

# UTAH GOVERNOR'S OFFICE of ECONOMIC DEVELOPMENT



annual report and  
business resource guide  
**2010**

**UTAH**  
LIFE ELEVATED



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

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## **Mission Statement**

*Utah will excel in job creation, innovation, entrepreneurship, global business, and quality workforce and have a stable and sustainable business friendly environment.*

## **GOED is organized into three business units:**

### **CREATE**

- Works to identify and leverage specific industries and business environments, or “clusters,” where Utah has competitive advantages.
- Assists emerging companies and encourages development of Utah’s physical infrastructure, and facilitates networking, access to human capital and financing sources.

### **GROW**

- Focused on retention and expansion of existing Utah companies, and the recruitment and relocation of new companies to the State.
- Utilizes incentives to companies, in the form of performance grants and tax credits, which are contingent upon the creation of new jobs and the generation of new state tax revenue. Incentives are post-performance, disbursements made only after the company meets contractual performance metrics.
- Incentives for film production have also become a determining factor in building the economic base of the Utah film industry.
- Through the International Trade and Diplomacy Office, conducts activities such as trade missions to encourage expansion of international business opportunities for Utah companies and attract foreign investment.

### **GOED Values**

- *Integrity*
- *Drive change & continuous improvement*
- *Teamwork & cooperation*
- *Be the best at what we do, and partner for success*
- *To maintain the momentum of Utah’s “Dynamic Economy”*

### **PROMOTE**

- Focused on publicizing Utah to key domestic and international markets through trade shows, sales missions and familiarization tours.
- Promoting Utah helps the Create and Grow programs by raising the positive Utah profile which attracts new businesses to the State and assists Utah companies as they seek to market new technologies, increase international trade and generate economic activity.

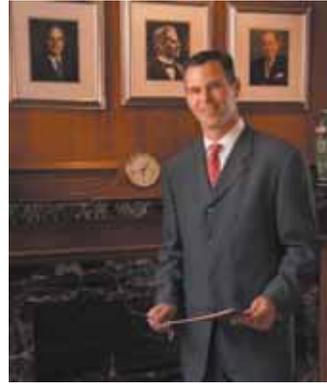


State of Utah  
GARY R. HERBERT  
Governor

GREG BELL  
Lieutenant Governor

## Governor's Office of Economic Development

SPENCER P. ECCLES  
Executive Director



Dear Legislator and Business Leader:

In his economic plan, Governor Gary R. Herbert reiterated his vision for our great State of Utah:

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

The team at the Governor's Office of Economic Development (GOED) is committed to making this vision a reality. A year ago, the Governor directed our office to focus on four objectives:

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

In the spirit of "unprecedented partnerships," we continue to work closely with our Board, the business community, the Legislature, state agencies, city and county officials, academia and other economic development partners on accomplishing the four objectives. I have seen many examples of how Utah's key stakeholders work together to move the State forward and I consider it Utah's 'secret sauce' for success.

Our team has redesigned this Annual Report for FY 2009 – 2010 to serve as a report and a convenient resource guide. It is a small example of how we are working to make our team more accessible.

I remain confident that innovative, entrepreneurial and hard working Utahns will continue to strengthen Utah's economy. Utah is poised to lead and we look forward to working with you.

Thank you,

Spencer P. Eccles  
Executive Director



To contact the Executive Director about GOED visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Sue Redington**, Executive Assistant to Spencer P. Eccles at [sredington@utah.gov](mailto:sredington@utah.gov) or 801-538-8769.

## GOED Board Members



**Jerry Oldroyd**  
*Ballard Spahr Andrews & Ingersoll*

Term End: March 2011  
Salt Lake City

Incentives Committee

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



**Clifford D. White**  
*Capital Consultants*

Term End: March 2011  
Salt Lake City

Businessman, Investor and Financial Planner. Active in Utah community service for 42 years.



**Jack Brittain**  
*VP Technology Venture*

Term End: 2013  
Salt Lake City

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



**Mike Dowse**  
*Amer Sports*

Term End: March 2011  
Ogden

Incentives Committee

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



**Stanley Ellington**  
*Utah Black Chamber of Commerce*

Term End: March 2011  
Salt Lake City

Retired administrator from the United States Air Force. Executive Director of the Utah Black Chamber of Commerce and Chair of United 4 Economic Development.



**Ragula Bhaskar**  
*Fatpipe Networks, Inc.*

Term End: March 2011  
Salt Lake City

Incentives Committee

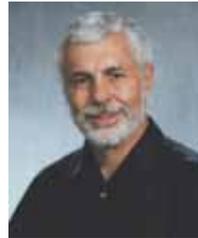
Dr. Ragula Bhaskar is President and CEO of FatPipe Networks, the inventor of patented router-clustering technology.



**Amy Rees Anderson**  
*Mediconnect*

Term End: 2013  
Sandy

Amy is the CEO of Mediconnect Global, Inc. In 2007, Amy received the Ernst & Young Entrepreneur of the Year Award and she was featured on the cover of Inc Magazine for the 2007 Inc 500.



**Mel Lavitt**  
*Needham and Company, LLC*

Term End: 2013  
Park City

Incentives Committee

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



**Molonai Hola**  
*Icon Consulting Group*

Term End: 2013  
Salt Lake City

Incentives Committee

Hola is President and CEO of Icon Consulting Group. Thunderbird International Business School Graduate with a Master's in International Management.



**Rob Adams**  
*E.D. Beaver County Econ Development Corp*

Term End: 2013  
Beaver

Currently serves as the Executive Director for the Beaver County Economic Development Corporation. Rob is a licensed real estate broker with Coldwell Banker.



**Peter Mouskondis**  
*Nicholas & Company*

Term End: 2013  
Salt Lake City

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



**V. Lowry Snow**  
*Jensen & Reece*

Term End: 2013  
St. George

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



**Jake Boyer**  
*The Boyer Company*

Term End: 2013  
Salt Lake City

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



# **PROGRAMS**



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



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

Targeted Economic Clusters
Business Resource Centers: Entrepreneurial Development
Centers of Excellence (COE)
Corporate Recruitment and Incentives
Office of Consumer Health Services
International Trade and Diplomacy
Pete Suazo Utah Athletic Commission
Procurement Technical Assistance Centers (PTAC)
Rural Development
State Science Advisor
Utah Broadband Mapping, Analysis and Planning Project
Utah Film Commission
Utah Office of Tourism
West Coast Initiative

### OVERVIEW

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

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

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

### TARGETED ECONOMIC CLUSTERS

Focused development on emerging Utah industry strengths:

#### Aviation & Aerospace

- Advanced Composites
- Aircraft Maintenance, Repair & Overhaul

#### Defense & Homeland Security

- Unmanned & Autonomous Vehicles
- Logistics and Distribution

#### Energy & Natural Resources

- Renewable Energy

#### Financial Services

#### Life Sciences

- Medical Devices
- Biotechnology
- Natural Products



#### Outdoor Products & Recreation

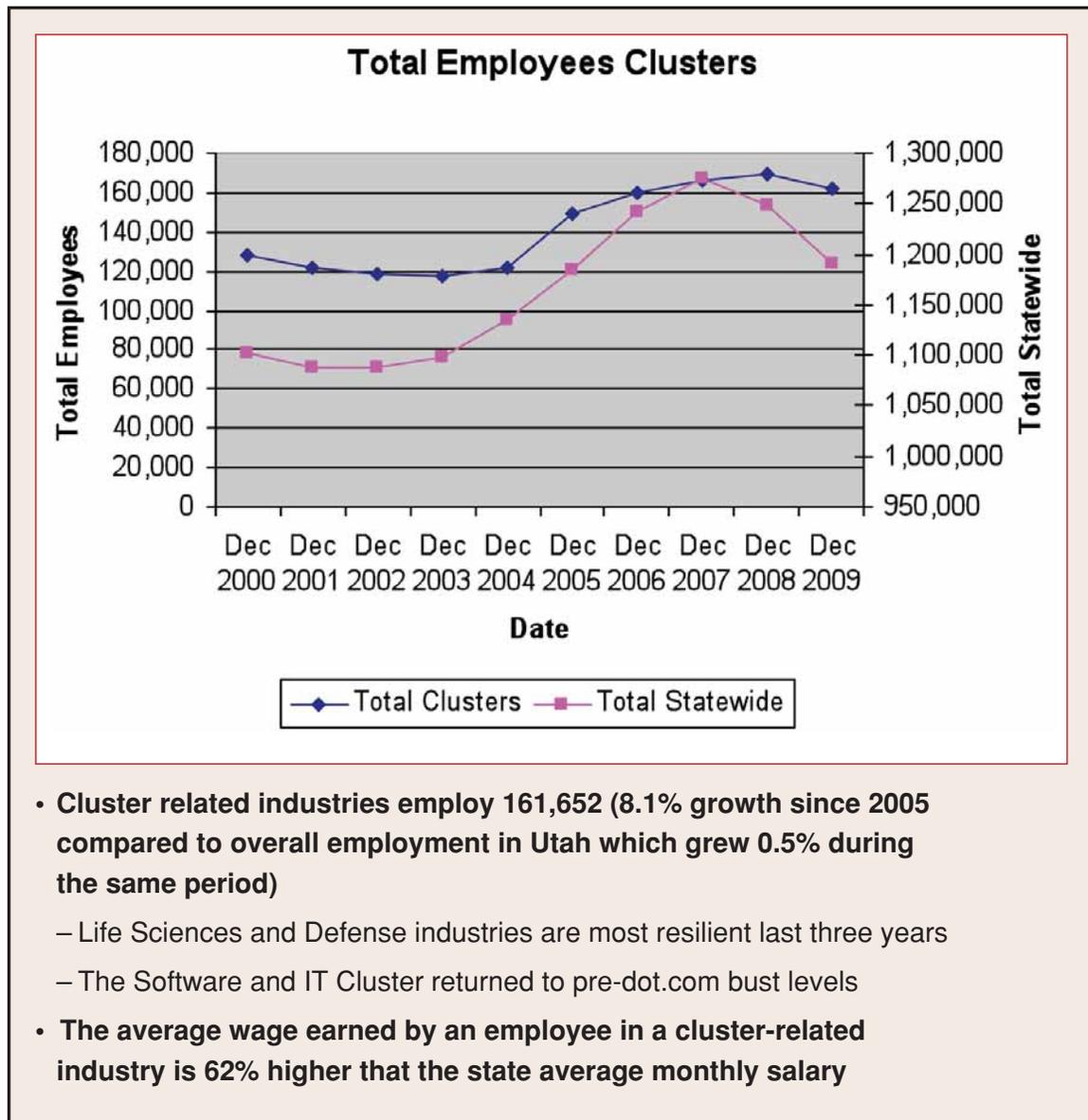
- Cycling

#### Software Development & Information Technology

- Digital Media

## Targeted Economic Clusters

### Economic Clusters Highlights for FY2010



### Life Sciences

- Life Science Industry employs almost 25,000 personnel across the State, and accounts for 2.1% of all employees in Utah, up from 1.9% in 2005.
- Life Sciences is the most resilient of the cluster industries with continued growth, even through the recent economic difficulties. Cluster grew at a 10% rate since 2005, adding 800 employees last year.

Utah and its life science companies participated in the 2010 Biotechnology Industry Organization (BIO) International Convention. The Utah pavilion dem-

onstrated to the international biotechnology community that the life sciences are a critical component of the dynamic economic environment in Utah.

Utah continues to leverage the Workforce Innovation and Regional Economic Development (WIRED) \$5 million grant awarded from the U.S. Department of Labor. Over 89,000 students participated in one or more of the initiative's programs last year. The activities of this grant are focused on creating education programs that help provide a well-qualified workforce for the Life Science Industry.



In the Fall of 2009, the BioInnovation Gateway (BiG) began operations as a life science workforce development and business incubator. This very unique effort, funded through the WIRED initiative, is a joint venture between USTAR and the Granite Technical Institute with students getting hands-on experience with life sciences companies.

Utah's Natural Products and Dietary Supplement Industry is recognized as a national leader (25% national market share), with estimates of representing seven billion dollars in sales. GOED is helping to coordinate activities that assist this dynamic industry. Efforts this past year focused on responding to the industry's request for safety testing of raw materials and workforce development.

### **Aviation and Aerospace**

Completed an Aerospace Utah Cluster Acceleration Partnership in coordination with industry, Department of Workforce Services, Utah System of Higher Education, USTAR and facilitated by Grow Utah Ventures. The effort identified opportunity areas for growth in the sector, education and workforce needs and ways to continue to grow the industry. Utah is known for and has opportunities for growth in Maintenance, Repair and Overhaul of both military and commercial aircraft, advanced composites and materials, unmanned aerial systems and space technology.

### **Defense and Homeland Security**

The Defense and Homeland Security Cluster sector continues to be strong in the state, employing almost 45,000 Utahans through its many functions, both on the various military installations across the state and by defense contractors.

- Hill Air Force Base (HAFB) remains the largest single site employer in the state with almost 22,000 employees working on the base every day.

## Targeted Economic Clusters

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- The Air Force's new fighter, the F-35 Joint Strike Fighter, will have a significant impact on Utah as it enters the force over the next decade or two. ATK and other defense contractors are conducting significant workload associated with the program, employing hundreds across the State. As part of the JSF, Janicki Industries, a national leader in precision tooling for the advanced composites industry, is expanding into Utah to support JSF production.
- Hill Air Force Base was selected for F-35 Joint Strike Fighter maintenance of this next generation Air Force fighter, which will replace the F-16 that Hill AFB currently maintains.
- Hill Air Force Base was selected by the Air Force as their preferred choice to have an operational wing of F-35 Joint Strike Fighters stationed there, contingent on the completion of an environmental process that could result in 72 F-35s being based at Hill beginning in 2013.
- Unmanned Vehicle activity within the State continues to grow with the Army standing up its Rapid Integration and Acceptance Center at Dugway Proving Ground. Over 350 jobs will be created by this and related activities. The State has been contacted by several defense contractors who are interested in opening unmanned vehicle operations in Utah due to the attributes of this growing industry.



## Energy

- Includes generation, production, transmission, sale and consumption of traditional (oil, gas and coal) and alternative (including renewable energy and energy efficiency) energy sources, mineral technology and transmission
- Cluster industries invested \$1.38B in total wages (38.7% growth between 2005 and 2009), paying 165.6% of state monthly average wage (December 2009), and established 1,142 new energy companies (9.7% increase between 2005 and 2009).
- Utah established the Renewable Energy Development Incentives (REDI) effort, a refundable tax credit of up to 100% of new state taxes for the life of a project, to companies to locate in the state who manufacture renewable energy (biom-



## Targeted Economic Clusters

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ass, geothermal, hydroelectric, solar, and wind) components or who generate utility-scale renewable energy.

- The state established the Utah Generated Renewable Energy Electricity Network Authority (UGREEN) to oversee and develop transmission corridors for renewable energy generation sites to deliver power to consumers.
- Utah has huge potential development opportunities: 9,145 MW of wind, 826 GW of solar and 1,330 MW of geothermal power.
- Utah is one of only four states generating power from geothermal sources

*“Simply put, few other states have the energy resources with which we, in Utah, have been blessed,” said Utah Gov. Gary R. Herbert in his 2010 State of the State Address in January. In his address, Gov. Herbert also announced The Utah Energy Initiative; a 10-year plan to ensure Utah’s continued access to its own low-cost energy resources, and its ability to be on the cutting edge of new energy technologies.*

- GOED formed an Energy Working Group (EWG) for the State, which meets monthly, to help facilitate coordination, awareness and understanding for state agencies and their partners related to energy and economic development opportunities
- GOED created the Military Installation Energy Collaborative (MIEC) to coordinate energy opportunities with the military installations who have strategic goals set by the Department of Defense for energy reduction and independence

### Digital Media

- Utah’s Digital Media Industry has companies that create the media content for films, television, video games, computers, simulations and modeling, employing over 1,500 people in sixty media firms statewide.
- Some of the largest names in the industry have a presence in Utah and include Entertainment Arts, Disney Interactive Studios, Sandman Studios, Move Networks and SpectrumDNA.
- USTAR established a Digital Media Institute at the University of Utah which will enhance the development of technological advances in the digital media field through computer graphics, engineering and software development. The University of Utah is where the basic computer graphics were created that eventually became Pixar.



## Targeted Economic Clusters

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- Almost 500 people from across the State participated in the Pushbutton Summit, held Spring 2010, which was the first digital media industry-wide event in Utah. The event showcased Utah's digital media industry, future opportunities and networking events.



### Outdoor Products and Recreation

- The Outdoor Products and Recreation cluster continues to grow. The list of Utah outdoor companies include; Amer, Rossignol, Voile, Salomon, Black Diamond, Petzl, Lizard Skins, Specialized, Quality Bicycle Products.
- In the past year Specialized Bicycle Products and Black Diamond expanded; Ortovox and Quality Bicycle Products moved distribution centers to Utah, and new companies like Waterbox and Ibert started.
- The annual Outdoor Retailer Summer and Outdoor Retailer Winter Shows continue to attract vendors and retailers from around the world to Utah, and gives us an opportunity to highlight both our industry and Utah as a great place for business.
- Utah Bicycle Industry Group, started this past year, along with the Tour of Utah bicycle stage race promote Utah as a destination for bicycle businesses and bicyclists.
- “Utah’s Own,” a successful marketing of agriculture products produced in Utah has expanded to include the outdoor businesses and products that are owned, operated, and manufactured in Utah. This will help “brand” Utah as a good place to do business and as a state that produces quality products.



