We will create opportunities to promote potential and established talent (students, professionals, businesses) within Utah's creative sector.
- **Cultivate emerging markets.** The Film Commission will convene Utah's digital community within the existing network of film industry professionals.
- **Establish rigorous measures & metrics.** Working with the Kem C. Gardner Policy Institute, we will capture data about what creative industries brings to Utah. These practices will support our office's decisions and goals around how to best allocate resources.

For additional information about the Utah Film Commission visit film.utah.gov or contact **Virginia Pearce**, Director at vpearce@utah.gov or 801-538-8740

UTAH OFFICE OF TOURISM

U.C.A. 63N-7

The mission of the Utah Office of Tourism (UOT) is to promote tourism to out-of-state travelers and support tourism-based economic development. In addition, UOT works to continually improve the visitor experience and Utah's overall quality of life. To advance these goals, UOT runs year-round marketing, public relations and travel trade programs to inspire domestic and international visitors to visit Utah. They also provide key information to travelers to enhance their experience. In 2014, travelers to Utah spent $7.98 billion, generating $1.09 billion in state and local tax revenues and supporting an estimated 137,192 jobs statewide. Numbers from 2015 are not yet available.

FY 2016 Summary

Marketing and Communications. Two major integrated marketing campaigns provided the structure for UOT's FY 2016 marketing strategy: $4.65 million for The Mighty 5® and $2.66 million for The Greatest Snow on Earth®. The three-season campaign maintained a national presence using network cable and introduced new creative called The Road to Mighty™ into key spot markets. People are still visiting as a result of this campaign, so final ROI has not yet been quantified.

UOT had substantial domestic media coverage in FY 2016, particularly after Fodor's Travel named Utah the top destination in the world to visit in 2016. Utah enjoyed substantial coverage in Lonely Planet U.S. edition, Associated Press, Saveur.com, Travel + Leisure online, among others. In addition, UOT published its first experiential travel magazine, the Utah Explorer's Guide.

International Travel Trade. UOT's travel trade team hosted multiple familiarization tours (FAMs) from nine markets for a total of 200 international guests including media and tour operators. 98.2 percent of respondents to a UOT follow-up survey rated their overall FAM experiences at a 4 or 5 out of 5.

UOT increased its participation in top annual trade shows including IPW, World Travel Market in London, OMCA in Canada, National Tourism Association, North American Journeys Summit, Go West Summit, Showcase USA Italy and ITB in Germany. FY 2016 trade shows saw the largest Utah delegation ever. UOT also supported the launch of new international nonstop flights from Amsterdam, London and Toronto.

Utah's top six international markets (Canada, China, France, Germany, Australia and the United Kingdom) remained strong in 2015, including a 37 percent increase in estimated travel spending from the Chinese market since the previous calendar year.

Outcomes

Tourism by the Numbers	CY2014	CY2015	Percent Change
Transient Room Tax	$44.8 mm	$50.5 mm	13%
National Park Visits	7.2 mm	8.4 mm	15%
National Monuments and Recreation Area Visits	5.5 mm	5.7 mm	2%
State Parks Visits	4.1 mm	4.9 mm	19%
Skier Days - 2014/15 & 2015/16 Seasons	3.9 mm	4.5 mm	13%
SLC Airport Total Passengers	21.1 mm	22.1 mm	5%
VisitUtah.com Unique Visits	1.0 mm	1.4 mm	40%
Welcome Center Visits*	392,926	370,083	-6%
Travel Guides Delivered	50,995	50,440	-1%

**Not all state welcome centers have submitted complete visitation data.*
Sources: Utah Tax Commission, National Park Service, SLC Airport, Ski Utah, UOT

Moving Forward

The Utah Office of Tourism's integrated marketing effort aims to increase tax revenues generated from $1.09 billion to $1.2 billion by 2020. Along the way, UOT hopes to establish a benchmark measure of customer satisfaction and annual measures for improvement and identify three key public policy issues per year that will drive improvements in tourism and advance concrete goals in each area. Working with the Governor's Office of Management and Budget, UOT aims to develop a SUCCESS standard of operational excellence and efficiency. UOT is building its SUCCESS plan with a goal to become the most measured state tourism agency in terms of its year-round marketing effort.

For additional information about
the Utah Office of Tourism, Film and Global Branding,
go to visitutah.com or contact
Vicki Varela, Managing Director, at
vvarela@utah.gov or 801-538-3395

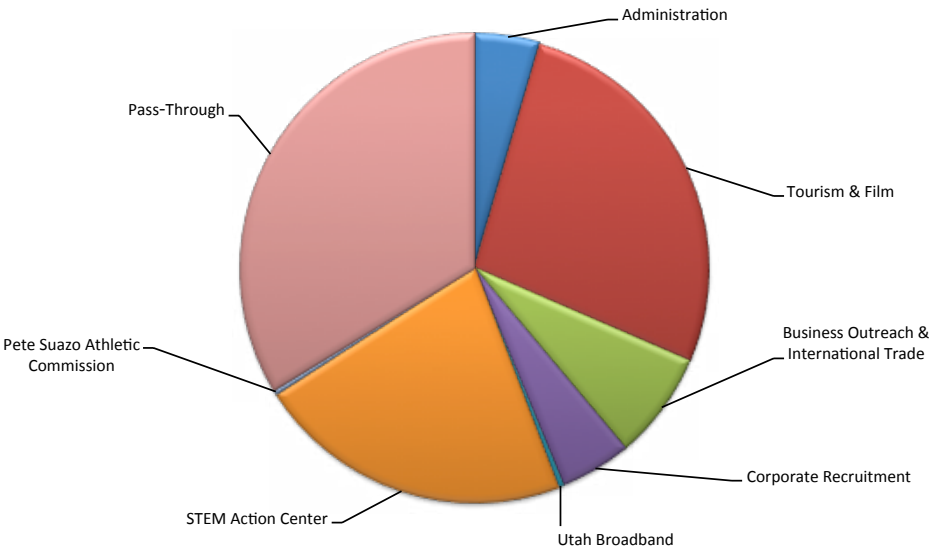
METRICS & DATA TAB

METRICS & DATA TAB BACK

BUDGET, METRICS AND HISTORICAL DATA

To better comply with statutory requirements outlined in 63N-1-301, we have created the following section to highlight budgetary information and historical data for each codified program. In addition, we have captured key performance metrics for some programs for which metrics may not have been included in the narrative. This section, cross-referenced with the Programs section of this report, presents a detailed outline of each of GOED's 15 programs and additional initiatives and activities.

Budget Overview — $94 Million



For questions concerning GOED's budget and operations, please contact **Jill Flygare**, Managing Director at jflygare@utah.gov or 801-538-8823

Fiscal Year 2016 Budget - Governor's Office of Economic Development

	General Fund Ongoing *	General Fund One-Time	Transportation Fund	Restricted Funds**	Federal Funds	Dedicated Credits	Total Budget
Administration	$3,815,000	($391,300)	$0	$0	$0	$835,100	$4,258,800
Tourism & Film	$6,925,700	$176,000	$118,000	$18,000,000	$0	$273,000	$25,492,700
Business Outreach & International Trade	$5,520,700	$1,129,100	$0	$0	$430,300	$0	$7,080,100
Corporate Recruitment & Business Services	$3,600,900	$11,500	$0	$250,000	$529,300	$269,500	$4,661,200
Utah Broadband Outreach Center	$350,000	$0	$0	$0	$0	$0	$350,000
STEM Action Center	$20,046,400	$700	$0	$0	$0	$503,000	$20,550,100
Pete Suazo Athletic Commission	$306,400	$700	$0	$0	$0	$52,200	$359,300
Pass Through	$5,133,800	$26,732,500	$0	$0	$0	$0	$31,866,300
TOTAL	$ 45,698,900	$ 27,659,200	$ 118,000	$ 18,250,000	$ 959,600	$ 1,932,800	$ 94,618,500

** Includes FY 2015 nonlapsing balances*

*** Includes Tourism Marketing Performance Account appropriation and Industrial Assistance Account administration appropriation*

ALTERNATIVE ENERGY TAX CREDIT *(U.C.A. 63N-2-701)*

As of FY 2016, no credits have been issued.

AVENUE H (Office of Consumer Health Services) *(U.C.A. 63N-11-101)*

Budget:

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$600,000	$650,000	$350,000
Dedicated Credits	$364,800	$661,700	$835,100
Beginning Balance	$291,100	$296,200	$430,100
Closing Balance	$(296,200)	$(430,100)	$(235,100)
Total	**$959,700**	**$1,177,800**	**$1,380,100**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$470,100	$582,500	$515,100
Travel	$800	$5,800	$7,500
Current Expense	$478,800	$568,400	$816,300
Data Processing/DTS	$10,000	$21,100	$11,300
Grants/Pass Through	$ —	$ —	$29,900
Total	**$959,700**	**$1,177,800**	**$1,380,100**

Historical Data:

	FY 2014	FY 2015	FY 2016
Total Employer Groups	479	652	802
Total Employees	3,970	5,224	5,698
Total Dependents	6,914	8,403	8,841
Total Members	10,884	13,627	14,539

BUSINESS EXPANSION AND RETENTION PROGRAM (BEAR Program) *(U.C.A. 63N-3-103)*

The Business Expansion and Retention Program is designed to grow new and existing rural businesses, influence rural job creation, and increase economic diversity in rural regions by enhancing the level of technical services provided. The BEAR initiative is available to rural county economic development offices, Business Resource Centers, Small Business Development Centers and formal partnership consortiums directly involving these entities within the state for business training and skill development.

BEAR actively reaches out to rural businesses and makes the connection between the company and needed existing resources from all agencies, higher education and other resources. BEAR is funded by the Industrial Assistance Fund.

Budget:

Revenue	FY 2014	FY 2015	FY 2016
Beginning Balance	$747,200	$1,234,600	$1,094,500
Encumbered	$556,500	$325,000	$484,100
Expended	$190,700	$440,400	$360,900

Historical Data:

	FY 2014	FY 2015	FY 2016
Total Awarded BEAR Funds	$191,700	$440,400	$360,900
Business visits	2,297	3,600	2,015
Unique business referrals	1,220	1,970	1,721

FY 2016 Grants by County			
Sanpete — 6	Box Elder — 4	Wayne — 2	Grand — 1
Cache — 5	Emery — 2	Carbon — 1	Millard — 1
Morgan — 5	Sevier — 2	Duchesne — 1	Uintah — 1

BUSINESS RESOURCE CENTERS *(63N-3-301)*

Budget:

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$300,000	$125,000	$125,000
Beginning Balance	$262,500	$272,400	$272,100
Closing Balance	$(272,400)	$(272,200)	$(136,600)
Total	**$290,100**	**$125,200**	**$260,500**

Expenditures	FY 2014	FY 2015	FY 2016
Grants/Pass Through	$290,100	$125,200	$260,500
Total	**$290,100**	**$125,200**	**$260,500**

Historical Data:

	FY 2014	FY 2015	FY 2016
# of individuals served	7,991	7,658	19,130

In prior years, metrics provided by the BRCs varied greatly from center to center according to the reporting practices of the service providers within the BRCs. We have determined that the primary metric for the BRCs is the number of unique individuals served. This metric recognizes that the BRC is the umbrella entity under which the other providers operate and the main driver of outreach activities and events that promote the services available and attract new clients. Other requested metrics from each center include attendance at training events and online activities.

CORPORATE RECRUITMENT & INCENTIVES

Please see EDTIF and IAF for additional budget and data.

Budget:

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$892,900	$1,301,600	$1,125,400
Dedicated Credit	$ —	$100,000	$100,000
Restricted Funds	$250,000	$250,000	$250,000
Beginning Balance	$74,300	$67,800	$100,000
Closing Balance	$(67,800)	$(100,000)	$(100,000)
Total	**$1,149,400**	**$1,619,400**	**$1,475,400**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$572,500	$594,000	$470,100
Travel	$9,600	$22,300	$26,700
Current Expense	$563,700	$991,100	$937,200
Data Processing/DTS	$3,600	$12,000	$13,200
Grants/Pass Through	$ —	$ —	$28,200
Total	**$1,149,400**	**$1,619,400**	**$1,475,400**

ECONOMIC DEVELOPMENT TAX INCREMENT FINANCING (EDTIF) *(U.C.A. 63N-2-101)*

An EDTIF is a post-performance incentive provided as a tax credit rebate. GOED is permitted to grant an incentive of up to 30 percent of new state revenue with a maximum term of 20 years. Each year as the company meets the criteria in its contract with the state, it may earn a portion of the tax credit rebate. To qualify for an EDTIF post-performance tax credit rebate, a company must meet the following requirements:

- Incented jobs must pay at least an aggregate 110 percent of the county average wage
- Demonstrate company stability and profitability
- Secure commitment from local community to provide a local incentive
- Demonstrate competition with other locations
- Enter into an incentive agreement with GOED that specifies performance milestones

In the spirit of constant improvement and in partnership with the legislature, GOED has continually enhanced state recruitment practices since EDTIF began in 2006. Currently we are working with the Center for Regional Economic Competitiveness to improve data sharing and collection among stakeholders. In addition, EDTIF agreements have increasingly low percentages and terms. The state's proactive recruitment practices grow Utah businesses, diversify the economy and help communities statewide achieve their economic development goals.

In an effort to deliver the most accurate annual report possible, we publish only those figures that have been confirmed via internal audit. Given our internal audit cycle, all EDTIF data in GOED's 2016 Annual Report is based on CY 2014, ending Dec. 31, 2014. Additionally, GOED outlines all new EDTIF agreements in our monthly reports, in compliance with statute, and provides the legislature in-progress data on approved projects and outstanding agreements. The most recent GOED Board approvals are posted at business.utah.gov/programs/incentives/dashboard/companies.

CY 2014 Data:

- New Approved Incentives Projects: 23
- New High-Paying Jobs: 5,013
- New High-Paying Jobs that Received Incentives: 1,021
- Actual Reported New State Revenue in 2014: $67,244,583.03
- Actual Amount of Tax Credit Commitments Paid in 2014: $17,197,608
- Outstanding Commitments from 2014 Projects: $51,107,575

Most companies must achieve at least 50 percent of the projected new incremental jobs before an incentive is paid. Therefore, the minimum required job creation prior to an incentive being paid would be a combined 2,807* jobs for the 23 new approved projects in 2014.

**The 23 projects employed a combined 23,283 at the beginning of their EDTIF agreements. Per their contracts with the state, job numbers were projected to grow to 28,896—meaning the minimum required total employee projection for 2014 EDTIF projects was 5,613. Fifty percent of that projected job growth is 2,807. Thus, 2,807 jobs are required before incentive payout.*

Historical Data:

Data covers the life of EDTIF (beginning 2006) up to Dec. 31, 2014.