For additional information about Targeted Economic Clusters visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Gary Harter**, Managing Director, at [gcharter@utah.gov](mailto:gcharter@utah.gov) or 801-538-8784.

### OVERVIEW

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

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



## **Business Resources Centers: Entrepreneurial Development**

For an idea of their current impact, over 1,000 unique business customers visited the BRCs creating or retaining hundreds of jobs and starting 88 businesses. In addition, over 2,000 business personnel visited all of the business partners operating out of the BRCs.

### **Currently there are eight Business Resource Centers (BRC) operating across Utah**

- Cache BRC at the Bridgerland ATC in Logan
- North Front BRC at the Davis Applied Technology College in Kaysville
- Miller BRC at the Miller Campus of Salt Lake Community College in Sandy
- Utah Valley University BRC in Orem
- Southern Utah University BRC in Cedar City
- Dixie BRC in St. George
- Carbon & Emery BRC in Price
- Zions BRC in Salt Lake City



For additional information about Business Resource Centers visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Riley Cutler**, Director of Outdoor Products, at [rcutler@utah.gov](mailto:rcutler@utah.gov) or 801-538-8873.

### OVERVIEW

The purpose of the Centers of Excellence Program is to accelerate the commercialization of promising technologies that have strategic value for Utah. The program provides grant funding for companies which license technology developed at Utah's colleges and universities, to help accelerate the commercialization process. The process is a competitive annual selection process with grants of up to \$100,000 in the first year of participation and, in a second year, up to the remainder of \$500,000 total over two years of funding. The end goal of the COE Program is to help drive economic development and job creation.

For the 2009-10 fiscal year, the Centers of Excellence Program had a budget of \$2.5 million and received proposals from 28 companies which are licensees of a technology developed at one of Utah's colleges or universities. Requested funding totaled over \$5 million. Of the proposals received, 13 were in the category of Manufacturing, Materials, Energy and Environmental technologies, 12 were in the Life Sciences category, and 3 were from the Information Technology industry. The number of IT proposals was notably low, in past years the program received 12 or 13 IT proposals, or about 1/3 of total proposals. Of the total 28 proposals, 17 were new proposals to the program, and 11 were second year proposals, from Licensees which had received funding the prior year.

Of the 28 proposals, 13 were awarded funding totalling \$2.46 million. Of this funding approximately \$2.158 million was awarded directly to the companies and \$301,000 was contracted to a university to advance research in support of the company. This partnership helps smooth the transitions of these advanced technologies out of the lab and into industry.

All Licensees are required to provide appropriate matching funds. Of the 13 teams awarded funding, all 13 properly executed their contracts. This was a very difficult year to raise matching funds due to the ongoing recessionary economy. Unlike in previous years, companies submitted multiple invoices during the year to claim portions of their matching funds, as they "dribbled" in. Only a few teams used investor funding (equity) as their match, most used either sub-licensing agreements or Federal SBIR or STTR funds to serve as their match for the COE funding. Although we expect all companies to receive their funding, as of the end of the fiscal year, there are still a number whose invoices are still pending final match. This year, matching funding was hardwon.

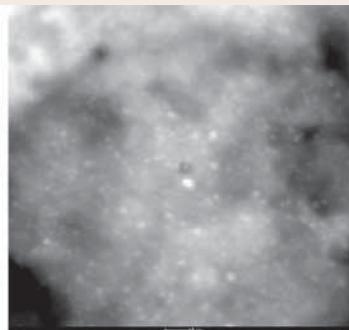
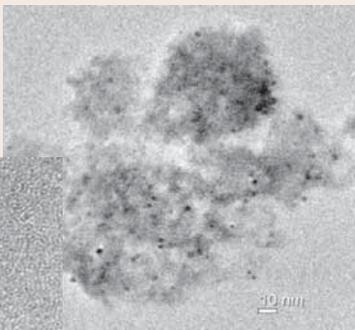
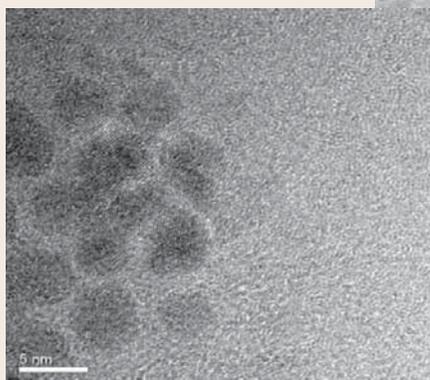
### SUCCESS STORIES

#### Cosmas, Inc.

Cosmas, Inc. is commercializing a revolutionarily simple and inexpensive processes for manufacturing nanoparticles which was developed at BYU. The process can make an unlimited array of high-quality, well-defined metal oxide, mixed metal oxide, metal and metal alloy nanoparticles utilizing a very environmentally friendly method. The basic process involves two simple steps: mixing common dry, crystalline metal salts with dry, crystalline ammonium bicarbonate, and then heating the intermediate compound to a modest temperature (*e.g.*, 250-300°C). The nanoparticles crystallize and the byproducts escape as common gases that can be easily trapped. There are numerous applications for nanoparticles in areas as diverse as coatings for abrasion protection, ultraviolet radiation protection, antimicrobial and self-cleaning surfaces to active chemical applications such as rechargeable batteries, fuel cells and chemical catalysts.

The uniquely small, uniform-sized nanoparticles produced by Cosmas can be made in virtually any chemical composition can be utilized to great advantage. Industrial interest in the process is very high, as is Federal support through the SBIR and STTR programs.

*Electron micrograph of 5 nanometer Nickel Oxide nanoparticles.*



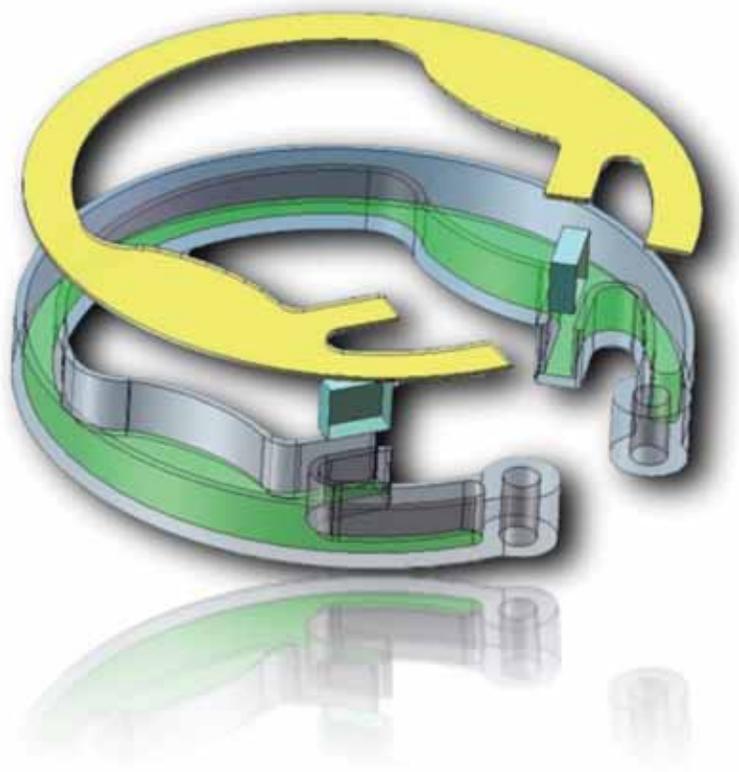
*Electron micrographs of 2 nm platinum nanoparticles on aluminum oxide porous ceramic: (a) dark field image (black dots are Pt crystallites); (b) bright-field STEM image (white dots are Pt crystallites.)*

Cosmas, Inc. will place its first catalyst products with potential customers for pilot plant evaluations by the end of this fall.

The Centers of Excellence funding which Cosmas has received has made it possible for it to develop its facilities to begin scaling up the process to pilot plant levels of production for commercial applications.

### **iVeena, LLC**

iVeena, LLC, is an early-stage biotechnology company with the mission of developing a novel proprietary drug delivery device for treatment of the leading blinding diseases. iVeena will fundamentally change the way eye diseases are treated and improve the quality of life of more than 1 million people/year in the United States and potentially 3 million/year worldwide by preserving their vision with its first product, the Capsule Drug Delivery Ring (CDDR).



*The Capsule Drug Delivery Ring or “CDDR”  
by iVeena, LLC.*

### **The Challenge**

Approximately 1 in 28 Americans over 40 is affected by low vision or blindness. Individuals who live to age 65 have a 45% risk of developing certain eye diseases (e.g. age related macular degeneration, glaucoma or diabetic retinopathy). As the >80 cohort is rapidly growing, prevalence of glaucoma and AMD are expected to more than double by 2020. To put scope to the problem over 10 million people in the United States are experiencing vision loss from AMD or are pre-symptomatic with vision loss in their near future. Current treatments involve complex regimes of eye drops and/or injections and are difficult for most patients. iVeena is focused on fundamentally changing the way drug administration is done in treating these diseases by inserting a “drug reservoir” inside the lens capsule of the eye for long-term therapy for the most common ocular diseases.