Projected New Sales and Use Revenue	$256,861,542
Projected New Corporate Tax Revenue	$1,265,172,146
Projected WTH Tax Revenue	$1,085,394,094
Projected NSR	**$2,607,427,782.00**
Projected Jobs	**36,856**

Total Awards Approved by the Board (prior to 12/31/2014)	$948,650,924.00
Total EDTIF Rebates Issued	**$91,197,137.88**
Outstanding Tax Commitments	**$857,453,786.12**
Active Projects	**91**

Note: An EDTIF project is classified as "active" when it has outstanding tax commitments. Once an incentive is paid out in full, or once a company reaches the agreed term without meeting requirements, a project and its accompanying data is closed.

Total outstanding EDTIF Commitments (balance of contractually obligated payments through FY 2016):

- Cash rebates up to $90,263,626 representing two companies (discontinued program with outstanding commitment)
- Tax credits up to $481,093,448 representing 93 companies

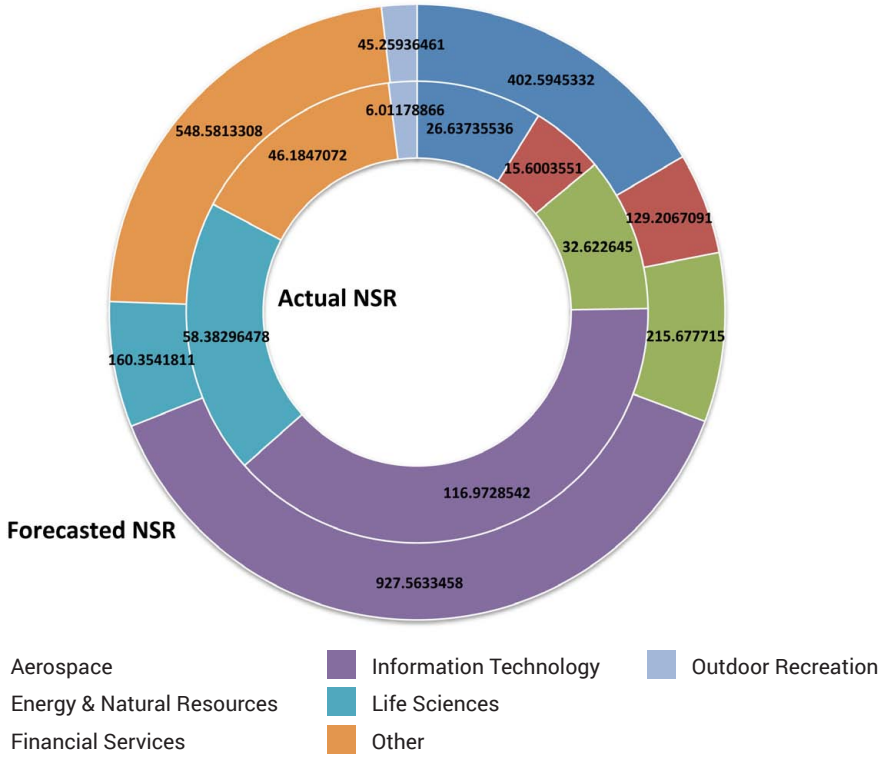
Actual Partial Rebates for CY 2014

- Two projects with actual payouts totaling $2,010,619 (discontinued program with outstanding commitment)

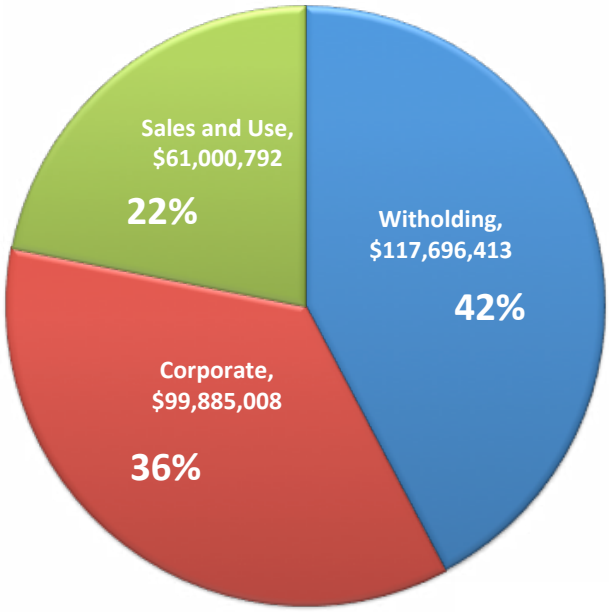
Actual Tax Credits for CY 2014

- 44 projects with issued tax credits totaling $11,888,714

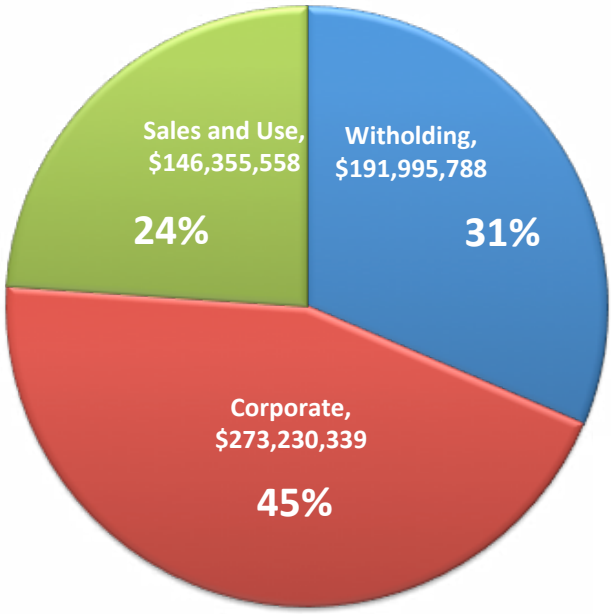
Cumulative New State Revenue by Cluster (in millions)

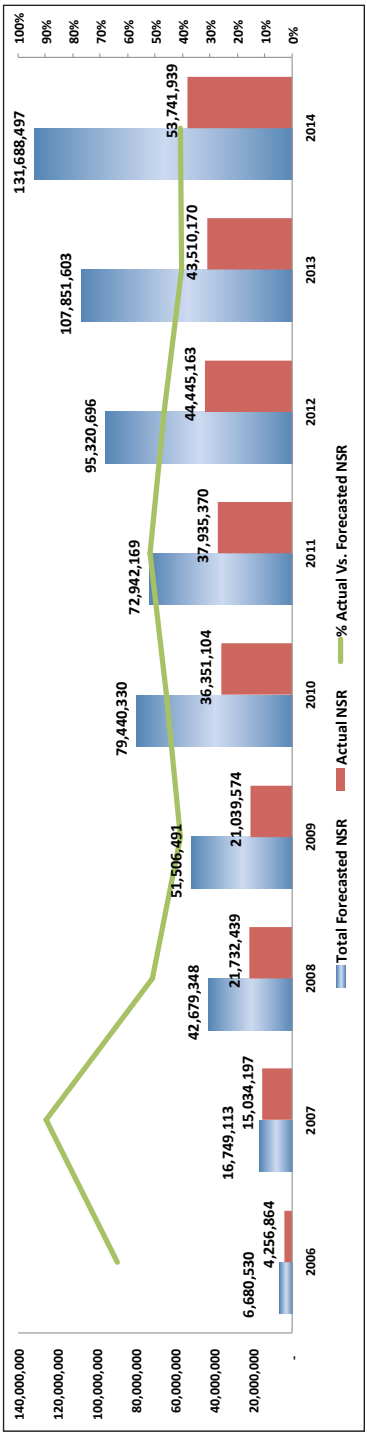


Cumulative Actual New State Revenue

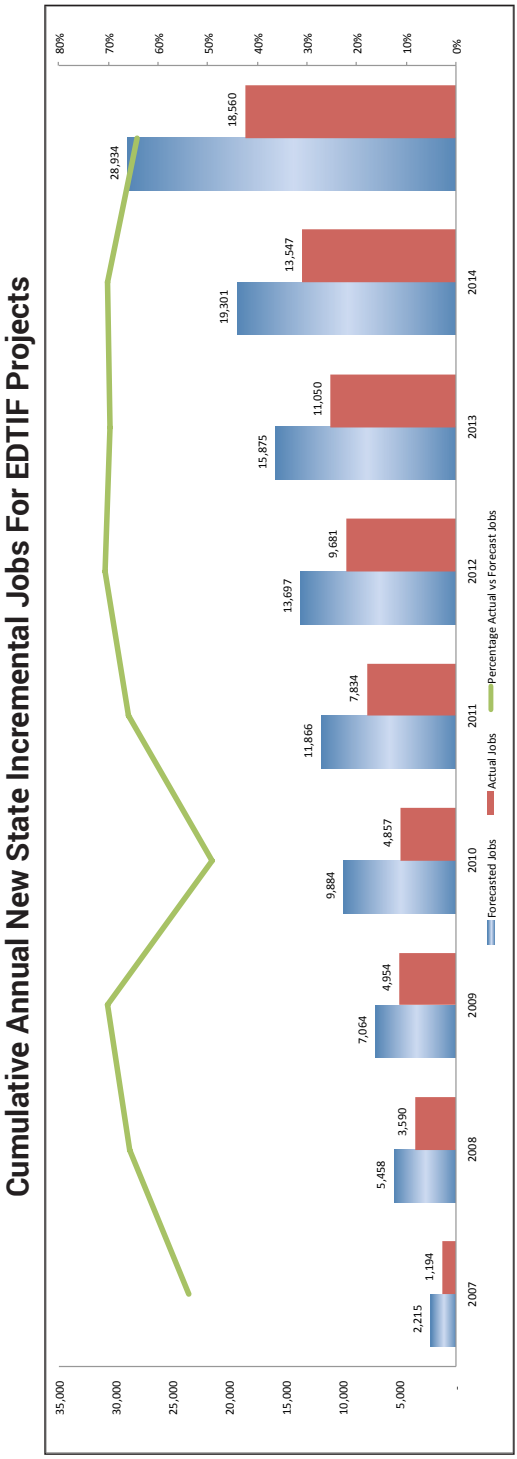


Cumulative Forcasted New State Revenue





As part of the EDTIF applications process, companies forecast the amount of new state revenue their expansion or relocation project will create in the state of Utah. Applicants may inadvertently over-project the new state revenue a project may generate or there may be changes in the tax code that have the effect of reducing a company's tax liability to the state. Regardless of what a company forecasts, it is only ever granted a tax credit on the new state revenue it actually generates.


Cumulative Annual New State Incremental Jobs For EDTIF Projects
35,000
30,000
25,000
20,000
15,000
10,000
5,000
-
80%
70%
60%
50%
40%
30%
20%
10%
0%
2,215
1,194
5,458
3,590
7,064
4,954
9,884
4,857
11,866
7,834
13,697
9,681
15,875
11,050
19,301
13,547
28,934
18,560
2007
2008
2009
2010
2011
2012
2013
2014
Forecasted Jobs
Actual Jobs
Percentage Actual vs Forecast Jobs

EDTIF Performance - Fiscal Year 2006 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Allegheny Technologies	Tooele Co.	EDTIF	10	150	$ 14,346,000	$ 300,000,000	$ 73,364,000	$ 3,250,000
Cephalon I	Salt Lake City	EDTIF	5	365	$ 11,071,000	$ 100,000,000	$ 24,900,000	$ 2,100,000
Extra Space Storage	Salt Lake Co.	EDTIF	10	90	$ 3,233,000	$ -	$ 67,400,000	$ 1,000,000
Heritage Plastics	Milford	EDTIF	10	100	$ 9,657,000	$ 5,300,000	$ 25,075,000	$ 1,500,000
IM Flash Technologies Inc.	Lehi	EDTIF	5	1,850	$ 48,795,000	$ 3,000,000,000	$ 488,000,000	$ 14,639,000
KraftMaid Cabinetry	West Jordan	EDTIF	10	1,333	$ 16,217,000	$ 107,000,000	$ 400,300,000	$ 3,243,000
Nucor	Brigham City	EDTIF	10	225	$ 7,844,500	$ 27,000,000	$ 97,640,000	$ 2,353,350
Qwest	Logan	EDTIF	10	574	$ 16,734,000	$ 25,806,267	$ 207,342,000	$ 2,500,000
Rossignol/Quicksilver	Park City	EDTIF	10	100	$ 7,365,000	$ -	$ 71,900,000	$ 2,500,000
Silicon Valley Bank	Salt Lake Co.	EDTIF	5	300	$ 8,136,000	$ 7,000,000	$ 135,626,000	$ 990,000
Varian Medical Systems	Salt Lake City	EDTIF	10	100	$ 9,593,000	$ 15,000,000	$ 57,508,000	$ 1,000,000
West Liberty Foods	Tremonton	EDTIF	10	500	$ 6,920,000	$ 50,000,000	$ 131,400,000	$ 2,000,000
Williams International	Ogden	AATIF	20	153	$ 63,058,400	$ 43,900,000	$ 78,449,061	$ 18,917,520
FY 2006: Subtotals		**13**	**9.6**	**5840**	**$ 222,969,900**	**$ 3,681,006,267**	**$ 1,858,904,061**	**$ 55,992,870**

EDTIF Performance - Fiscal Year 2007 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
US Food Service	Ogden	EDTIF/ IAF	10	200	$ 8,314,000	$ 29,000,000	$ 73,096,000	$ 2,000,000
Charlotte Pipe	Cedar City	EDTIF	10	40	$ 2,858,000	$ 36,000,000	$ 22,958,000	$ 857,000
Dannon	West Jordan	EDTIF	10	295	$ 51,438,000	$ 175,000,000	$ 96,050,000	$ 8,350,000
Amer Sports	Ogden	EDTIF/ IAF	10	230	$ 26,451,000	$ 3,250,000	$ 132,962,000	$ 7,935,000
ICU Medical	Taylorsville	EDTIF	10	378	$ 10,879,000	$ 18,850,000	$ 68,974,000	$ 3,000,000
Syracuse Castings	Tooele	EDTIF	10	89	$ 1,950,000	$ 1,590,000	$ 20,863,000	$ 585,000
Malnove	Clearfield	EDTIF	10	63	$ 953,000	$ 5,000,000	$ 19,560,000	$ 286,000
Air Liquide	Salt Lake City	EDTIF	10	43	$ 3,704,000	$ 21,000,000	$ 27,863,000	$ 1,111,000
FY 2007: Subtotals		**8**	**10.0**	**1338**	**$ 106,547,000**	**$ 289,690,000**	**$ 462,326,000**	**$ 24,124,000**

EDTIF Performance - Fiscal Year 2008 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
FiberTek	Nephi	EDTIF/IAF	10	99	$ 13,612,000	$ 32,500,000	$ 36,589,000	$ 4,000,000
Thermo Fisher Scientific	Logan	EDTIF	10	196	$ 9,118,000	$ 21,100,000	$ 68,054,000	$ 2,735,000
Barnes Aerospace	Ogden	EDTIF	15	474	$ 7,927,000	$ 11,800,000	$ 150,221,000	$ 2,000,000
Procter & Gamble	Box Elder Co.	EDTIF	20	1,185	$ 280,739,000	$ 540,000,000	$ 1,278,000,000	$ 85,000,000
Hershey	Ogden	EDTIF	10	123	$ 13,009,000	$ 38,000,000	$ 48,860,000	$ 2,600,000
Goldman Sachs	Salt Lake City	EDTIF	20	375	$ 81,762,999	$ 20,200,000	$ 886,727,000	$ 20,000,000
Disney Interactive	Salt Lake City	EDTIF	10	565	$ 16,989,000	$ 15,100,000	$ 330,678,000	$ 5,250,000
Oracle I	West Jordan	EDTIF	12	100	$ 50,415,374	$ 260,000,000	$ 73,574,249	$ 15,124,000
eBay (Datacenter)	South Jordan	EDTIF	10	50	$ 109,110,945	$ 436,000,000	$ 23,799,980	$ 27,277,000
Cementation	Sandy	EDTIF	10	422	$ 16,585,538	$ 5,500,000	$ 130,226,301	$ 3,317,000
Fresenius	Ogden	EDTIF	10	1,111	$ 16,630,445	$ 340,000,000	$ 303,339,000	$ 4,157,611
FY 2008: Subtotals		**11**	**12.5**	**4700**	**$ 615,899,301**	**$ 1,720,200,000**	**$ 3,330,068,530**	**$ 171,460,611**

EDTIF Performance - Fiscal Year 2009 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Boart Longyear	Salt Lake City	EDTIF	10	200	$ 12,144,430	$ 3,000,000	$ 222,535,427	$ 3,036,000
Reckitt Benckiser	Tooele Co.	EDTIF	10	141	$ 9,506,507	$ 35,000,000	$ 49,289,036	$ 1,901,000
Jet Aviation	Ogden	EDTIF/IAF	15	650	$ 27,716,041	$ 6,900,000	$ 420,759,000	$ 8,315,000
Cephalon II	Salt Lake City	EDTIF	10	60	$ 6,732,756	$ 18,000,000	$ 37,267,447	$ 1,683,200
Quality Bicycle Products	Weber	EDTIF	10	71	$ 10,861,159	$ 5,700,000	$ 33,426,126	$ 2,172,232
SA International**	Salt Lake City	EDTIF	10	129	$ 7,130,805	$ 370,000	$ 63,963,000	$ 1,782,701
Top Ten Reviews	Ogden	EDTIF	7	165	$ 3,658,878	$ -	$ 45,287,172	$ 731,775
Duncan Aviation	Provo	EDTIF	15	657	$ 22,144,311	$ 58,000,000	$ 336,840,838	$ 6,643,293
Nelson Laboratories	Taylorsville	EDTIF	10.5	393	$ 9,982,877	$ 13,745,000	$ 157,538,750	$ 1,996,600
Sun Products Corporation	Salt Lake City	EDTIF/IAF	10	80	$ 34,022,025	$ 14,600,000	$ 276,114,553	$ 2,513,600
Keystone Aviation HondaJet	Salt Lake City	EDTIF	10	72	$ 8,701,701	$ 4,000,000	$ 18,830,731	$ 1,740,300
ATK Aerospace Structures	Clearfield	EDTIF	20	848	$ 109,108,187	$ 250,000,000	$ 1,664,771,288	$ 32,732,500
Dynamic Confections	Draper	EDTIF	10.5	110	$ 4,119,277	$ 4,000,000	$ 70,198,304	$ 823,856
Great Salt Lake Minerals	Ogden	EDTIF	10.5	50	$ 1,024,253	$ 42,000,000	$ 27,313,426	$ 153,638
Verisys Corporation	South Jordan	EDTIF	7	100	$ 4,177,496	$ 10,000,000	$ 18,719,026	$ 835,000
eBay (Customer Service)	Draper	EDTIF	10	200	$ 6,879,345	$ 40,500,000	$ 70,106,217	$ 1,719,800
FY 2009: Subtotals		**16**	**11.0**	**3926**	**$ 277,910,048**	**$ 505,815,000**	**$ 3,512,960,341**	**$ 68,780,495**

EDTIF Performance - Fiscal Year 2010 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Mozy, Inc.	Pleasant Grove	EDTIF	10	91	$2,716,229	$2,200,000	$45,401,339	$543,200
Edwards Lifesciences	Draper	EDTIF/IAF	15	1,300	$ 50,943,077	$ 14,500,000	$ 776,525,500	$ 10,381,000
Goldman Sachs	Salt Lake City	EDTIF	20	690	$ 157,611,363	$ 51,000,000	$ 1,713,742,314	$ 47,283,409
Haemonetics	Draper	EDTIF	6	220	$ 1,699,299	$ 17,000,000	$ 26,147,393	$ 169,900
eBay (Customer Service)	Draper	EDTIF	10	207	$ 8,512,554	$ 81,000,000	$ 61,375,816	$ 2,128,139
Fairchild Semiconductor	West Jordan	EDTIF/IAF	4	538	$ 5,374,453	$ 49,500,000	$ 122,053,164	$ 86,700
Merit Medical Systems	South & West Jorda	EDTIF	10	392	$ 25,667,302	$ 11,000,000	$ 95,729,691	$ 4,360,000
MediConnect Global Inc.	Ephraim City	EDTIF	10	306	$ 7,019,316	$ 470,000	$ 45,500,000	$ 1,754,800
Lofthouse	Ogden	EDTIF	5	115	$ 692,171	$ 22,500,000	$ 15,130,735	$ 138,434
Janicki Industries	Layton	EDTIF	10	50	$ 1,581,374	$ 19,500,000	$ 20,532,500	$ 316,275
Royal Bank of Scotland	Taylorsville	EDTIF	15	260	$ 34,429,044	$ 6,270,000	$ 389,488,515	$ 8,607,261
FY 2010: Subtotals		**11**	**10.5**	**4169**	**$ 296,246,182**	**$ 274,940,000**	**$ 3,311,626,967**	**$ 75,769,118**

EDTIF Performance - Fiscal Year 2011 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Adobe Systems Inc.	Holladay	EDTIF	20	927	$ 134,130,418	$ 298,000,000	$ 1,631,697,764	$ 40,239,126
Black Diamond Equipment	Lehi	EDTIF	10	55	$ 1,977,659	$ -	$ 32,765,324	$ 395,500
ATK Aerospace Systems	Clearfield	EDTIF	20	802	$ 62,993,537	$ 390,000,000	$ 939,920,000	$ 18,898,061
Litehouse	Hurricane	EDTIF	10	162	$ 2,512,353	$ 11,200,000	$ 37,624,584	$ 502,400
Overstock	Provo	EDTIF	10	150	$ 4,494,496	$ -	$ 95,480,000	$ 1,123,600
Czarnowski	St. George	EDTIF/IAF	7	50	$ 915,344	$ 7,000,000	$ 18,459,664	$ 137,300
CSN Stores	Ogden	EDTIF	10	868	$ 8,472,757	$ 1,500,000	$ 188,989,700	$ 548,500
JBS USA Holdings, Inc.	Hyrum	EDTIF	10	420	$ 8,797,836	$ 30,000,000	$ 115,569,462	$ 1,759,500
Liberty Safe and Security Products	Payson	EDTIF	7	50	$ 2,281,968	$ 8,000,000	$ 10,251,032	$ 342,000
Air Products	Tooele	EDTIF	5.5	57	$ 1,042,683	$ 40,000,000	$ 19,344,879	$ 208,500
ITT Corporation	West Valley/Jorda	EDTIF	15	2,707	$ 112,000,000	$ 120,000,000	$ 1,300,000,000	$ 33,656,000
IM Flash Technologies Inc.	Lehi	EDTIF	15	200	$ 7,068,833	$ 1,500,000,000	$ 167,686,106	$ 45,900,000
EMC Corporation	W. Valley, Draper,	EDTIF	10	500	$ 12,476,673	$ 7,600,000	$ 313,600,626	$ 3,513,700
FY 2011: Subtotals		**13**	**11.5**	**6948**	**$ 359,164,557**	**$ 2,413,300,000**	**$ 4,871,389,141**	**$ 147,224,187**

EDTIF Performance - Fiscal Year 2012 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Morgan Stanley Smith Barney	South Jordan	EDTIF	5	80	$ 446,900	$ 2,800,000	$ 11,478,802	$ 89,000
eBay (Customer Service)	Draper	EDTIF	20	2,200	$ 127,186,975	$ 80,000,000	$ 2,737,441,997	$ 38,156,092
Fiberspar	Salt Lake/Tooele	EDTIF	10	276	$ 7,374,613	$ 23,600,000	$ 80,452,430	$ 1,474,900
SAIC**	Salt Lake/Utah/Da	EDTIF	10	294	$ 8,769,153	$ 10,000,000	$ 127,686,410	$ 2,192,288
Home Depot	Ogden	EDTIF	10	691	$ 2,609,334	$ 12,000,000	$ 67,365,753	$ 521,867
Lifetime Products	Clearfield	EDTIF	20	482	$ 12,774,362	$ 46,000,000	$ 221,136,866	$ 3,193,591
Incomm	Salt Lake County	EDTIF	5	101	$ 1,703,878	$ -	$ 21,771,000	$ 340,775
Pepperidge Farm	Richmond	EDTIF	10	54	$ 2,115,977	$ 45,000,000	$ 11,667,527	$ 475,032
L-3	Salt Lake County	EDTIF	10	500	$ 22,106,729	$ 6,100,000	$ 389,782,590	$ 5,526,682
Hexcel Corporation	Salt Lake County	EDTIF	10	616	$ 31,071,845	$ 650,000,000	$ 348,019,091	$ 7,767,961
Futura	Davis County	EDTIF	8	143	$ 11,982,206	$ 23,155,000	$ 57,886,740	$ 1,694,786
Workday	Salt Lake	EDTIF	10	250	$ 13,815,759	$ -	$ 156,978,924	$ 2,763,151
Family Dollar	St. George	EDTIF	20	450	$ 15,058,314	$ 90,000,000	$ 297,464,933	$ 3,764,578
Schiff Nutrition	Salt Lake	EDTIF/Training	6	400	$ 1,540,933	$ 1,500,000	$ 17,659,408	$ 308,186
Xactware	Provo	EDTIF	20	859	$ 129,051,958	$ 130,000,000	$ 756,844,710	$ 32,262,990
FLSmidth	Midvale	EDTIF	10	124	$ 11,734,578	$ 16,000,000	$ 86,817,275	$ 2,933,645
Peterbilt	Salt Lake	EDTIF	5	145	$ 2,590,691	$ 3,475,000	$ 43,606,015	$ 518,138
EMC Corporation	Salt Lake	EDTIF	12	750	$ 20,695,868	$ 4,000,000	$ 475,109,938	$ 5,173,967
Rock West Composites	West Valley	EDTIF	5	93	$ 875,711	$ 700,000	$ 15,605,000	$ 175,142
FY 2012: Subtotals		**19**	**10.8**	**8508**	**$ 423,505,784**	**$ 1,144,330,000**	**$ 5,924,775,409**	**$ 109,332,771**

EDTIF Performance- Fiscal Year 2013 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Xi3	Salt Lake	EDTIF	5	250	$ 98,005,932	$ 32,244,000	$ 169,733,873	$ 2,045,825
Vexxel		EDTIF	5	101	$ 1,687,885	$ 4,000,000	$ 21,082,477	$ 377,577
BioFire Diagnostics, Inc	Salt Lake	EDTIF	20	657	$ 97,747,955	$ 50,000,000	$ 718,135,774	$ 24,436,989
Boeing	Salt Lake	EDTIF/Training	20	104	$ 5,505,016	$ 219,000,000	$ 146,800,428	$ 1,376,254
ENVE Composites, Inc.	Weber	EDTIF/Training	7	342	$ 5,345,694	$ 20,000,000	$ 63,315,427	$ 1,336,424
Orange Soda, Inc.		EDTIF/Training	10	100	$ 2,679,244	$ 5,000,000	$ 44,500,541	$ 535,849
GAF	Cedar City	EDTIF	15	50	$ 3,546,847	$ 40,000,000	$ 38,272,300	$ 886,712
Qualtrics	Provo	EDTIF	7	1,080	$ 43,123,085	$ 2,400,000	$ 295,308,110	$ 10,780,771
Royal Bank of Scotland	Taylorsville	EDTIF	15	310	$ 21,100,497	$ 2,642,908	$ 286,603,064	$ 5,275,124
Workday	Salt Lake	EDTIF	15	500	$ 54,072,074	$ 20,000,000	$ 719,396,231	$ 8,370,052
Orbit Irrigation Products, Inc.	North Salt Lake	EDTIF/Training	15	60	$ 22,251,565	$ 36,990,000	$ 68,391,417	$ 2,408,896
Instructure, Inc.	Cottonwood Heigh	EDTIF	7	655	$ 9,464,847	$ 2,100,000	$ 238,429,143	$ 1,892,969
DoTerra	Draper	EDTIF	10	330	$ 83,279,072	$ 60,000,000	$ 136,436,894	$ 16,655,814
1-800 Contacts	Draper	EDTIF	15	654	$ 35,205,239	$ 59,000,000	$ 455,652,989	$ 8,801,310
Capital Access Networks	Salt Lake City	EDTIF	7	108	$ 8,113,435	$ 1,915,000	$ 38,460,168	$ 2,028,359
FireEye	Lehi/Draper	EDTIF	10	250	$ 14,412,621	$ 3,000,000	$ 152,798,326	$ 3,603,155
Blu	Salt Lake	EDTIF	7	73	$ 2,312,681	$ 6,000,000	$ 49,263,500	$ 462,536
Solarwinds	Draper	EDTIF	20	1,040	$ 109,548,587	$ 50,000,000	$ 1,436,554,953	$ 32,864,576
Metalcraft, dba SyberJet	Cedar City	EDTIF	20	1,200	$ 127,865,080	$ 400,000,000	$ 1,028,742,210	$ 31,966,269
MasterControl	Salt Lake City	EDTIF	5	197	$ 4,180,294	$ 15,000,000	$ 54,120,978	$ 836,059
HireVue	Salt Lake City	EDTIF	7	540	$ 10,090,489	$ 30,000,000	$ 172,876,211	$ 1,513,573
Emery Refining Contacts	Green River	EDTIF	12	125	$ 63,561,103	$ 231,885,000	$ 99,162,222	$ 12,712,221
FY 2013: Subtotals		**22**	**11.5**	**8726**	**$ 823,099,242**	**$ 1,291,176,908**	**$ 6,434,037,236**	**$ 171,167,314**