### **The Product**

The Capsule Drug Delivery Ring or “CDDR” is designed such that it would sustain extended release (six months to one year) of medications thus lowering overall cost of treatment and reducing the typical high risk of permanent damage

## Centers of Excellence

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to vision that is involved with eye injections. The CDDR is designed for implantation at the time of cataract surgery. Additionally, the CDDR is refillable using a disposable device allowing the CDDR to deliver drug for many years. No extra surgery would be required to implant the CDDR during a typical cataract surgery. In addition, the CDDR will have the advantage of using multiple chambers for simultaneous delivery of multiple drug therapies.



*The prototype of the CDDR – an implantable ring able to hold six months to a year supply of drug therapy.*



For additional information about Centers of Excellence visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Nicole Toomey Davis**, Director, at [ndavis@utah.gov](mailto:ndavis@utah.gov) or 801-538-8687.

### OVERVIEW

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

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

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

Incentives are based on the following “three pillars of success and sustainability”

1. **Post-performance** – incentives are disbursed after the company has met the 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 or make the project economically feasible.

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

A post-performance refundable tax credit for up to 30% of new state revenues (state corporate/ partnership income, sales, and withholding taxes) over the life of the project (typically 5 – 10 years).

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

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

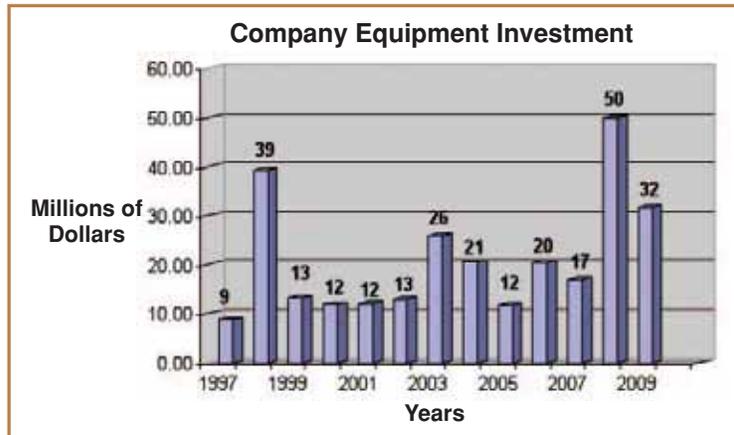
## Corporate Recruitment and Incentives

### Motion Picture Incentive Fund (MPIF), U.C.A. 63M-1-1800

A post-performance incentive up to 20% of total dollars spent in the state in the form of a cash grant or refundable tax credit.

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

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



### Custom Fit Training

Custom Fit training funds are used to help companies train employees and is administered through state colleges and state applied technology centers.

### Private Activity Bond

The Private Activity Bond is Utah's tax-exempt bonding authority creating a lower cost, long-term source of capital and is administered by the Department of Community and Culture.

Additional incentive programs specific to rural counties can be found in the Rural Development Section.

## Corporate Recruitment and Incentives

### IAF/EDTIF Performance Utah Code Ann. § 63M-1-901, 909, 2406 and 2407

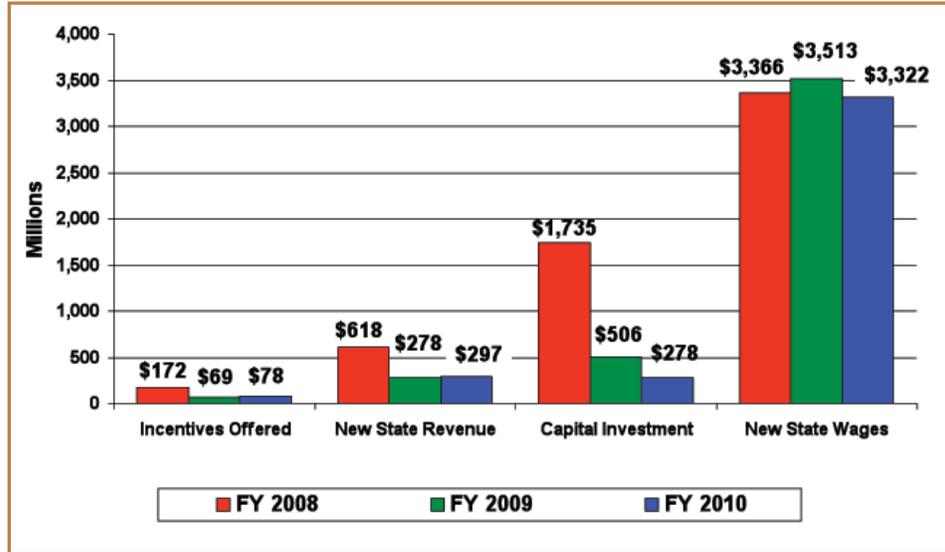
Company	County	EDTIF	IAF	Term	Jobs	Projected Capital Investment	Projected New State Revenue	Withholding	Corporate	Sales	Projected New State Wages
Edwards Lifesciences	Salt Lake	\$10,381,000	\$1,140,000	15	1300	\$14,500,000	\$50,943,077	\$29,119,706	\$20,595,004	\$1,228,367	\$776,525,500
Fairchild Semiconductor	Salt Lake	\$86,700	\$1,182,500	10	538	\$49,500,000	\$5,374,453	\$4,576,994	\$0	\$797,459	\$122,053,164
Mozy, Inc.	Utah	\$543,200		10	91	\$2,200,000	\$2,716,229	\$1,702,550	\$1,013,679	\$0	\$45,401,339
Goldman Sachs	Salt Lake	\$47,283,409		20	690	\$51,000,000	\$157,611,362	\$64,265,337	\$9,520,235	\$83,825,791	\$1,713,742,314
Haemonetics	Salt Lake	\$169,900		5.5	220	\$17,000,000	\$1,699,300	\$980,527	\$463,667	\$255,105	\$26,147,393
eBay	Salt Lake	\$2,128,139		10	207	\$81,000,000	\$8,512,554	\$2,301,593	\$4,002,534	\$2,208,427	\$61,375,816
Merit Medical Systems	Salt Lake	\$4,360,000		10	392	\$11,000,000	\$25,667,302	\$3,589,863	\$14,216,183	\$7,861,256	\$95,729,691
MediConnect Global Inc.	Sanpete	\$1,754,800		10	306	\$470,000	\$7,019,315	\$1,708,526	\$5,206,573	\$104,217	\$45,500,000
Lofthouse	Weber	\$138,434		5	115	\$22,500,000	\$692,170	\$567,403	\$118,000	\$6,768	\$15,130,735
Janicki Industries	Davis	\$316,275		10	50	\$19,500,000	\$1,581,374	\$769,969	\$371,250	\$440,155	\$20,532,500
Royal Bank of Scotland	Salt Lake	\$8,607,261		15	260	\$6,270,000	\$34,429,044	\$14,605,819	\$19,321,820	\$501,405	\$389,488,515
		\$75,769,118	\$2,322,500		4169	\$274,940,000	\$296,246,180	\$124,188,287	\$74,828,945	\$97,228,950	\$3,311,626,967

### Renewable Energy Development Act Utah Code Ann. § 63M-1-2801

Company	County	Type	Incentive	Term	Projected Jobs	Projected Capital Investment	Projected New State Revenue	Withholding	Corporate	Sales	Projected New State Wages
Petersen, Inc.	Weber	REDI	\$344,209	5	53	\$3,000,000	\$983,456	\$373,576	\$412,000	\$197,880	\$10,647,987

# Corporate Recruitment and Incentives

## Overall Performance for Corporate Recruitment and Incentives



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

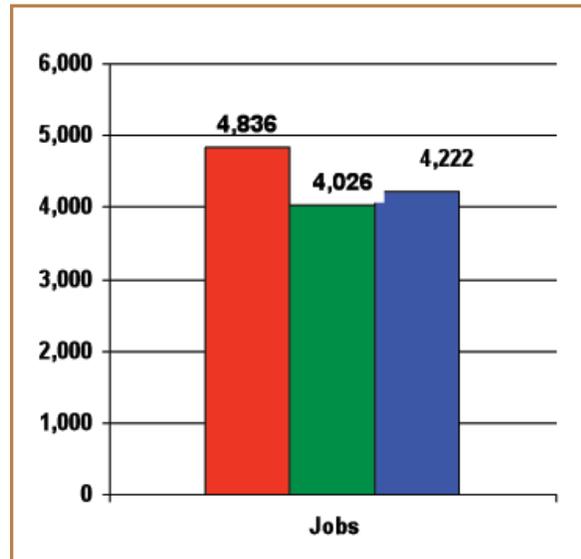
- Cash grants \$108,720,570 representing 5 companies
- Tax credits \$112,619,158 representing 26 companies

### Actual Partial Rebates for FY 2010:

- 6 projects with actual payouts totaling \$3,514,087

### Actual Tax Credits for Fiscal Year 2010:

- 22 projects with actual tax credits totaling \$2,383,152



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

- Standard IAF \$9,078,400 representing 21 companies
- Rural Fast Track Program commitments \$985,500 representing 40 companies
- Economic Opportunity \$100,000 representing 1 company



For additional information on these incentive programs, visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Christina Oliver**, GOED Incentives Manager, at [coliver@utah.gov](mailto:coliver@utah.gov) or 801-538-8792.