EDTIF Performance - Fiscal Year 2014 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Tech Media Network	Weber	EDTIF	10	75	$ 3,051,269	$ 3,400,000	$ 32,953,072	$ 610,254
Cardon Healthcare Network	Sandy	EDTIF/Training	15	308	$ 9,151,570	$ 5,300,000	$ 215,071,341	$ 1,830,314
ATK	Clearfield	EDTIF/Training	20	200	$ 71,025,781	$ -	$ 1,154,113,172	$ 19,307,734
OOCL	Salt Lake City	EDTIF/Training	20	300	$ 19,079,215	$ 6,800,000	$ 534,801,697	$ 4,769,804
Indus Valley Partners	Cottonwood Heigh	EDTIF	11	200	$ 5,362,085	$ 500,000	$ 91,909,000	$ 1,072,417
Yosemite Meat	Brigham City	EDTIF	10	261	$ 6,987,258	$ 35,000,000	$ 93,629,653	$ 1,397,452
School Improvement Network	Salt Lake City	EDTIF	10	810	$ 80,299,263	$ 8,000,000	$ 753,611,307	$ 3,114,789
Allstate Corporation	Ogden	EDTIF/Training/EO	20	700	$ 23,214,289	$ 15,000,000	$ 610,036,250	$ 5,803,572
Frontier Communications	Provo	EDTIF/IAF	10	550	$ 10,914,561	$ 7,000,000	$ 245,223,278	$ 2,182,912
Exeter Finance	Provo	EDTIF	10	550	$ 11,388,221	$ 2,100,000	$ 259,944,118	$ 2,277,644
Lin Manufacturing		EDTIF	7	150	$ 1,744,798	$ 4,000,000	$ 27,697,126	$ 261,720
Beijer Electronics	Salt Lake City	EDTIF	10	71	$ 5,396,111	$ 600,000	$ 37,887,296	$ 1,079,222
Varian Medical Systems	Salt Lake City	EDTIF	15	705	$ 35,888,285	$ 40,000,000	$ 460,416,221	$ 7,177,657
Otto Bock	Salt Lake City	EDTIF	7	55	$ 1,960,096	$ 1,000,000	$ 16,219,299	$ 392,019
Cabelas	Tooele	EDTIF	10	85	$ 3,465,988	$ 66,000,000	$ 33,311,851	$ 693,198
Jive Communications	Lehi	EDTIF	5	576	$ 6,255,476	$ 6,400,000	$ 130,946,265	$ 938,321
Environmental Stoneworks	St. George	EDTIF	10	124	$ 2,571,519	$ 2,000,000	$ 40,887,535	$ 514,304
Houweling Nurseries Oxnard, Inc	Juab	EDTIF/IAF	20	282	$ 18,160,898	$ 79,000,000	$ 267,891,772	$ 4,648,270
Wilson Electronics	St. George	EDTIF	5	150	$ 1,775,413	$ 2,700,000	$ 22,440,128	$ 266,312
Pactiv	Salt Lake County	EDTIF	10	60	$ 5,806,731	$ 52,000,000	$ 28,885,160	$ 871,010
Airgas	Tooele	EDTIF	10	25	$ 533,260	$ 8,000,000	$ 1,475,181	$ 106,652
Oracle II	Lehi or SCL	EDTIF	10	351	$ 11,318,408	$ 6,142,500	$ 238,959,392	$ 2,829,602
FY 2014: Subtotals		**22**	**11.6**	**6588**	**$ 335,350,495**	**$ 350,942,500**	**$ 5,298,310,114**	**$ 62,145,179**

EDTIF Performance - Fiscal Year 2015 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Advice Media	Park City	EDTIF	5	100	$ 1,385,347	$ 1,000,000	$ 17,571,355	$ 207,802
Maritz CX	South Jordan	EDTIF	7	425	$ 10,270,795	$ 1,250,000	$ 268,110,000	$ 2,054,159
American Automobile Association	Ogden	EDTIF	7	290	$ 5,750,968	$ 20,000,000	$ 112,946,673	$ 862,645
Armada Skis	Park City Utah	EDTIF	8	56	$ 1,774,596	$ 500,000	$ 31,718,980	$ 354,919
Vista Outdoors	Clearfield	EDTIF	7	90	$ 6,723,802	$ 10,000,000	$ 125,160,000	$ 1,344,760
Black Diamond Inc.	Salt Lake City	EDTIF	7	160	$ 2,354,979	$ 7,760,000	$ 48,404,120	$ 353,247
CHG Healthcare	Salt Lake City	EDTIF	10	503	$ 8,533,833	$ 9,281,086	$ 219,032,816	$ 1,706,767
Connolly	Salt Lake city	EDTIF	5	145	$ 2,601,753	$ 385,000	$ 48,266,900	$ 520,351
Consumer United		EDTIF	7	400	$ 5,268,757	$ 900,000	$ 121,744,108	$ 1,053,751
CSM Bakery	Ogden	EDTIF	6	100	$ 1,567,620	$ 30,400,000	$ 12,582,742	$ 313,524
JSI Store Fixtures	Payson	EDTIF	6	87	$ 3,723,341	$ 1,050,000	$ 15,981,063	$ 558,501
Oemeta	Salt Lake City	EDTIF	7	58	$ 567,232	$ 5,250,000	$ 12,664,552	$ 113,447
Overstock	Salt Lake City	EDTIF	10	333	$ 11,406,214	$ 2,650,644	$ 300,843,588	$ 2,281,243
Prosper Funding LLC	Salt Lake City	EDTIF	5	539	$ 4,628,766	$ 10,000,000	$ 118,653,203	$ 925,753
Young Living	Spanish Fork	EDTIF	7	445	$ 43,769,871	$ 89,000,000	$ 174,461,476	$ 8,753,974
The Goldman Sachs Group, Inc.	Salt Lake City	EDTIF	20	350	$ 43,524,587	$ 40,000,000	$ 1,111,558,393	$ 13,057,377
The Proctor & Gamble Company	Bear River City	EDTIF	20	200	$ 37,155,384	$ 400,000,000	$ 197,854,508	$ 11,146,615
Traeger Grills	Springville	EDTIF	7	164	$ 2,517,685	$ 5,204,125	$ 44,613,464	$ 503,537
Health Catalyst	Salt Lake City	EDTIF	5	291	$ 3,530,888	$ 7,600,000	$ 67,335,446	$ 706,178
Prime Inc	Salt Lake City	EDTIF	5	129	$ 2,083,405	$ 40,000,000	$ 36,146,090	$ 312,511
Viracon	St. George	EDTIF	10	300	$ 7,091,964	$ 2,200,000	$ 118,628,713	$ 1,418,393
EMC Corporation	Salt Lake City	EDTIF	10	700	$ 15,492,764	$ 62,000,000	$ 365,290,554	$ 3,873,191
FY 2015: Subtotals		**22**	**8.2**	**5865**	**$ 221,724,551**	**$ 746,430,855**	**$ 3,569,568,744**	**$ 52,422,645**

EDTIF Performance - Fiscal Year 2016 Approved Projects

Project	Location	Incentive Type	Term	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Solar City	Utah County	EDTIF/IAF	10	4000	$ 110,768,773	$ 94,000,000	$ 2,438,130,484	$ 24,441,053
Vivint Solar	Utah County	EDTIF/IAF	10	3143	$ 49,389,474	$ 91,000,000	$ 1,088,371,798	$ 12,347,369
Kihomac	Davis County	EDTIF	5	70	$ 816,362	$ 9,000,000	$ 14,916,129	$ 121,525
Eldon James	Utah County	EDTIF	6	115	$ 5,080,138	$ 5,000,000	$ 34,385,217	$ 762,021
Crank Brothers	Weber County	EDTIF	7	65	$ 1,360,515	$ 4,081,000	$ 16,195,500	$ 272,103
RAM Company	Washington Coun	EDTIF	8	139	$ 1,864,405	$ 11,000,000	$ 25,618,891	$ 372,881
Health Equity	Salt Lake County	EDTIF	6	200	$ 2,497,397	$ 10,000,000	$ 66,597,253	$ 569,907
Stadler Rail	Salt Lake/Tooele C	EDTIF/IAF	15	1001	$ 40,275,601	$ 30,000,000	$ 575,819,608	$ 10,068,900
Honeyville	Weber County	EDTIF	8	115	$ 2,601,306	$ 23,000,000	$ 35,982,547	$ 520,261
SoFi	Salt Lake County	EDTIF	5	400	$ 5,778,076	$ 8,000,000	$ 108,913,804	$ 1,155,615
Entrata Property Solutions	Utah County	EDTIF	5	191	$ 1,631,800	$ 6,000,000	$ 38,135,356	$ 326,360
Peek	Salt Lake	EDTIF	5	100	$ 1,374,770	$ 3,000,000	$ 17,248,103	$ 206,215
Press Ganey	Utah County	EDTIF	5	97	$ 2,981,166	$ 11,000,000	$ 15,359,375	$ 447,175
FY 2016: Subtotals		**13**	**7.3**	**9636**	**$ 226,419,783**	**$ 305,081,000**	**$ 4,475,674,065**	**$ 51,611,385**

Projects are based on board approval. Some projects may not be converted to contracts.

Economic Development Tax Increment Fund

As of FY 2016

Required Minimum Incremental Job Creation Before Incentive Payment

Grand Total — 4,484

Incentive Project	Incremental Required Employees
2004-0089	0
2005-0001	0
2005-0004	0
2005-0041	73
2005-0042	0
2005-0061	0
2006-0002	0
2006-0007	0
2006-0016	0
2006-0039	0
2006-0043	0
2006-0065	0
2006-0085	0
2006-0086	0
2007-0003	0
2007-0008	0
2007-0013	0
2007-0087	0
2007-0088	0
2008-0040	0
2008-0052	20
2008-0053	12
2008-0054	0
2008-0091	0
2009-0020	78
2009-0029	23
2009-0051	173

Incentive Project	Incremental Required Employees
2009-0073	16
2010-0027	75
2010-0050	20
2010-0068	112
2010-0075	25
2010-0076	27
2010-0079	29
2011-0006	9
2011-0009	54
2011-0011	29
2011-0024	338
2011-0030	196
2011-0031	200
2011-0056	119
2011-0058	283
2011-0066	422
2011-0067	13
2011-0081	21
2011-0082	76
2011-0092	38
2012-0193	175
2012-0197	82
2012-0198	113
2012-0200	86
2012-0201	30
2012-0202	27
2012-0204	19

Incentive Project	Incremental Required Employees
2012-0205	150
2012-0207	5
2012-0208	165
2013-0210	44
2013-0211	35
2013-0212	50
2013-0213	35
2013-0214	50
2013-0215	50
2013-0216	52
2013-0217	10
2013-0218	30
2013-0220	38
2013-0224	110
2013-0225	165
2013-0226	98
2013-0227	63
2013-0228	57
2013-0248	66
2014-0231	18
2014-0233	15
2014-0234	132
2014-0235	7
2014-0237	6
2014-0238	20

ENTERPRISE ZONES *(U.C.A. 63N-2-201)*

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. During the 2016 session, the Utah Legislature passed H.B. 31 granting GOED full compliance oversight for this program. With this change, we anticipate providing more detailed data for Enterprise Zones in FY 2017.

GOVERNOR'S ECONOMIC COUNCIL *(U.C.A. 63N-1-501)*

Activities of the Governor's Economic Council are reported in the partners section on page 87. There is no relevant historical data to report.

HOTEL CONVENTION TAX CREDIT *(U.C.A. 63N-2-501)*

As of FY 2016, no credits have been applied for or issued.

INDUSTRIAL ASSISTANCE FUND (IAF) *(U.C.A. 63N-3-103)*

See BEAR, Office of Outdoor Recreation and Rural Fast Track for detailed budgets and data.

The State Industrial Assistance Fund (IAF) is a post-performance appropri¬ated fund used for the creation of high paying jobs and qualifying economic opportunities in the state. IAF funds are awarded in conjunction with EDTIF and are used to fund BEAR, RFT, Economic Opportunity Grants, Outdoor Recreation Grants and other programs associated with significant economic impact.