**OVERVIEW**

The Utah Health Exchange is designed with the overarching philosophy that the invisible hand of the marketplace, rather than the heavy hand of government is the most effective means whereby reform may take place. The Utah approach to reform is based on enhancing consumer choice and the ability of the private sector to meet consumer needs. The Exchange is part of Utah’s overall health system reform effort that is aimed at increasing the number of Utahans’ with health insurance.



The Exchange formally opened in August 2009 for the individual/family product market as well as a limited launch for the small group market. A full launch of the small group market and a pilot version for the large group market are scheduled for fall 2010.

**Insurance for the Individual**

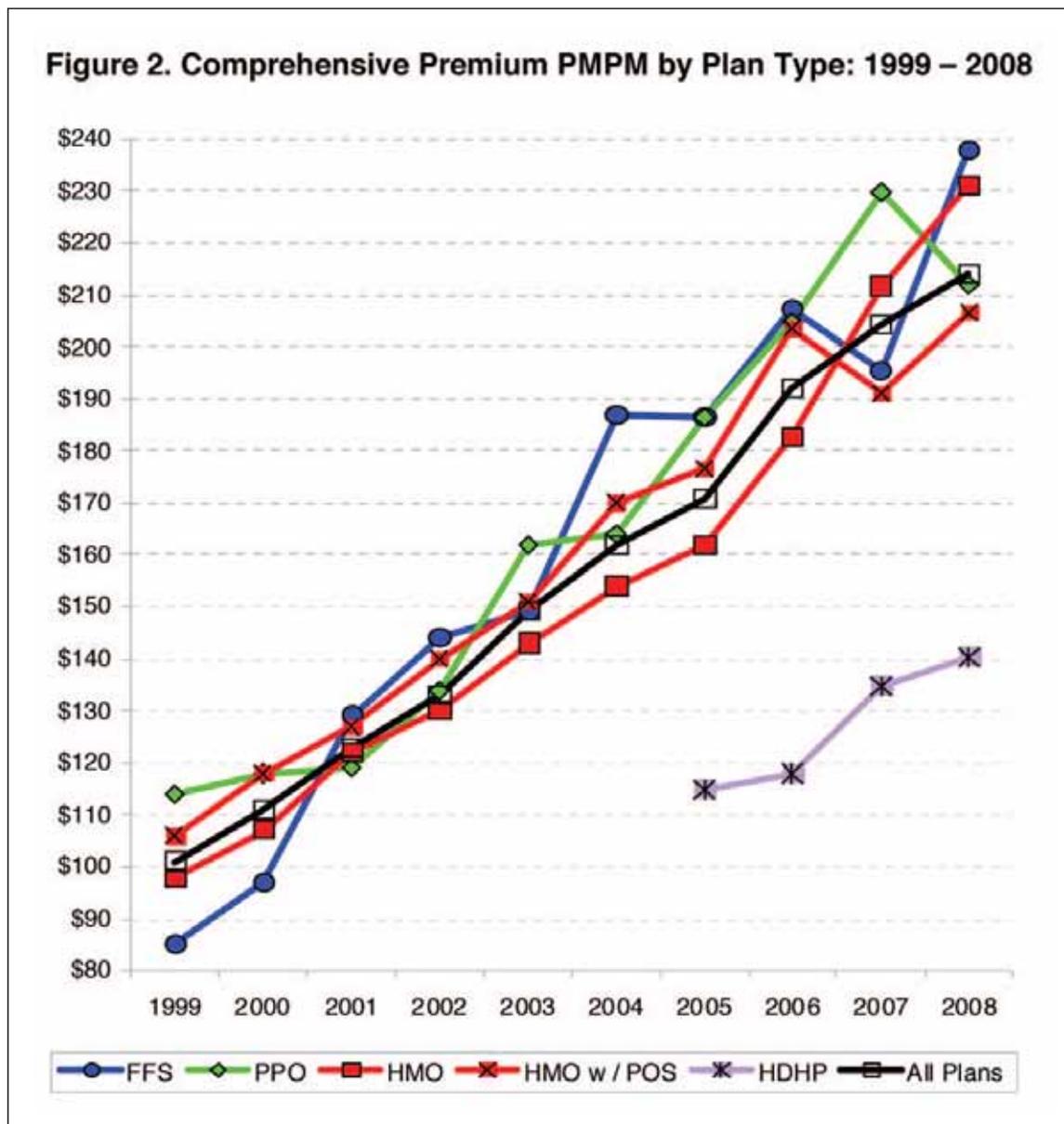
Because the individual and family health insurance market in Utah is already quite robust and consumer oriented, the primary role of the Exchange is to connect consumers with private companies that can help them identify and purchase the product they need. On the Exchange, consumers are given three options to shop for and buy a policy—use a private online shopping service, buy direct from a participating insurer, or search for an agent to get in-person assistance. Currently, there are four private online shopping services, five insurers and hundreds of agents available through the Exchange.



**Defined Contribution Market**

When it comes to employment-based health insurance, Utah recognizes that the traditional approach to purchasing a group plan is not consistent with the underlying philosophies of health system reform. In 2009, Utah created a new defined contribution market for health insurance. In this market, employees choose their own insurance company, network, and benefit structure and employers simply decide how much to





*Courtesy of Utah Insurance Department*

contribute toward the employee’s policy. It is apparent that while this market greatly enhances consumer choice and competition among insurers, it is also a more complicated system with many more people needing information than in the traditional group market.

The Exchange serves as the technology backbone that makes such an innovative market possible. The Exchange has the capacity handle employer enrollment, communicating information to insurers about risk, compiling and displaying price information to employees, executing the employees’ enrollment in their choice of plan, and facilitating the collection and distribution of premiums.

One important note is that this new consumer flexibility also creates a new kind of risk for insurers because sick and healthy employees may not evenly spread themselves across insurers and in employer-based markets insurers cannot price accordingly. In Utah, the key to making this market feasible is the development of a risk adjuster that helps insurers address the uncertainty that is due to consumer choice. The risk adjuster was developed and implemented cooperatively by participating insurers through the Utah Defined Contribution Risk Adjuster Board.

### **Small Businesses**

The Exchange conducted a test run of the technology system for small businesses (2-50 employees) in the fall of 2009. The test run gave employees their choice of over 60 plans from three different carriers with a wide range of benefit plans. At the end of the test run, 13 employers used the Exchange to provide a health benefit for their employees, resulting in over 400 people enrolled in health insurance plans that they chose for themselves. Currently, there are well over 600 small employers on a waiting list who want to use the defined contribution market of the Exchange as their employee benefit plan when it reopens this coming fall. There are now four insurers committed to offering policies.

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

### **Large Group Market**

For large employers Utah statute requires that the defined contribution approach be available through the Exchange by January 1, 2012. In order to meet that objective, the Exchange is in the middle of conducting a pilot project with eight large employers focused on developing the technology to make that a reality. As part of this pilot project, the Exchange will open for a special enrollment of employees of pilot project partners in the fall of 2010. If all employees and dependents of the pilot project partners participate, enrollment through the Exchange could easily exceed 40,000 covered lives in 2011.

### **Work in Progress & Federal Health Reform**

The Exchange also has as one of its primary objectives to be a source of information for consumers on cost and quality of providers and health insurers. The Exchange is working with the Utah Department of Health's All Payer Database to develop interfaces that will allow consumers access to data to help them make better choices about insurance and providers.

## Office of Consumer Health Services

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Advisory Boards comprised of health care providers, payers and consumers have been established that provide the Exchange with feedback used to refine operations, messaging and management. Further work is underway to increase the functionality of the Producer Search tool that allows consumers to find licensed and appointed producers who are authorized to sell in the Exchange

In the light of federal health care reform, the Exchange provides one of two examples of functioning exchanges that could serve as models for other states that will need to develop one. While Utah is still working to understand the details of how the Exchange will need to adjust to meet the requirements of the federal reform, it is very likely that the core features of the defined contribution market and the technology to facilitate consumer choice will be a part of Utah's plan for the foreseeable future.