Budget:

Industrial Assistance Fund (Aggregate)

	FY 2014	FY 2015	FY 2016
Beginning Balance	$31,075,600	$30,886,200	$27,362,500
Encumbered	$11,135,800	$11,123,200	$12,592,300
Expended	$2,720,700	$3,436,700	$3,887,700
Current Available Balance	$17,219,100	$16,306,300	$10,882,500

Budget Breakdown:

Economic Opportunity Grants

	FY 2014	FY 2015	FY 2016
Beginning Balance	$6,235,600	$7,088,700	$6,857,400
Encumbered	$2,551,100	$1,597,700	$3,538,100
Expended	$1,569,500	$1,158,000	$1,024,600
Current Available Balance	$2,115,000	$4,333,000	$2,294,700

Post-Performance Grants

	FY 2014	FY 2015	FY 2016
Beginning Balance	$17,686,600	$15,397,900	$12,525,200
Encumbered	$7,178,700	$7,112,600	$6,154,200
Expended	$316,100	$954,000	$1,401,000
Current Available Balance	$10,191,800	$7,331,300	$4,970,000

Smart Schools

	FY 2014	FY 2015	FY 2016
Beginning Balance	$173,000	$76,300	$1,399,400
Encumbered	$76,300	$ —	$1,179,600
Expended	$96,700	$76,300	$219,900

FY 2016 Total IAF Commitments (balance of contractually obligated payments through FY 2016)

- Economic Opportunities: $3,538,084 representing 25 organizations (includes 17 Waypoint grant recipients)
- Rural Fast Track: $1,236,415 representing 37 companies
- BEAR Funding: $484,066 representing 18 organizations
- Smart Schools: $1,179,569
- Post-Performance Grants: $6,154,174 representing 20 companies

IAF Approved Projects

Project	Location	Incentive Type	GOED Board Approved Date	Projected Number of Jobs Over Term	Projected New State Tax Revenue Over Term	Projected Capital Investment in Facility	Projected New State Wages	Maximum Cap Incentive Earned Over Term
Viracon	St. George	IAF	17-Feb-06	250	$ 4,118,000	$ 25,000,000	$ 32,599,000	$ 750,000
DBT America	Huntington	IAF	17-Feb-06	12	$ 613,000	$ 4,000,000	$ 5,593,065	$ 45,000
West Desert High Astro	Millard Co.	Opportunity Grant	17-Mar-06	28		$ 19,000,000	$ 9,553,000	$ 350,000
Smith Sport Optics	Clearfield	IAF	12-Dec-06	64	$ 755,000	$ 1,700,000	$ 13,815,000	$ 300,000
Cedar City Fiber Optic	Cedar City	Opportunity Grant	18-May-07			$ 2,655,608		$ 400,000
OR - SL County	Salt Lake City	Opportunity Grant	15-Jun-07					$ 250,000
Delta Air Lines	Salt Lake City	Opportunity Grant	23-Aug-07					$ 250,000
Southern Classic Foods	Ogden	IAF	19-Oct-07	94	$ 1,262,000	$ 10,260,000	$ 22,332,000	$ 300,000
Barnes Bullets	Mona	IAF	14-Dec-07	42	$ 446,000	$ 5,000,000	$ 13,370,000	$ 200,000
Delta Air Lines - Tokyo	Salt Lake City	Opportunity Grant	9-Oct-08					$ 250,000
Edwards Lifesciences	Salt Lake City	IAF	13-Aug-09					$ 1,140,000
Fairchild Semiconductor	Salt Lake City	IAF	10-Dec-09					$ 1,182,500
Newell Window Furnishings	Ogden	IAF	7-Oct-10	465	$ 3,845,108	$ 800,000	$ 82,007,804	$ 150,000
Sundance Institute	Park City	Opportunity Grant	10-Nov-10					$ 150,000
Czarnowski	St. George	IAF	9-Dec-10					$ 50,000
ITT Corporation	West Valley/Joprd	IAF	9-Jun-11					$ 88,000
Utah Sports Commission	Salt Lake City	Opportunity Grant	20-Jun-11					$ 100,000
Visit Salt Lake	Salt Lake	Opportunity Grant	22-Mar-12					$ 482,510
Family Dollar	St. George	IAF	30-Mar-12					$ 500,000
Schiff Nutrition	Salt Lake City	IAF	10-May-12					$ 300,000
iSchools		Opportunity Grant	9-Aug-12					$ 3,000,000
Boeing	Salt Lake	IAF	23-Aug-12					$ 325,000
Orange Soda, Inc.	Ut. County	IAF	11-Oct-12					$ 150,000
Enve Composites, Inc.	Weber County	IAF	11-Oct-12					$ 100,000
Orbit Irrigation	North Salt Lake	IAF	6-Dec-12					$ 90,000
Visit Salt Lake	Salt Lake	Opportunity Grant	10-Jan-13					$ 2,660,572
Startup Ogden	Ogden	Opportunity Grant	10-Jan-13	6	$ 192,250		$ 4,500,000	$ 100,000
Sundance	Park City	Opportunity Grant	14-Mar-13					$ 300,000
UAV		Opportunity Grant	14-Mar-13					$ 180,000
OOCL	Salt Lake City	IAF	23-May-13					$ 953,961
Cardon Healthcare Network	Sandy	IAF	27-Jun-13					$ 200,000
ATK	Clearfield	IAF	5-Aug-13					$ 2,000,000
Allstate		IAF/OE	17-Oct-13					$ 1,160,715
Frontier Communicaitons	Weber County	IAF	23-Oct-13					$ 330,000
Houweling Nurseries Oxnard, Inc.		IAF/OE	6-Feb-14					$ 650,000
Daggett County Economic Opp Grant		Opportunity Grant	10-Jul-14					$ 40,000
Taiwanese Scenic Tour Of Utah		Opportunity Grant	14-Aug-14					$ 25,000
Ut Automatic Geographic Reference Center (AGRC)		Opportunity Grant	11-Dec-14					$ 68,000
Envision Utah		Opportunity Grant	9-Jan-15					$ 500,000
Garfield County		Opportunity Grant	12-Feb-15					$ 10,000
Visit Salt Lake Economic Opp Grant	Salt Lake	Opportunity Grant	14-May-15					$ 271,290
Solar City	Utah County	IAF	7/31/2015	4000	$ 110,768,773	$ 94,000,000	$ 2,438,130,484	$ 200,000
Vivint Solar	Utah County	IAF	7/31/2015	3143	$ 49,389,474	$ 91,000,000	$ 1,088,371,798	$ 200,000
Stadler Rail	Salt Lake County	IAF	12/10/2015	1001	$ 40,275,601	$ 30,000,000	$ 575,819,608	$ 500,000
SIA	Summit County	Opportunity Grant	6/9/2016	97	$ 2,981,166	$ 11,000,000	$ 15,359,375	$ 100,000
Totals				**9,202**	**$ 214,646,372**	**$ 294,415,608**	**$ 4,301,451,134**	**$ 21,352,548**

Blank data for incentive type "IAF" or "IAF/OE" indicates that the Metrics of Jobs, NSR, Capital Investment or State Wages has been reported in the EDTIF section. If there are performance forecasts in this section, only an IAF grant was approved.

LIFE SCIENCE TAX CREDIT *(U.C.A. 63N-2-801)*

Investors in a Utah life science company are eligible for a non-refundable, post-performance tax credit of up to 35 percent of their investment, paid over three years.

In 2012 and 2013, GOED approved 10 investors for up to $204,750 in post-performance tax credits to be distributed over three years. These 10 investors make up $585,000 in direct investment in three life science companies. There is no data to report beyond 2013.

MOTION PICTURE INCENTIVES PROGRAM *(U.C.A. 63N-8-101)*

Budget:

Film Incentives — MPIP

	FY 2014	FY 2015	FY 2016
Tax Credit Allowance	$6,793,700	$6,793,700	$6,793,700
Tax Incentive Balance	$15,538,500	$15,988,300	$8,103,300
Tax Credits Issued	$5,431,200	$5,816,500	$3,988,900
Remaining encumbered	**$912,800**	**$8,862,200**	**$9,781,900**
New Tax Incentive Balance	**$15,988,200**	**$8,103,300**	**$1,126,200**

Film Incentives — Cash

	FY 2014	FY 2015	FY 2016
Balance July 1	$1,353,300	$595,000	$240,500
Cash Credits	$758,300	$354,500	$119,300
Available Balance June 30	$595,000	$240,500	$121,200

Historical Data

	FY 2014	FY 2015	FY 2016
Number of projects approved	24	22	21
Projects produced by local companies	12	15	9
Total Utah hires	2,026	2,074	1,724
Total Utah spend	$26,500,000	$42,400,000	$50,300,000
Total spent in rural Utah	$11,900,000	$23,300,000	$18,100,000
Total incentives approved	$6,100,000	$9,800,000	$12,300,000
Total economic impact	$20,400,000	$32,600,000	$38,100,000

MOTION PICTURE INCENTIVES PROGRAM (cont.)

Data:

FY 2016 MPIP breakdown by project:

Production Title	Projected Economic Impact	Projected Local Production Days	Projected Local Cast & Crew Hires
A Few Minor Distractions	$2,362,500	33	140
Brigsby Bear	$1,875,000	27	85
Confession	$1,478,132	21	91
Damsel	$1,083,405	26	32
Deidra and Laney Rob a Train	$1,362,737	25	97
Drop Off	$172,000	21	59
Kindig Customs: Season 3	$1,470,036	50	20
Mosaic	$7,774,005	48	129
Phobic	$168,000	18	40
Presidents & Patriots	$994,875	60	26
Saturday's Warrior	$816,927	35	38
Shadow Wolves	$1,650,000	22	69
Six Below	$1,875,000	30	67
Small Town Crime	$2,633,779	35	128
The Elving Project	$188,000	34	52
The Jade Pendant	$2,953,831	30	93
The Stray	$509,793	21	61
Valley of the Gods	$863,672	14	65
We Love You, Sally Carmichael!	$180,000	14	58
Westworld: Season 1	$1,385,847	13	15
Wind River	$6,375,000	60	135
TOTALS PRODUCTIONS: 21	**$38,172,539**	**637**	**1,500**

NEW MARKET TAX CREDIT (SMALL BUSINESSES JOBS TAX CREDIT) *(U.C.A. 63N-2-601)*

The Utah State Legislature enacted the Utah Small Business Jobs Act to attract additional investment in the most severely distressed areas of the state. The act created a tax credit program more commonly referred to as the Utah New Market Tax Credit Program. The program is a state

corollary of the federal New Market Tax Credit Program, and is designed to use $50 million raised by venture capital firms, designated by the IRS as Community Development Entities ("CDE"), to make investments into small businesses within distressed areas. A prospective CDE applies to the state to be authorized to raise their respective portion of the total $50 million. Once approved by the state the CDE raises its authorized amount by issuing 58 percent income tax credits provided by the state to the investors who invest in each CDE's respective funds. The tax credits are funded through the premium tax collected on all insurance premiums in the state and are credit claimed against premium taxes owed to the state. Once each CDE has raised its authorized portion of the $50 million, it must invest 85 percent of the funds raised into eligible small businesses throughout the state with no one business receiving more than $4 million in investments. To be considered eligible a business must:

- be located in a distressed or severely distressed census tract according to the 2010 census
- fit the Small Business Association's ("SBA") definition of a small business
- not derive more than 15 percent of its profits from the sale of real estate.

Each CDE must invest the funds it raises within 12 months. The investments are then monitored by the state for the next seven years to ensure compliance and track the success of each respective investment. Additionally, the statute requires that each CDE reinvest portions of the interest or dividends earned from the investments made into additional qualified small business in the state. This will result in 150 percent of the original allocation amount awarded to each CDE being invested by the end of seven years.

Advantage Capital, Enhanced Capital, and Stonehenge Capital each received authorization in 2014 to raise 1/3 of the $50 million total award. The three CDEs had until December 2015 to invest at least 85 percent of their respective funds (or $14.2 million) with a six month cure period if they do not meet this deadline. Moreover, each CDE will be required to reinvest 50 percent more of this allocation amount (or an additional $8.3 million) into additional qualified small businesses.

As of the end of FY 2016, participating CDEs have invested $45.6 million of the $50 million amount into 21 small businesses, which are expected to create 711 jobs across the state.

OFFICE OF OUTDOOR RECREATION *(U.C.A. 63N-9)*

Budget:

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$265,700	$252,700	$231,600
Total	**$265,700**	**$252,700**	**$231,600**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$232,800	$225,400	$209,700
Travel	$9,300	$7,900	$6,700
Current Expense	$14,200	$11,700	$12,200
Data Processing/DTS	$1,900	$4,700	$3,000
Grants/Pass Through	$7,500	$3,000	$ —
Total	**$265,700**	**$252,700**	**$231,600**

Historical Data:

	FY 2016
# of grants submitted	24
Grants awarded	19
Total dollar value	$515,000
Total project value	$3,100,000

Metrics:

- Nearly 30,000 miles traveled in site visits and meetings
- 20+ company and industry stakeholder meetings
- 73 outdoor-centered social media posts in FY 2016 and outdoor-centered Facebook posts had an average reach of 1,283 (42% greater than the GOED-wide average of 904)
- A GOED-produced eight article series on women in the outdoor recreation industry had an average reach of 3,585—among the most popular of FY 2016.
- More than 400 attended the Outdoor Summit in 2015
- Generated media coverage including ABC News, KRCL, iHeartRadio, KSL, KUTV, Salt Lake Tribune

PETE SUAZO UTAH ATHLETIC COMMISSION *(U.C.A. 63N-10)*

Budget:

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$154,500	$157,900	$161,500
Dedicated Credit	$58,400	$61,600	$52,200
Beginning Balance	$120,900	$133,000	$145,600
Closing Balance	$(133,000)	$(145,600)	$(93,600)
Total	**$200,800**	**$206,900**	**$265,700**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$139,000	$139,800	$180,100
Travel	$21,100	$23,400	$33,400
Current Expense	$37,900	$39,700	$46,700
Data Processing/DTS	$2,800	$4,000	$5,500
Total	**$200,800**	**$206,900**	**$265,700**

Historical Data:

	CY 2014	CY 2015	CY 2016*
Number of events	41	29	32
Number of licenses issues	1,048	892	792
Total revenue	$31,400	$26,800	$23,800

**YTD – data is based on calendar year. Additional events are scheduled to be held.*

PRIVATE ACTIVITY BOND AUTHORITY *(U.C.A. 63N-5-101)*

Budget:

Revenue	FY 2014	FY 2015	FY 2016
Dedicated Credits	$113,300	$141,400	$169,500
Total	**$113,400**	**$141,400**	**$169,500**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$109,300	$131,300	$155,100
Travel	$100	$5,000	$2,500
Current Expense	$3,800	$5,000	$11,200
Data Processing/DTS	$200	$100	$700
Total	**$113,400**	**$141,400**	**$169,500**

Historical Data:

	CY 2013	CY 2014	CY 2015
Single Family Homes			
Volume Cap Allocation Amount	$122,587,500	$124,666,500	$126,636,300
Number of Projects	N/A	N/A	N/A
Number of Loans	3,492	3,329	3,388
Number of Permanent Jobs Created	N/A	N/A	N/A
Number of Construction Jobs Created	350*	253*	256*
Number of Other Temporary Jobs Created	N/A	N/A	N/A
Multi-Family Housing			
Volume Cap Allocation Amount	$66,200,000	$17,600,000	$27,000,000
Number of Projects	5	1	1
Number of Loans	N/A	N/A	N/A
Number of Permanent Jobs Created	27	8	10
Number of Construction Jobs Created	1125	200	250
Number of Other Temporary Jobs Created	85	25	50
Manufacturing			
Volume Cap Allocation Amount	$2,000,000	0	0
Number of Projects	1	0	0
Number of Loans	N/A	N/A	N/A
Number of Permanent Jobs Created	30 Add'l	0	0
Number of Construction Jobs Created	N/A	N/A	N/A
Number of Other Temporary Jobs Created	N/A	N/A	N/A

** direct, indirect and induced jobs*

PROCUREMENT TECHNICAL ASSISTANCE CENTERS

(U.C.A. 63N-13-101)

Budget:

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$463,700	$463,700	$463,700
Federal Funds	$302,500	$323,000	$529,300
Beginning Balance	$86,300	$60,300	$16,000
Closing Balance	$(60,300)	$(16,000)	$(75,600)
Total	**$792,200**	**$831,000**	**$933,400**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$602,400	$618,800	$680,200
Travel	$27,700	$33,800	$25,200
Current Expense	$160,100	$162,900	$226,100
Data Processing/DTS	$1,400	$14,900	$1,900
Grants/Pass Through	$600	$600	$ —
Total	**$792,200**	**$831,000**	**$933,400**

Historical Data:

	FY 2014	FY 2015	FY 2016
Amount of contracts awarded	$697,181,332	$389,709,552	$230,143,804
Number of Jobs created/retained*	14,010	7,755	4,576
Number of counseling hours	2,876	2,579	2,087
Number of participating events	69	75	71

**Based on formula from the Department of Labor of one job created/retained per $50,000 per government contract awarded.*

RECYCLING MARKET DEVELOPMENT ZONES *(U.C.A. 63N-2-401)*

Businesses within a Recycling Zone can claim state income tax credits of 5 percent on the investment in eligible equipment for the handling and/or consumption of recycled materials. Currently recycling zones are located in 12 of the 29 counties. Fifty companies within these zones have

invested more than $372 million in machinery and equipment since 1997. In 2013, 15 companies have invested more than $18.1 million and received tax credits totaling $900,000. Tax credits have halted for the past three fiscal years. Data will be reported in coming annual reports as the program resumes.

RURAL FAST TRACK (RFT) *(U.C.A. 63N-3-104)*

Rural Fast Track grants are post-performance matching funds available to small businesses in qualifying Utah counties. Aimed at creating high-paying jobs, RFT grants provide an efficient way for rural non-retail companies to purchase necessary equipment, create new positions or reach other goals to grow their business. Rural and semi-rural counties qualify for the RFT program based on the area's population size and median household wage. A business can qualify for a matching grant not to exceed $50,000 if it:

- has been established for at least two years.
- employees at least two full time employees.
- demonstrates how the business development project will promote economic development in the county.

Budget:

	FY 2014	FY 2015	FY 2016
Beginning Balance	$6,235,600	$5,671,000	$5,485,900
Encumbered	$773,300	$689,400	$1,236,400
Expended	$550,000	$808,800	$881,200

Historical Data:

	FY 2014	FY 2015	FY 2016
Total Awarded RFT Grants	$550,000	$808,800	$881,200
Number of grants approved	21	28	31
Projected FTE	115	61	122
Total projected grant amount	$789,500	$1,081,300	$4,574,800
Total private investment	$17,653,600	$4,574,800	$4,468,800

STATE SCIENCE ADVISORY COUNCIL *(U.C.A. 63N-12-101)*

After a few years' hiatus, a new state science advisor will be named. Information will be available for report in FY 2017.

STEM ACTION CENTER *(U.C.A. 63N-12-201)*

The STEM Action Center receives significant ongoing funding, and provides its own in-depth annual report to the legislature. Please refer to it for detailed metrics and data. A fiscal year summary and descriptive overview of the program can be found on page 36 of this report.

TARGETED BUSINESS TAX CREDIT *(U.C.A. 63N-2-301)*

Initial tax credits were awarded this fiscal year. Data will be reported in FY 2017.

TECHNOLOGY COMMERCIALIZATION AND INNOVATION PROGRAM *(U.C.A. 63N-3-201)*

Budget:

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$1,598,900	$1,598,900	$2,598,900
Beginning Balance	$1,520,200	$1,755,700	$1,247,100
Closing Balance	$(1,755,700)	$(1,247,100)	$(2,126,400)
Total	**$1,363,400**	**$2,107,500**	**$1,719,600**

Expenditures	FY 2014	FY 2015	FY 2016
Current Expense	$1,400	$132,100	$175,500
Data Processing/DTS	$200	$ —	$ —
Grants/Pass Through	$1,361,800	$1,975,400	$1,544,100
Total	**$1,363,400**	**$2,107,500**	**$1,719,600**

Historical Data:

Awards by Cluster	FY 2014	FY 2015	FY 2016
Life Science	12	10	14
IT/Software	7	5	7
Aerospace & Defense	3	1	0
Energy/Nature Resources	2	3	2
Outdoor Recreation	0	0	1
Total	**24**	**19**	**24**

	FY 2015	FY 2016
Cumulative Incremental Revenue	$1,066,100	$1,222,400
Cumulative Capital Raised	$2,184,000	$6,057,500
Cumulative New FTE	28	61

TOURISM MARKETING PERFORMANCE FUND *(U.C.A. 63N-7-301)*

Budget:

Revenue	FY 2014	FY 2015	FY 2016
Restricted Funds	$12,000,000	$15,000,000	$18,000,000
Beginning Balance	$1,279,900	$2,078,900	$2,438,300
Closing Balance	$(2,078,900)	$(2,438,300)	$(2,878,000)
Total	**$11,201,000**	**$14,640,600**	**$17,560,300**

Expenditures	FY 2014	FY 2015	FY 2016
Current Expense	$8,091,600	$10,182,300	$13,024,200
Grants/Pass Through	$3,109,400	$4,458,300	$4,536,100
Total	**$11,201,000**	**$14,640,600**	**$17,560,300**

Historical Data:

Note: marketing campaign data is based on a calendar year.

Tourism Marketing and Performance Fund (TMPF)	FY 2015	FY 2016
Total Appropriation	$15.0 mm	$18.0 mm
Co-op Marketing (20%)	$3.0 mm	$3.6 mm
Sports Commission (10%)	$1.5 mm	$1.8 mm
Advertising (70%)	$10.5 mm	$12.6 mm
Three-season	$6.8 mm	$8.2 mm
Winter	$3.7 mm	$4.4 mm

Advertising Campaigns

Three-Season	CY 2014	CY 2015
Economic Impact	$591.5 mm	$1,956.6 mm*
Tax Revenue	$47.0 mm	$155.6 mm
State ROI (per $1 spent)	$6.82	$15.90
Local ROI (per $1 spent)	$4.72	$11.00
Winter	**CY 2014-15**	**CY 2015-16**
Economic Impact	$198.2 mm	$246.0 mm
State and Local Tax Revenue	$15.8 mm	$19.6 mm
State ROI (per $1 spent)	$3.26	$4.34
Local ROI (per $1 spent)	$2.26	$3.00

**The large increase in economic impact is due to implementation of national cable advertising in 2015 in addition to a regional campaign.*

BOARD OF TOURISM DEVELOPMENT *(U.C.A. 63N-7)*

Please see TMPF for related budget and data.

Budget:

Administration

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$1,121,700	$1,265,800	$1,161,800
Beginning Balance	$37,300	$200	$400
Closing Balance	$(200)	$(400)	$(15,200)
Total	**$1,158,800**	**$1,265,600**	**$1,147,000**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$619,900	$709,100	$710,600
Travel	$56,300	$47,200	$55,900
Current Expense	$434,400	$447,000	$344,100
Data Processing/DTS	$37,300	$41,500	$36,400
Grants/Pass Through	$10,900	$20,800	$ —
Total	**$1,158,800**	**$1,265,600**	**$1,147,000**

Operations

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$2,104,900	$2,502,700	$2,156,900
Transportation Funds	$118,000	$118,000	$118,000
Dedicated Credit	$266,500	$266,400	$273,000
Beginning Balance	$129,500	$28,200	$114,200
Closing Balance	$(28,200)	$(114,200)	$(195,000)
Total	**$2,590,700**	**$2,801,100**	**$2,467,100**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$756,700	$853,800	$922,200
Travel	$37,800	$58,100	$54,600
Current Expense	$1,634,800	$1,824,300	$1,376,800
Data Processing/DTS	$18,300	$22,700	$12,000
Grants/Pass Through	$143,100	$42,200	$101,500
Total	**$2,590,700**	**$2,801,100**	**$2,467,100**

BOARD OF TOURISM DEVELOPMENT *(CONTINUED)*

Historical Data:

Note: tourism data is based on the calendar year.

	FY 2012	FY 2013	FY 2014
Traveler spending (millions)	$7,499	$7,606	7,982
Travel-related tax (millions)	$989	$1,017	1,094
Unique website user	$197,210	$679,969	946,022

Top Targeted International Markets

Estimated International Card Spending as Percentage of Total Card Spending

Country of Origin	CY 2014	Rank	CY 2015	Rank
Canada	25.9%	1	23.9%	1
China	7.8%	2	10.7%	2
United Kingdom	6.1%	5	6.7%	3
France	6.7%	3	6.4%	4
Germany	6.2%	4	5.5%	5
Australia	4.1%	6	4.0%	6
Total	**56.8%**		**57.2%**	

Sources: Utah Tax Commission, National Park Service, SLC Airport, Ski Utah.

Note: Utah Office of Tourism estimates are based on and extrapolated from aggregate depersonalized card usage data provided by VisaVue® Travel for the calendar years 2011 to 2015.

UTAH CAPITAL INVESTMENT BOARD AND CORPORATION (Fund of Funds) *(U.C.A. 63N-6-201 AND U.C.A. 63 N-6-301)*

Pursuant to statute requirement, Utah Capital has prepared and presented a separate report to the legislature. Please refer to it for detailed metrics and data. A summary of Utah Capital can be found in GOED's partners section on page 93.

UTAH BROADBAND OUTREACH CENTER *(U.C.A. 63N-12-301)*

Budget:

Revenue	FY 2015	FY 2016
General Fund	$75,000	$350,000
Beginning Balance	0	$300
Closing Balance	$(300)	$(24,000)
Total	**$74,700**	**$326,300**

Expenditures	FY 2015	FY 2016
Personnel	$40,500	$155,300
Travel	$2,600	$11,100
Current Expense	$29,500	$155,800
Data Processing/DTS	$2,100	$4,100
Grants/Pass Through	0	0
Total	**$74,700**	**$326,300**

Historical Data:

*Percentage of Utah Property with Broadband Access**

	CY 2014	CY 2015	CY 2016
Unserved	0.16%	0.13%	0.15%
above 25 Mbps	9.35%	7.52%	7.19%
25 Mbps - 50 Mbps	2.64%	1.49%	1.74%
50 Mbps - 100 Mbps	11.00%	3.28%	3.28%
100 Mbps - 1000 Mbps	66.89%	73.18%	66.22%
1000+ Mbps	9.96%	14.41%	21.43%

**As reported by industry.*

Metrics:

In FY 2016, the Utah Broadband Outreach Center:

- Worked with 54 private sector providers to map data in the most refined form available on broadband.utah.gov/map
- Worked with 11 businesses to address access issues, facilitate provider meetings and provide broadband availability data.
- Worked with nine cities and five counties to provide infrastructure planning assistance.

UTAH STRATEGIC INDUSTRY CLUSTERS *(U.C.A. 63N-3-111{1})*

Please see page 11 for detailed data on industry clusters.

Budget:

Cluster Development

Revenue	FY 2014	FY 2015	FY 2016
General Fund	$661,300	$858,300	$830,300
Beginning Balance	$41,300	$41,600	$75,000
Closing Balance	$(41,600)	$(75,000)	$(75,000)
Total	**$661,000**	**$824,900**	**$830,300**

Expenditures	FY 2014	FY 2015	FY 2016
Personnel	$536,000	$611,900	$546,900
Travel	$42,600	$42,800	$33,600
Current Expense	$46,300	$141,200	$179,200
Data Processing/DTS	$100	$4,000	$45,600
Grants/Pass Through	$36,000	$25,000	$25,000
Total	**$661,000**	**$824,900**	**$830,300**

PARTNERS TABS

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GOVERNOR'S ECONOMIC COUNCIL

U.C.A 63N-1-501

The Governor's Economic Council (GEC) is a public-private partnership created to address issues that impact Utah's economic development. The council convenes leaders from a variety of industries and organizations to ensure the state's sustainable growth and secure residents' quality of life. Council member appointment is based upon their current contributions to economic development in the state.

In FY 2016 the council met to find solutions to industry alignment in education and workforce development. Additional issues addressed in the past include air quality and infrastructure planning.

Council Members

Q.Val Hale, Chair
Executive Director, Governor's Office of Economic Development

Mel Lavitt, Needham & Co.
Board Chair, Governor's Office of Economic Development

Greg Bell, Utah Hospital Association
Board Chair, USTAR Governing Authority

Steve Styler, Styler Daniels
Co-Chair, Governor's Rural Partnership Board

D. Scott Peterson, Mattson Technology, Inc.
Board Chair, Utah Capital Investment Corporation for the Utah Fund of Funds

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

Dean Luikart, Wells Fargo
Board Chair, Economic Development Corporation of Utah

Col. Scotty Nowlin
Hill Air Force Base

Vance Checketts
EMC Corporation

At Large

Randy Shumway
President, Cicero Group

Natalie Gochnour
Associate Dean,
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ECONOMIC DEVELOPMENT CORPORATION OF UTAH

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edcUTAH
ECONOMIC DEVELOPMENT
CORPORATION OF UTAH

Economic Development Corporation of Utah (EDCUtah) serves as a catalyst for quality job growth and increased capital investment by assisting in-state companies with growth and recruiting out-of-state companies to expand and relocate into Utah. We accomplish this by working with companies that contact us directly for assistance in their expansion or relocations process, and also by proactively targeting companies we feel would be a good fit in the state's economy. Our close partnership with GOED has been essential to the strong economic success Utah continues to enjoy.

In FY 2016 EDCUtah's Business Development team assisted 20 companies in their relocation or expansion into Utah. These companies plan to create more than 13,000 new jobs over the life of their projects. Additionally, these projects will result in the retention of more than 1,500 jobs already in the state.

Over the same period of time, EDCUtah's Global Strategy & Outreach program proactively initiated conversations with nearly 70 high-growth businesses that are interested in Utah as a potential future expansion or relocation destination. The organization will continue to develop those relationships and looks to add those leads to their project roles in FY 2017.

EDCUtah's Marketing and Research teams lead our efforts to improve the organization's promotional platforms, providing better data and information to interested companies via their website, industry specific collateral and targeted relationship building events.

MANUFACTURING EXTENSION PARTNERSHIP

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MEP.ORG
PROFITABILITY IN MANUFACTURING

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 and Supplier Development.

MEP's mission is to help small and mid-sized manufacturers improve performance, growth and profitability. With access to a wealth of resources, MEP is able to deliver results by becoming a strategic advisor within their businesses. MEP uses a Discovery Assessment that helps manufacturers identify the important issues facing their operation. This allows them to develop a program that is specific to the clients' needs and allows them to determine how they want to proceed.

The most recent Implan® study prepared by the Department of Applied Economics at Utah State University, 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 64 manufacturing companies resulting in quantifiable impact, which:

- Created or retained 2,485 manufacturing jobs
- Produced $130.4 million in additional employee wages
- Generated $13.9 million in additional state tax revenue

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state. 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.