### **“The Right Approach to Health Care Reform”**

In a Backgrounder article published on April 9, 2010, The Heritage Foundation called Utah's consumer-focused health reform, including the Exchange, the “right approach” to attacking the problems in the health system. Our experience shows that state lawmakers can build reforms unique to their local markets and populations that will be more consumer-oriented and business friendly. Because Utah is not Massachusetts and Massachusetts is not Utah, each state needs the flexibility to design a system that works for them. Utah has made great strides in designing such a system and their approach to health care reform could be a model for many other states that are faced with similar issues.



For additional information about the Office of Consumer Health Services visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Matt Spencer**, Program Manager, at [m Spencer@utah.gov](mailto:m Spencer@utah.gov) or 801-696-4506.

## OVERVIEW

The Mission of the International Trade & Diplomacy Office (ITDO) is to “Increase exports, foreign direct investment, and international trade jobs in Utah.”

## Business Mentoring and Training

The ITDO Regional Directors assist Utah companies to do business internationally and expand existing markets. This assistance is provided in one-on-one mentoring, region-specific training seminars and trade missions. Additionally, ITDO holds numerous networking events. In FY 2010, ITDO assisted 495 companies and trained 1280 companies through 47 training events. A schedule of upcoming events can be found at <http://goed.utah.gov/international-trade/International/>.

## Diplomacy

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

## Export Growth

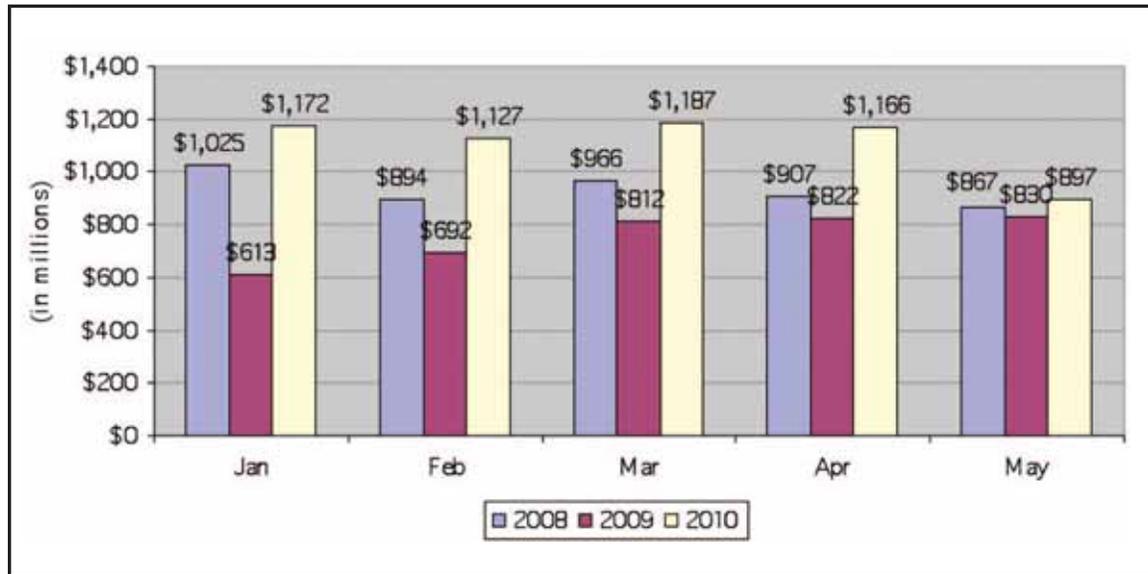
ITDO works closely with a number of internationally focused partners, including the U.S. Commercial Service, and World Trade Center Utah, World Trade Association of Utah. Utah has experienced strong economic growth related to international trade. From 2005 to 2009 Utah’s exports grew by 70.37 percent (compared to the national average of 17.3 percent). In fact, Utah ranked first for export growth in the United States from 2008 to 2009. These exports help fuel Utah’s job creation, especially for small and medium-sized businesses. A total of 2,887 companies exported goods from Utah locations in 2008, an increase of 29 percent since 2006.

### Figures at a Glance

Overall Export Growth ('05-'09):	70.36%
Utah GDP Growth ('05-'08):	12.7%
Export Growth by Key Country ('05-'09)	
• China:	122.99%
• India:	1,098.83%
• Canada:	42.87%
• Mexico:	116.12%
Jobs Supported by International	
Trade (2006):	259,724
Trade Delegation Visits:	40
Diplomatic Visits:	48
Companies Assisted:	495
Educational Seminars:	47
Seminar Attendees:	1,280
Trade Missions:	0

# International Trade and Diplomacy

Utah Commodity Exports



Utah Commodity Exports - 2009		
1	Precious Metals	\$5,146
2	Electronics	\$1,350
3	Medical Equipment	\$496
4	Industrial Machinery	\$417
5	Aerospace Equipment	\$284
6	Edible Preparation	\$283
7	Auto Parts	\$231
8	Ores	\$219
9	Copper	\$205
10	Cosmetics	\$191
Figures are in millions		

2005-2009 %	
Utah	70.36%
Washington	56.42%
Montana	44.07%
Nevada	43.92%
Oregon	20.22%
Idaho	18.52%
U.S.	17.30%
California	2.96%
Arizona	-6.18%
Colorado	-14.66%
New Mexico	-50.08%



For additional information about International Trade and Diplomacy visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Craig Peterson**, Director, at [cepeterson@utah.gov](mailto:cepeterson@utah.gov) or 801-538-8778.

### OVERVIEW

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

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

The PSUAC regulates and oversees nearly 70 unarmed combat events per year. Attendance at these events varies from about 100 spectators to over 5,000 spectators attending large events. This last year, we were disappointed to see the Ultimate Fighting Championship (UFC) cancel its proposed MMA show in Salt Lake City, but we continue to encourage the UFC and other major out of state to schedule future unarmed combat events in Utah. Two Utah MMA athletes were successful in signing contracts with the UFC after successful appearances in the Ultimate Fighter championships.

During the past year, Mark Burnett Productions filmed its third season of the popular “Bully Beat Down” reality television show that is broadcast on the MTV cable network and provided support to local film production businesses in Utah.



For additional information about the Pete Suazo Utah Athletic Commission visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Bill Colbert**, Commission Director, at [bcolbert@utah.gov](mailto:bcolbert@utah.gov) or 801-538-8876.

## Utah #1

### “Expected Economic Recovery”

– *American Legislative Exchange Council – ALEC – March 2010*

Laffer and his co-authors, Stephen Moore, senior economics writer at The Wall Street Journal, and Jonathan Williams, director of the Tax and Fiscal Policy Task Force for ALEC, analyze how economic competitiveness drives income, population and job growth in the states. They found that, “states with a high and rising tax burden are more likely to suffer through economic decline, while those with lower and falling tax burdens are more likely to enjoy robust economic growth.” According to Williams, “The top performing states keep taxes, spending, and regulatory burdens low, while the biggest losers in the book tend to share similar policies of high tax rates, unsustainable spending and regulation.”



## Utah #1

### “The Best Managed State in the Nation”

– *The Pew Center on the States 2008*

*Reported in Governing Magazine: Measuring Performance – March 2008*

The Center ranked the states based on how well they manage their budgets, staffs, infrastructure and information. States were graded on their recruitment and retention of qualified employees, their use of information and technology, management of budgets and purchasing systems, and planning for improvements to roads, bridges and other core infrastructure.

### OVERVIEW

#### Helping Utah companies secure military and government contracts.

PTAC provides assistance to small and mid-sized Utah companies in obtaining government contracts-be they federal, state, or local. Results for FY 2010 indicate that PTAC helped Utah small businesses obtain more than \$500-M (that's 1/2 Billion Dollars) in contracts creating / retaining 10,000 jobs-at \$50,000/job. The return on investment is significant, since the average cost of each new or retained job is less than \$500 per job. PTAC's budget of \$740K is provided by matching funds from the Department of Defense and the State of Utah. There is no more efficient use of funding, as applied to job creation, than the work of PTAC's efforts for the Governor's Office of Economic Development (GOED.)

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

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



Contracting Assistance

#### There are specific keys available from your PTAC Office as follows:

- Bid match software to find bid opportunities
- One-on-one Counseling
- Workshops and Conferences
- Registration Assistance (Duns, CCR, ORCA)
- Networking facilitation Through "Outreach Events"
- Contracting Partnerships
  - Prime / Sub
  - Mentor / Protégé
  - Teaming Agreements
  - 8(a) / Hub Zone Opportunities
- Bid Proposals (response to an RFP)
- Product Specifications / Standards
- Procurement Histories / Pricing Data
- GSA Assistance



*Governor Gary R. Herbert's Introduction as Keynote Speaker for PTAC Symposium.*

## Procurement Technical Assistance Centers (PTAC)

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### Camp Williams Data Center Outreach Events:

PTAC held multiple Outreach Events for various Teams of Prime Contractors bidding on this \$1.6 Billion project. Final submittals from five teams were received by the Federal Government in mid June, and the Design / Build project will be awarded this fall. Expectations are that many Small and Disadvantaged Business will participate as sub-contractors in this multi-year project. As soon as the Prime Contractor Team is announced, additional Outreach Events are planned by PTAC to facilitate our clients with the networking opportunities to become a sub-contractor in this huge building project.