OFFICE OF ENERGY DEVELOPMENT

U.C.A 63M-4

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The Governor's Office of Energy Development (OED) is responsible for implementing the policies and programs established under the Utah Energy Act, and delivering on the Governor's goals for the state's energy and minerals sectors. OED is focused on the responsible development and utilization of the state's diverse energy resources, and on the preservation of a reliable and affordable energy system to fuel Utah's continued growth and success.

Industry Assistance

OED administers four post-performance tax incentives to encourage investment in alternative and distributed resources, as well as in the infrastructure necessary for rural economic development. OED provides additional assistance by creating partnerships and facilitating new opportunities for Utah's energy and minerals industry.

Planning & Policy

OED consistently gives voice to industry concerns regarding a variety of federal actions dealing with carbon regulation, public lands management, threatened and endangered species, etc. It also coordinates with regional officials and regulators on issues of regional importance, and advises the governor and the legislature on critical energy issues.

Outreach & Education

OED develops curriculum, scholarships and other educational opportunities for Utah's K-12 students, and provides research funding and other support to Utah's post-secondary institutions. OED also educates the public through regular mini-documentaries on energy and minerals, as well as through newsletters. OED's outreach also includes events such as the

SMALL BUSINESS DEVELOPMENT CENTER NETWORK

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Utah SBDC network
Small Business Development Centers

Small businesses in Utah create most of the jobs and economic growth in the state. The SBDC program is a tool to help increase the rates of new small business growth and decrease the rates of their failure. SBDCs provide management assistance and training to new or existing business owners in critical areas such as marketing, planning and financial management. They also provide entrepreneurs access to capital by connecting them with banks and lending institutions as well as to other services including e-station or incubator facilities for fledgling new businesses. In addition, most centers are connected to the Governor's Office of

Economic Development's rural business outreach programs which help local officials direct resources to small businesses needing assistance. Together with other local and state economic development resources, SBDCs help local public and private institutions create entrepreneurial communities and an economic engine for growth and development.

The Utah SBDC is currently hosted by Utah State University and operated through USU Extension. Director Michael Finnerty oversees 14 SBDC centers located at various colleges and universities statewide. His primary responsibility includes creating and managing a $2.5 million budget funded by the U.S. Small Business Administration, GOED and other participating partners. The new state SBDC office is located at USU's Brigham City Regional Campus.

The SBDC network is the largest government-funded small business management and technical assistance program in the United States. The program currently includes 63 lead centers and more than 900 service delivery points throughout the United States and its territories.

2015-16 Utah SBDC Impact Data:	
Business Starts	155
Capital Infusion	$50,522,000
Job Creation	521
Sales Increase	$52,948,000
Total Clients	2,542
Average Hours per Client	5.95
Counseling Hours	12,105

UTAH CAPITAL

U.C.A 63N-6-301

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Utah Capital is an investment fund created to help Utah entrepreneurs gain access to diversified sources of capital. The fund is aligned with GOED's strategic industry clusters of software development & IT, life sciences, energy and natural resources, financial services, outdoor recreation and aerospace. Utah Capital plays an active role in guiding Utah-based companies–from helping early-stage Utah companies craft strategy and gain access to investment capital to assisting more established businesses in evaluating expansion plans and financing options.

Highlights:

- **77** Utah companies received investment capital from Utah Capital portfolio funds since fund inception (30 companies no longer owned by Utah Capital fund managers)
- **6,526** new Utah jobs added by Utah companies since fund inception (1,356 jobs were reported as part-time jobs)
- **$931 million** invested in Utah companies by Utah Capital portfolio funds since fund inception
- **$18 million** invested by Utah Capital in Utah companies
- **37** consulting sessions during reporting period
- **67** events promoting Utah's entrepreneurs and companies
- **11** community events supported during reporting period

UTAH SCIENCE TECHNOLOGY & RESEARCH INITIATIVE

U.C.A. 63M-2

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The Utah Science Technology and Research Initiative (USTAR) was established in 2006 through the leadership and vision of the Utah Legislature and the Governor to leverage science and technology innovation to expand and diversify the state's economy. USTAR conducts its technology based economic development mission through a diverse portfolio of programs and services focused in three areas: principal researchers, competitive grant programs and technology entrepreneurship services.

USTAR has assisted the University of Utah and the Utah State University in recruiting over 40 principal researchers recognized for their research contributions and potential for developing commercially viable technology. Competitive grants provide funding at critical stages in technology development. Finally, USTAR provides services, specialized equipment and training through its regional outreach program. This includes incubation programs for startup businesses, assistance in accessing the Federal SBIR/STTR programs, mentoring and training for technology entrepreneurs across the state.

In 2015 USTAR had an independent assessment of its programs and the state's innovation ecosystem that resulted in the development of four competitive grant programs. Technology entrepreneurs can compete for grant funding to accelerate the development of their technology through prototyping through the USTAR TAP program. Existing companies in the state can access USTAR match making and funding to leverage the intellectual capital at Utah's institutions of higher education through the Industry Partnership Program to address their technology gaps. Researchers at Utah's colleges and universities can compete for grant funding to accelerate technology development or funds for exploring new ideas with high potential for federal funding. All of these programs target Utah's strategic economic clusters.

UTAH SPORTS COMMISSION

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utahsportscommission.com

The Utah Sports Commission is a 501(c)3 and 501(c)6 organization whose mission is to be a catalyst for Utah in its Olympic legacy efforts and help the state's sports industry and its communities grow economically through sport. Sporting events and sports related travel generate hundreds of billions of dollars each year in the United States.

The Utah Sports Commission's strategies and initiatives continue to brand Utah as an international winter sports hub, further the state's strong Olympic legacy, and position Utah globally as a year-round sports destination, all of which build equity around Utah's sport brand, **Utah: The State of Sport.**

The Utah Sports Commission has partnered with Utah's venues, local sports chapters, communities, public entities and private organizations to attract, host and support almost 700 regional, national, and international sporting events since its creation.

2015-2016 Highlights

During FY 2016, the Utah Sports Commission partnered with 39 events bringing an estimated $110 million to Utah's economy and providing $30 million in broadcast media value.

Key events included USA Weightlifting Olympic Trials, Golden Gloves National Championship, CONCACAF Olympic Qualifying, Red Bull Rampage, National Veterans Wheelchair Games, Web.com Tour Utah Championship, XTERRA USA Championship, Ironman 70.3, Freestyle World Cup, Freeskiing Grand Prix, Tour of Utah, and Huntsman World Senior Games.

The Sports Commission's efforts in 2015-2016 laid the groundwork for an exciting and impactful 2016-2017 with AMA Supercross, Nitro World Games, UFC, US Fencing Summer Nationals, Archery World Cup, USA Judo, USA Climbing and many others events filling the state's sports calendar.

WORLD TRADE CENTER UTAH

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www.wtcutah.com

The mission of World Trade Center Utah is to help Utah companies think, act and succeed globally. As the export promotion arm of the state, WTC Utah accomplishes this mission through three key objectives:

- Motivate and educate Utah businesses to expand their global presence through training seminars, regional forums and newsletters focused on international business development, trade issues and export opportunities.
- Build capacity of Utah businesses for international trade through B2B consultations to identify expansion goals, assess current capabilities, determine overseas opportunities and connect companies with market experts and potential partners.
- Expand global network of Utah businesses through trade missions and networking with foreign trade officials.

FY 2016 Highlights

- Celebrated 10 Year Anniversary with event keynoted by Gov. Jon M. Huntsman, Jr.
- Co-produced the 2nd annual Utah Global Forum
- Led trade missions to China/Hong Kong, Mexico and France, and supported a trade mission to Switzerland
- Hosted four international business forums in rural Utah: Cedar City, Brigham City, Price and Richfield
- Advised approximately 100 Utah companies through WTC Utah's trade services division
- Hosted 24 diplomatic visitors from around the world
- Hosted a Thought Leader Symposium headlined by Gov. Mike Leavitt
- Organized educational seminars on the topics of T-TIP, doing business in North America, international arbitration, and leveraging online platforms to name a few.

RESOURCES TAB

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(435) 636-3295
(435) 636-3210
tami.ursenbach@carbon.utah.gov
www.carbon.utah.gov/econdev

Daggett County Economic Development
Brian Raymond
95 North 100 West ups
PO Box 219
Manila, UT 84046
(435) 784-3218 x 134
(435) 784-3335
braymond@daggettcounty.org
www.daggettcounty.org

Davis County Economic Development**
Shawn Bues
61 S. Main Street STE. 304
PO Box 618
Farmington, UT 84025
(801) 451-3216
(801) 451-3281
sbeus@daviscountyutah.gov
www.daviscountyutah.gov/economic_development

Duchesne County Economic Development
Irene Hansen
50 E. 200 South
PO Box 1417
Roosevelt, UT 84066
(435) 722-4598
(435) 722-4579
irene@uintabasin.org
uintabasin.org

Emery County Economic Development
Jordan Leonard
75 E. Main Street, STE. #117
PO Boc 297
Castle Dale, UT 84513
(435) 381-5576
(435) 381-5183
jordanl@emery.utah.gov
www.emerycounty.com

Garfield County Economic Development
Justin Fischer
55 South Main Street
PO Box 77
Panguitch, UT 84759
(435) 676-1100
(435) 676-8239
justin.fischer@garfield.utah.gov
www.garfield.utah.gov

Grand County
Zacharia Levine
125 E. Center Street
Moab, UT 84532
(435) 259-1371
zacharia@grandcountyutah.net
www.grandcounty.net

Cedar City - Iron County Economic Development
Danny Stewart
10 N. Main Street
Cedar City, UT 84720
(435) 586-2770
(435) 586-2949
dans@cedarcity.org
www.cedarcity.org

Juab County Economic Development Agency
Brent Boswell
160 N. Main Street
Nephi, UT 84648
(435) 623-3415
(435) 623-4609
brentb@juabcounty.com

Kane County Economic Development
Kelly stowell
76 N Main Street
468 E 300 S
Kanab, UT 84741
(435) 899-4403
stowell@kanab.net
www.kane.utah.gov

Millard County Economic Development Assoc.
Scott Barney
71 South 200 West
P.O. Box 854
Delta, UT 84624
(435) 864-1407
(435) 864-1404
sbarney@co.millard.ut.us
www.millardcounty-ecdev.com

Morgan County
Marlin Eldred
48 W. Young St
Morgan, UT 84050
(801) 829-6811
(801) 826-6684
meldred@morgan/country.net
morgan-county.net

Piute County Economic Development
Darin Bushman
550 N. Main Street
PO Box 99
Junction, UT 84740
(435) 326-4255
(435) 577-2433
darinbusham@piute.gov
www.piute.org

Economic Development Contacts by County

Rich County- Bear Lake Regional Commission
Mitch Poulsen
69 N. Paradise Pkwy, Building B
PO Box 472
Garden City, UT 84028
(435) 946-2198
(435) 946-2205
mpoulsen@cut.net
www.bearlakeregionalcommission.org

San Juan County Economic Development
Charlie Delorme
117 S. Main Street
PO Box 490
Monticello, UT 84535
(435) 587-3235 ext. 4138
(435) 587-2426
delorme@sanjuancounty.org
www.utahscanyoncountry.com

Sanpete Economic Development
Kevin Christensen
191 N. Main Street
PO Box 148
Manti, UT 84642
(435) 835-4321
(435) 835-6876
kevin@sanpete.com
www.sanpete.com

Sevier County Economic Development
Malcolm Nash
250 N. Main Street, Rm 10
Richfield, UT 84701
(435) 893-0454
(435) 893-0495
sevierutah@hotmail.com
www.sevierutah.net

Summit County Economic Development
Jeff Jones
PO box 128
Coalville, UT 84017
(435) 783-4351
jjones@summitcounty.org
www. summitcountybusiness.com/economic-development

Tooele County Economic Development
Randy Sant
90 N Main Street
Tooele, UT 84074
(435) 843-2104
(435) 843-3427
randys@toolecity.org
www.co.tooele.ut.us

Uintah County Economic Development
Mike Mckee
152 East 100 North
Vernal, UT 84078
(435) 781-5380
(435) 789-3188
mmckee@uinta.utah.us
vernalutah.org

Utah County Economic Development
Russ Fotheringham
815 w 1250 s
Orem, UT 84058
(801) 863-7546
rfotheringham@edcutah.org
utahvalleydata.com

Heber Valley Tourism and Economic Development
Ryan Starks
475 N. Main Street
Heber City, UT 84032
(435) 654-3666
(435) 654-3667
ryanstarks@gohebervalley.com
www.gohebervalley.com

Washington County Site Select Plus Business Resource Center (will change to St. George area economic dev)
Jeriah Threlfall
1071 E. 100 S. Building C, Ste 7
St. George, UT 84770
(435) 652-7750
(435) 652-7870
jeriah.threlfall@dixie.edu
www.siteselectplus.com

Wayne County Economic Development
Newell Harward
18 South Main Street
PO Box 189
Loa, UT 84747
(435) 836-1315
(435) 836-1334
Only phone
www.waynecountyutah.org

Weber Economic Development Partnership
Doug Larsen
2380 Washington Blvd. Ste 250
Ogden, UT 84401
(801) 399-8414
dslarsen@co.weber.ut.us
www.co.weber.ut.us/weberedp

City of Moab Economic Development
Rebecca Davidson
217 E. Center Street
Moab, UT 84532
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(435) 259-4135
rdavidson@moabcity.org
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Higher Education

University of Utah

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Salt Lake City, UT 84112
801-581-7676
business.utah.edu
Accredidation: NWCCU

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801-581-7676
undergraduateadmissions@business.utah.edu
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801-585-6291
ftmba@utah.edu
mba.business.utah.edu

Professional MBA
801-581-6836
pmba@utah.edu
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Executive MBA
801-581-5577
emba@utah.edu
emba.business.utah.edu

Master of Accounting
801-581-7275
MAcc@utah.edu
eccles.utah.edu/programs/master-of-accounting/

Master of Science in Finance
801-581-7785
MSF-Masters@eccles.utah.edu
eccles.utah.edu/programs/master-of-science-in-finance/contact-us/

PhD
801-585-1750
phdprogram@business.utah.edu
phd.business.utah.edu

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105 Fort Douglas Blvd #604
Salt Lake City, UT 84113
801-587-3836
lassonde@utah.edu
lassonde.utah.edu/foundry/

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105 Fort Douglas Blvd #604
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Technology and Venture Commercialization Office
615 Arapeen Dr #310
Salt Lake City, UT 84108
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tvc.utah.edu