*PTAC Symposium General Session*

According to PTAC State Director, Fred Lange, outreach events are structured to bring many Prime Contractors together with Utah's small businesses, in a similar way as the Data Center events have been scheduled. Another example of a recent Outreach Event was one held for Okland Construction who was awarded the Federal Courthouse Project in downtown Salt Lake City. This project is close to \$500 Million, and has already begun.

Chuck Spence, Deputy Director of the Statewide PTAC Program, helped to facilitate a SDVOB client company in Park City with two National Companies in a Teaming arrangement. Together the "team" will work as a sub-contractor for various Prime Contractors for many Utah building projects - now and in the future.

The fourth annual Procurement Symposium held in October of 2009 at the Davis Conference Center in Layton, saw more than 500 attendees learn how to sell to the Government and Military, and also were privileged to hear a motivating and encouraging keynote speech from Governor Herbert.

This year, on October 21, PTAC has scheduled its fifth annual Procurement Symposium. This fall, the Symposium will be held at the SouthTowne Expo Center in Sandy, and will again include a Keynote address by Governor, Gary Herbert. As in years past, more than fifty large prime contractors and government agencies will have booths—to facilitate networking opportunities for our many state-wide PTAC clients. There will be a number of "break-out" training sessions for Utah's small business community, using topics of interest to all attendees.



For additional information about PTAC visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Fred Lange**, Director, at [fglange@utah.gov](mailto:fglange@utah.gov) or 801-538-8773.

### OVERVIEW

The Rural Development Program Mission is to “Unite and support Utah’s rural communities in economic development through coalitions, entrepreneurship, business expansion and infrastructure development.”

### Rural Partners

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

GOED as partnered with USU Extension on seminars, workshops and coordinated programs. Topics have included manufacturing, Utah’s Own Program, federal stimulus funds, congressional delegation updates and renewable energy.



*Feed Mill in Lynndyl, Utah.*

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

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

### Business and Economic Development Assistance

- **Rural Development Grants**

Matching funds of up to \$10,000 are available to communities to facilitate economic development projects. Grants are awarded as they are received, based on the quality of the project and available funding. The following two projects were

## Rural Development

funded during FY 2010: Casino Star Theatre in Gunnison and Business Resource Center Outreach in Beaver and Garfield.

- **Enterprise Zones, (63M-1-401)**

Businesses within an Enterprise Zone can claim state income tax credits for investing in plant and depreciable machinery and equipment, creating new above average wage jobs, and the rehabilitation of older facilities. In 2008 over \$8.3 million in tax credits were given, estimated to equal over \$70M of business investment in rural Utah.

- **Targeted Business Tax Credits, (63M-1-2001)**

Companies can receive refundable state tax credits for non-retail businesses in qualifying enterprise zones. Each year the state awards a maximum of \$300,000 to companies based on projected investment and payroll. If projections are reached, the companies awarded the targeted business tax credits will receive tax credits in each of the next three years. In FY 2010, GOED did not receive any application for new business projects, but has awarded state income tax credits to the following projects approved in FY 2009: Filter Service Company, Electrical Contractors, San Rafael Veterinary Clinic, Neilson Cement, Palletta Trucking and Badlands Fabrication.

- **Rural Fast Track (RFT), U.C.A. 63M-1-904**

A portion of the IAF is designated for non-retail companies in rural Utah (counties with a population less than 30,000 and average household income less than \$60,000) for business expansion and the creation of new high paying jobs.

<b>Rural Fast Track Program Offers FY 2010</b>			
<b>County</b>	<b># of Jobs</b>	<b>Incentive</b>	<b>Investment</b>
Carbon	4	\$ 96,507	\$ 212,364
Duchesne	1	\$ 50,000	\$ 110,000
Emery	1	\$ 31,000	\$ 61,350
Juab	2	\$ 90,000	\$ 229,900
Millard	2	\$ 87,000	\$ 174,000
San Juan	3	\$ 93,000	\$ 202,719
Uintah	1	\$ 50,000	\$ 435,010
Wayne	3	\$ 125,933	\$ 289,200
<b>Grand Total</b>	<b>17</b>	<b>\$ 623,440</b>	<b>\$ 1,714,543</b>

<b>Rural Fast Track Program Disbursements FY 2010</b>			
<b>County</b>	<b># of Jobs</b>	<b>Incentive</b>	<b>Investment</b>
Beaver	0	\$ 50,000	\$ 127,275
Carbon	21	\$ 270,680	\$ 2,904,086
Duchesne	0	\$ 127,650	\$ 275,920
Emery	0	\$ 173,000	\$ 428,539
Grand	0	\$ 30,316	\$ 88,400
Juab	0	\$ 149,891	\$ 428,975
Millard	0	\$ 37,000	\$ 74,771
Sanpete	0	\$ 138,681	\$ 322,058
<b>Grand Total</b>	<b>21</b>	<b>\$ 977,218</b>	<b>\$ 4,650,023</b>



*Brush Resources,  
Delta, Utah.*



*Horizon Metals,  
Nephi, Utah.*

## Rural Development

- **Rural Broadband, Service Fund 63M-1-2301**

Established to support economic growth in rural locations by providing post performance cash grants to companies that commit to construct wire line technology for broadband service in rural communities. To date, 47 projects in 14 Counties have extended high speed internet to approximately 10,615 potential subscribers.

Rural Broadband Completed Projects		
FY 2010		
County	Projects	Incentive
Beaver	1	5,080
Cache	1	36,530
Carbon	2	95,902
Iron	2	15,943
Juab	2	32,526
Morgan	1	27,513
Sevier	2	30,571
Summit	3	52,314
Tooele	2	15,815
Utah	12	137,810
Wasatch	8	116,924
Washington	1	12,188
Weber	9	150,441
<b>FY 10 Total</b>	<b>46</b>	<b>729,557</b>
FY 2009		
Box Elder	1	24,322
Project Total		
<b>Grand Total</b>	<b>47</b>	<b>\$753,879</b>
<b>Remaining Fund Balance</b>		<b>\$246,121</b>



For additional information about Rural Development visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Beverly Evans**, Director, at [bevans@utah.gov](mailto:bevans@utah.gov) or 801-538-8638, or contact **Les Prall** at [lprall@utah.gov](mailto:lprall@utah.gov) or 801-538-8804.

### Overview

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

### Advisory Council on Science and Technology (SAC)

The SSA and SAC review significant advances in science and technology and advise and make recommendations to the Governor, state legislature and governmental agencies on the use of science and technology to foster scientific literacy and to strengthen the state's economy, educational system and quality of life. The SSA serves as an ex-officio member of the SAC and provides staff support for all SAC activities and initiatives. This year the SAC solicited and reviewed 50 nominations for the Governor's Medal for Science and Technology. The dinner was held at the Discovery Gateway with nearly 200 attendees. Chris Eisenberg, a former National Public Radio journalist, was the emcee for the event. Dr. Sarah George the Director of the Utah Museum of Natural History was the keynote speaker, with Governor Herbert presenting the awards to the seven awardees. The Governor's Medal is a symbol of recognition for those individuals who have provided distinguished service in the fields of science and technology. The Governor's Medal recognizes outstanding achievement in the following areas: academia, industry, government and education. The SAC also appointed one new member this year: Dr. Jennifer Logan. The SAC is also serving as the Executive Committee for the WIRED initiative that is helping to create a talent "pipeline" for the Utah life science community.



*Governor Gary R. Herbert, Wade Hull, SAC Outgoing Chair, Tami Goetz, State Science Advisor.*

## State Science Advisor

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### Workforce Innovations in Regional Economic Development (WIRED)

- The Governor's Office of Economic Development (GOED) received a US Department of Labor grant for \$5.16 million through the Workforce Innovations in Regional Economic Development (WIRED) program. This 3-year grant focuses on supporting the Utah life science industry by building strong partnerships through government agencies, higher and public education institutions, life science industries and community and philanthropic entities.
- There are nine partners, including higher and public education, government, community/philanthropic and industry whom will work together to create outreach and recruitment activities, as well as education and training programs that support the life science industry in Utah.
- The Utah Valley University 4-year Biotechnology Program continues to grow, with 177 students currently enrolled in its second year.
- The life science training business incubator, BioInnovations Gateway (a collaboration between USTAR and the Granite School District) has company presence and is working to establish unique partnerships that support student entrepreneurship training.
- The Utah State University Science Education Training program plays a vital role in rural Utah by offering science and math workshops to give students and the community exciting options for summer opportunities.
- The Face of Fitness program in the Salt Lake City School offers a summer program that allows students to learn concepts in physics, math and engineering while discovering local outdoor product companies.
- Progress is being made in producing a strategic plan that will help to support Utah's rapidly growing and changing natural products and dietary supplement industry. This strategic plan will be included as part of the BioVision effort being coordinated by the Utah Technology Council.