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School of Business
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Weber State University

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weber.edu/goddard/masters_of_taxation.html

MBA
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mba@weber.edu
weber.edu/mba

Higher Education

Brigham Young University

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Brigham Young University 730 TNRB
Provo, UT 84602
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marriottschool.byu.edu

Lee Perry, Dean
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W437 TNRB
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Rollins Center for Entrepreneurship & Technology
Brigham Young University 470 TNRB
Provo, UT 84602
801-422-7437
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Technology Transfer
3760 Harold B. Lee Library
Provo, UT 84602
801-422-6266
byutto@byu.com
techtransfer.byu.edu

Western Governors University

Online BS and Master's in Multiple Business Disciplines
4001 South 700 East Suite 700
Salt Lake City, UT 84107
801-274-3280
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Westminster College

Bill and Vieve Gore School of Business
1840 South 1300 East
Salt Lake City, UT 84105
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Higher Education

Salt Lake Community College

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4600 S Redwood Road
Salt Lake City, UT 84123
slcc.edu/schoolofbusiness/

Dennis Bromley, Dean
Business Building 230A
Salt Lake City, UT 84123
801-957-4476
dennis.bromley@slcc.edu

Jordan
3491 W 9000 S
West Jordan, UT 84088
801-957-2600
www.slcc.edu

Meadowbrook
218 W 3900 S
Salt Lake City, UT 84107
801-957-5821
www.slcc.edu

Miller
9750 S 300 W
Sandy, UT 84070
801-957-5200
www.slcc.edu

South City
1575 State St
Salt Lake City, UT 84115
801-957-4111
www.slcc.edu

Taylorsville Redwood
4600 S Redwood Road
Salt Lake City, UT 84123
801-957-7522
www.slcc.edu

Snow College

150 College Avenue
Ephraim, UT 84627
435-283-7000
snowcollege@snow.edu
www.snow.edu

Business Studies, Stacee Mciff, Department Chair
Business Building, BB-108
Ephraim, UT 84627
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Dixie State College

Udvar-Hazy School of Business
225 S 700 E
St. George, UT 84770
435-652-7626
mahmud@dixie.edu
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Kyle S. Wells, Dean
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wells@dixie.edu
http://academics.dixie.edu/business-and-communication/

Utah Valley University

Woodbury School of Business
800 West University Pkwy
Orem, UT 84058
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woodbury@uvu.edu
uvu.edu/woodbury

Norman Wright, Dean
norman.wright@uvu.edu

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801-863-8526
accounting@uvu.edu
uvu.edu/woodbury/accounting

MBA
801-863-5504
mba@uvu.edu
http://www.uvu.edu/mba/

Applied Technology Campuses

Ameritech College of Healthcare

Draper
12257 Business Park Drive #100
Draper, UT 84020
801-816-1444
ameritech.edu

Provo
2035 North 550 West
Provo, UT 84604
801-377-2900
ameritech.edu

Bridgerland Applied Technology College

Main
1301 North 600 West
Logan, UT 84321
435-753-6780
435-752-2016
www.batc.edu
STUDENTSERVICES@BATC.EDU

West
1410 North 1000 West
Logan, UT 84321
435-753-4708
435-753-5709
www.batc.edu

Brigham City
325 West 1100 South
Brigham City, UT 84302
435-734-0614
435-734-0431
www.batc.edu

Rich County
1200 Redwood Road
Woodruff, UT 84086
435-793-4500
435-793-4530
www.batc.edu

Broadview Univeristy

West Jordan
1902 West 7800 South
West Jordan, UT 84088
801-542-7600
801-542-7601
www.broadviewuniversity.edu

Layton
869 W Hill Field Rd
Layton, UT 84041
801-660-6000
801-498-6301
www.broadviewuniversity.edu

Orem
898 North 1200 West
Orem, UT 84057
801-822-5800
801-822-5801
www.broadviewuniversity.edu

Salt Lake City
240 East Morris Avenue
Salt Lake City, UT 84115
801-300-4300
801-300-4301
www.broadviewuniversity.edu

Cameo College of Essential Beauty

124 East 5770 S
Murray, UT 84107
801-747-5705
cameocollege.com
cameo@cameocollege.com

Davis Applied Technology College

550 E 300 S
Kaysville, UT 84037
801-539-2500
www.datc.edu

Dixie Applied Technology College

1506 S Silicon Way
St. George, UT 84770
435-674-8400
www.dxatc.edu

Eagle Gate College

Murray
5588 South Green Street
Murray, UT 84123
801-333-8100
866-284-8680 (Toll Free)
eaglegatecollege.edu

Layton
915 North 400 West
Layton, UT 84041
801-546-7500
866-260-7500 (Toll Free)
eaglegatecollege.edu

ITT Technical Institute

Murray
920 West Levoy Drive
Murray, UT 84123
801-263-3313
www.itt-tech.edu
800-365-2136 (Toll Free)

LDS Business College

Salt Lake City
95 North 300 West
Salt Lake City, UT 84101
801-524-8100
www.ldsbc.edu

Applied Technology Campuses

Mountainland Applied Technology College

Thanksgiving Point
2301 West Ashton Blvd.
Lehi, UT 84043
801-753-6282
801-753-4101
www.mlatc.edu

Orem
1410 West 1200 South (Business Park Drive)
Orem, UT 84058
801-753-6282
801-753-4201
www.mlatc.edu

Spanish Fork
1210 South 693 West (Del Monte Road)
Spanish Fork, UT 84660
801-753-6282
801-753-4119
www.mlatc.edu

Salt Lake City
1260 South 3600 West
Salt Lake City, UT 84104
801-753-6282
www.mlatc.edu

Wasatch
311 North College Way
Heber, UT 84032
801-753-6282
www.mlatc.edu

Ogden-Weber Applied Technology College

200 N Washington Blvd
Ogden, UT 84404
801-627-8300
www.owatc.edu

Provo College

Provo
1450 West 820 North
Provo, UT 84604
877-777-5886
www.provocollege.edu

Southwest Applied Technology College

757 W 800 S
Cedar City, UT 84720
435-586-2899
www.swatc.edu

Stevens-Henager College

Orem (Provo)
1476 Sotu Sandhill Road
Orem, UT 84058
801-373-0285
www.stevenshenager.edu

St. George
720 South River Road, Suite C-130
St. George, UT 84790
435-628-9150
www.stevenshenager.edu

Murray (Salt Lake City)
383 West Vine Street
Murray, UT 84123
801-531-1180
www.stevenshenager.edu

Logan
755 South Main Street
Logan, UT 84321
435-752-0903
www.stevenshenager.edu

Layton
1660 West Antelope Drive, Suite 105
Layton, UT 84041
801-525-8870
www.stevenshenager.edu

Ogden
1890 South 1350 West
Ogden, UT 84401
801-392-1471
www.stevenshenager.edu

Tooele Applied Technology College

Tooele
88 South Tooele Blvd
Tooele, UT 84074
435-248-1800
www.tatc.edu

Uintah Basin Applied Technology College

Roosevelt
1100 E Lagoon Street
Roosevelt, UT 84066
435-722-6900
www.ubatc.edu

Vernal
450 North 2000 West
Vernal, UT 84078
435-725-7100
www.ubatc.edu

Public Education—Superintendent/Districts

Brad C. Smith, State Superintendent of Public Instruction
Utah State Office of Education – 801-538-7510
250 E. 500 S. Salt Lake City, UT 84114

Alpine School District
575 North 100 East
American Fork, UT 84003
801-610-8400
801-610-8516
www.alpineschools.org

Beaver School District
290 North Main
P.O. Box 31
Beaver, UT 84713
435-438-2291
435-438-5898
www.beaver.k12.ut.us

Box Elder School District
960 South Main
Brigham City, UT 84302
435-734-4800
435-734-4833
www.boxelder.k12.ut.us

Cache School District
2063 North 1200 East
Logan, UT 84341
435-752-3925
435-753-2168
www.ccsdut.org

Canyons School District
9150 South 500 West
Sandy, UT 84070
801-826-5000
801-826-5053
www.canyonsdistrict.org

Carbon School District
251 West 400 North
Price, UT 84501
435-637-1732
435-637-9417
www.carbonschools.org

Daggett School District
196 West 200 North
P.O. Box 249
Manila, UT 84046
435-784-3174
435-784-3920
www.dsdf.org

Davis School District
45 East State Street
P.O. Box 588
Farmington, UT 84025
801-402-5261
801-402-5249
www.davis.k12.ut.us

Duchesne School District
50 East 100 South
P.O. Box 446
Duchesne, UT 84021
435-738-1240
435-738-1254
www.dcsd.org

Emery School District
120 North Main Street
P.O. Box 120
Huntington, UT 84528
435-687-9846
435-687-9849
www.emerycsd.org

Garfield School District
145 East Center Street
P.O. Box 398
Panguitch, UT 84759
435-676-8821
435-676-8266
www.garfk12.org

Grand School District
264 South 400 East
Moab, UT 84532
435-259-5317
435-259-6212
www.grandschools.org

Granite School District
2500 S State Street
Salt Lake City, UT 84115
385-646-5000
385-646-4194
www.graniteschools.org

Iron School District
2077 W Royal Hunte Dr
Cedar City, UT 84720
435-586-2804
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www.irondistrict.org

Public Education—Superintendent/Districts

Jordan School Distrcit
7387 S Campus View Drive
West Jordan, UT 84084
801-567-8100
801-567-8078
www.jordandistrict.org

Juab School District
346 East 600 North
Nephi, UT 84648
435-623-1940
435-623-1941
www.juabsd.org

Kane School District
746 South 175 East
Kanab, UT 84741
435-644-2555
435-644-2509
www.kane.k12.ut.us

Logan City School District
101 West Center Street
Logan, UT 84321
435-755-2300
435-755-2311
www.loganschools.org

Millard School District
285 East 450 North
Delta, UT 84624
435-864-1000
435-864-5684
www.millard.k12.ut.us

Morgan School District
240 E Young Street
P.O. Box 530
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801-829-3411
801-829-3531
www.morgansd.org

Murray School District
5102 S. Commerce Dr.
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801-264-7400
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Nebo School District
350 South Main
Spanish Fork, UT 84660
801-354-7400
801-798-4010
www.nebo.edu

North Sanpete School District
220 East 700 South
Mt. Pleasant, UT 84647
435-462-2485
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North Summit School District
65 South Main Street
P.O. Box 497
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435-336-5654
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www.nsummit.org

Ogden City School District
1950 Monroe Blvd
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801-737-7300
801-737-8865
www.ogdensd.org

Park City School District
2700 Kearns Blvd
Park City, UT 84060
435-645-5600
435-645-5609
www.pcschools.us

Piute School District
500 North Main
P.O. Box 69
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435-577-2912 Ext 1
435-577-2561
www.piutek12.org

Provo City School District
280 West 940 North
Provo, UT 84604
801-374-4800
801-374-4808
www.provo.edu

Rich School District
25 South 100 West
P.O. Box 67
Randolph, UT 84064
435-793-2135
435-793-2136
www.richschool.org

Public Education—Superintendent/Districts

Salt Lake City School District
440 East 100 South
Salt Lake City, UT 84111
801-578-8599
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www.slcschools.org

San Juan School District
200 North Main
Blanding, UT 84511
435-678-1211
435-678-1272
www.sjsd.org

Sevier School District
180 East 600 North
Richfield, UT 84701
435-896-8214
435-896-8804
www.seviersd.org

South Sanpete School District
39 South Main
Manti, UT 84642
435-835-2261
435-835-2265
www.ssanpete.org

South Summit School District
285 East 400 South
Kamas, UT 84036
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435-783-4501
www.ssummit.k12.ut.us

Tintic School District
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Eureka, UT 84628
435-433-6363
435-433-6643
www.tintic.org

Tooele School District
92 S Lodestone Way
Tooele, UT 84074
435-833-1900
435-833-1912
www.tooeleschools.org

Uintah School District
635 West 200 South
Vernal, UT 84078
435-781-3100
435-781-3107
www.uintah.net

Wasatch School District
101 East 200 North
Heber City, UT 84032
435-654-0280
435-654-4714
www.wasatch.edu

Washington School District
121 West Tabernacle
St. George, UT 84770
435-673-3553
435-673-3216
www.washk12.org

Wayne School District
79 North 100 West
P.O. Box 127
Bicknell, UT 84715
435-425-3813
435-425-3806
www.waynesd.org

Weber School District
5320 Adams Ave Parkway
Ogden, UT 84405
801-476-7800
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www.wsd.net

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UVU BUSINESS RESOURCE CENTER
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for **NORTHFRONT OFFICE SERVING: DAVIS, MORGAN AND WEBER COUNTIES**

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SUU BUSINESS RESOURCE CENTER
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for **SOUTH SALT LAKE, AND TOOELE COUNTIES**

SALT LAKE COMMUNITY COLLEGE
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for **SOUTHERN UTAH OFFICE SERVING: KANE, PIUTE, SEVIER, WASHINGTON AND WAYNE COUNTIES**

DIXIE STATE BUSINESS RESOURCE CENTER
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St. George, UT 84770
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Small Business Development Centers

Blanding*
Utah State University Eastern
715 West 200 South
Blanding, UT 84511
435-678-8102

Brigham City†
Utah State University
195 West 1100 South, Rm. 203
Brigham City, UT 84302
435-919-1235

Cedar City
Southern Utah University
77 North Main Street
Cedar City, UT 84720
435-865-7707

Ephraim
Snow College
150 S. Main Street
Ephraim, UT 84627
435-283-7376

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

Logan
Utah State University
1770 North Research Parkway #140
North Logan, UT 84341
435-797-2277

Moab*
Utah State University Eastern
125 West 200 South, Bldg B Suite 123
Moab, UT 84532
435-259-7432

Ogden
Weber State University
2314 Washington Blvd, Room 211
Ogden, UT 84401
801-626-7232

Orem
Utah Valley University
815 West 1250 South
Orem, UT 84058
801-863-8230

Price
Utah State University Eastern
451 East 400 North
Price, UT 84501
435-613-5460

Richfield*
Snow College
800 West 200 South
Building 2-A
Richfield, UT 84701
435-893-2252

Salt Lake
Salt Lake Community College
Miller Campus, MCPC 202
9750 South 300 West
Sandy, UT 84070
801-957-5441

St. George
Dixie State University
1071 East 100 South, Bldg. C Suite C7
St. George, UT 84770
435-652-7741

Tooele*
Utah State University
88 South Tooele Blvd.
Tooele, UT 84074
435-248-1895

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

*Denotes a satellite center
†Denotes State Lead Center

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