For additional information about the State Science Advisor visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Dr. Tami Goetz** at [tgoetz@utah.gov](mailto:tgoetz@utah.gov) or 801-538-8871.

## Utah Broadband Mapping, Analysis and Planning Project

### OVERVIEW

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

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

The UBMAPP team has formed public-private partnerships with 60+ broadband providers across the state (listed on the following page). With the engagement of these providers, the project will establish a quantifiable long-term vision for expanding reliable high-speed Internet access statewide. UBMAPP is working closely with providers as well as anchor institutions and public-interest organizations such as higher education, K-12, health care, public safety, libraries, civic organizations, and tribal entities to identify currently unserved or underserved areas and populations. GOED is convening a roundtable event with broadband stakeholders in Fall 2010 to kickoff the Broadband Plan’s development which will address such issues as competition policies, efficient resource allocation, and infrastructure within the broadband industry.



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

# Utah Broadband Mapping, Analysis and Planning Project



*Maximum advertised broadband download speeds available from wireline providers, shown using a sample from AGRC's address point data. Similarly mapped broadband data is being compiled for all areas of Utah.*

## BROADBAND PROVIDERS PARTNERING WITH UBMAPP

As of August 18, 2010, the following Utah broadband providers have engaged in participation with the Project:

- 360 Networks
- All West Communications
- American Fiber Systems
- AT&T
- Baja Broadband
- Beehive Telephone
- Bresnan Communications
- BrighamNet
- CentraCom Interactive
- Central TelCom Services
- City of American Fork
- Clearwire Corporation
- Comcast Cable Communications
- Connected Lyfe
- Covad Communications
- Digis
- Direct Communications Cedar Valley
- Emery Telcom
- Farmers Telephone Company
- Fibernet
- Frontier Communications
- Gunnison Telephone
- HNS License Sub
- Ikano
- InfoWest
- Integra Telecom
- Interlinx Communications
- Leap Wireless
- Level 3 Communications
- Manti Tele Communications
- New Edge Network
- Orbitcom
- PAETEC
- PDQ Xchange
- Qwest Communications
- Rapidwave
- Satview Broadband
- Smith Bagley
- South Central Communications
- Sprint Nextel
- StarBand Communications
- Strata Networks
- Union Telephone
- Utopia
- Veracity Networks
- Verizon
- Voonami
- WildBlue Communications
- XMission
- XO Communications
- Xpressweb Internet Services



For additional information about UBMAPP visit [www.business.utah.gov/broadband](http://www.business.utah.gov/broadband) or contact **Tara Thue**, Broadband Mapping and Planning Coordinator, at [tthue@utah.gov](mailto:tthue@utah.gov) or 801-538-8742.

**OVERVIEW**

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

*Utah Code Ann. § 63M-1-1805*

**MOTION PICTURE INCENTIVE FUND**

The purpose of the Motion Picture Incentive Fund (MPIF) is to encourage the use of Utah as a destination for the production of motion pictures, television series, and made-for-television movies. The State of Utah provides financial incentives to the film industry so that the state is capable of competing successfully with other states and countries that offer film production incentives. The MPIF allows the state to foster a strong local motion picture industry that will contribute substantially to improving the state’s economy.

The MPIF functions as a tax credit or cash rebate for approved productions and operates on a post performance basis on expenditures that are made in the state.

**State Approved Rebate Percentages**

- Tax Credit – 20% on dollars left in the state with no per project cap
- Cash Rebate – 20% on dollars left in the state up to \$500,000 per project
- Cash Rebate – 15% on dollars left in the state up to \$30,000 per project

**Dollars Left in the State Requirements**

- Minimum \$1 million spend for the 20% incentive
- Minimum \$200,000 spend for the 15% incentive

**Funds Allocated for Tax Credit**

- Fiscal Years 2010 – 2011: \$15,587,400

**FISCAL YEAR TOTALS**

**Features/Independents/  
Cable Features**

Total Projects: **20**  
Total Production Days: **424**  
Economic Impact: **\$48,972,634**

**Television**

Total Projects: **23**  
Total Production Days: **130**  
Economic Impact: **\$3,042,680**

**Commercials / Videos / Industrial  
/ Documentary / Shorts / Stills**

Total Projects: **68**  
Total Production Days: **45**  
Economic Impact: **\$1,122,118**

**Other Related Film Activities**

Sundance Film Festival: **\$62,700,000**

**Overview**

Total Projects: **111**  
Total Production Days: **599**  
Total Economic Impact: **\$115,837,432**



## Utah Film Commission

### Funds Allocated for Cash Rebate

- Fiscal Year 2010: \$2,206,300
- Fiscal Year 2011: \$2,206,300

### Fiscal Year 2010 MPIF Report

For FY 2010 the MPIF operated with both a 20% tax credit or cash rebate and a 15% cash rebate.

Production	Days	Utah Jobs	Incentive Amount	Economic Impact
127 Hours*	40	151	\$2,430,555.00	\$12,152,778.00
17 Miracles*	21	90	\$30,000.00	\$454,163.00
Den Brother*	25	117	\$672,378.00	\$3,361,890.00
Dragonfire	20	68	\$173,036.00	\$865,183.00
Five Browns, The	5	25	\$30,000.00	\$207,118.00
GGG*	20	63	\$190,432.00	\$952,160.00
John Carter of Mars*	45	405	\$5,546,651.00	\$27,733,255.00
Kane Files	22	75	\$30,000.00	\$233,544.00
Letter, The	18	42	\$30,000.00	\$233,544.00
One Tree Hill	4	50	\$127,000.00	\$873,180.00
Peloton*	18	76	\$30,000.00	\$200,000.00
Remember I'll Always Love You	48	12	\$193,850.00	\$969,248.00
Rootbeer Christmas, A*	15	42	\$30,000.00	\$320,000.00
Scents and Sensibility*	16	38	\$30,000.00	\$255,046.00
Thrillbillies*	120	10	\$250,715.00	\$1,253,575.00
Unicorn City	18	50	\$30,000.00	\$457,647.00
<b>YEARLY TOTAL</b>	<b>455</b>	<b>1,314</b>	<b>\$9,825,117.00</b>	<b>\$50,516,567.00</b>
*Projected				



On location GUNS, GIRLS AND GAMBLING in Tooele County.

Photo by Natalie Cass

### VARIETY MAGAZINE & COMMON GOOD AWARD

The Utah Film Commission staff was named by Variety Magazine for Best Film-Office Support by industry insiders in the article “Pros pick best places for film-making” and was awarded the Common Good Award by Envision Utah for enhancing Utah’s image throughout the world.

### FOX SEARCHLIGHT

The Fox Searchlight film *127 HOURS* is based on the real life drama of hiker Aron Ralston who severed his arm to save his life near Moab, Utah in 2003. *127 HOURS* is directed by Academy Award winning director Danny Boyle (*Slumdog Millionaire*) and will star James Franco (*Spiderman*).

*127 HOURS* filmed in various parts of Utah, including, Moab, Green River, Sandy, Antelope Island, Tibble Fork Reservoir, Emigration Canyon and Blue John Canyon, where Ralston was actually trapped. The bulk of the studio work was filmed in a converted warehouse in Salt Lake City. The film is scheduled to show at the Toronto Film Festival and close the London Film Festival 2010; Fox Searchlight plans to release the film in theatres November 5th, 2010. The production spent \$9 million throughout rural areas of the state over a five month period and created 151 Utah jobs.



Photo by Chuck Zlotnick

*From left: Director Danny Boyle and James Franco on the set of 127 HOURS.*

### DISNEY

In 2009 the Utah Film Commission recruited the big budgeted Walt Disney Studios’ feature film, *JOHN CARTER OF MARS*, which now stands as the largest film ever to be produced in the state. The film is directed by Academy Award-winning filmmaker Andrew Stanton (*Finding Nemo*, *Wall-E*) and is produced by Colin Wilson (*Avatar*). Filmed throughout Southern Utah in the areas of Big Water, Delta, Emery, Hanksville, Kanab, and Moab the production created 300 jobs over a 120-day period, and brought \$21 million into several rural Utah economies. *JOHN CARTER OF MARS* is scheduled to be released in the summer of 2012. The movie will star Taylor Kitsch (*X-Men Origins: Wolverine*), Willem Dafoe (*Spiderman*) and Lyn Collins (*True Blood*).

The Disney Channel also returned to the state with the cable feature *DEN BROTHER* shooting mostly in Salt Lake City and created an economic impact of \$3.3 million and created 120 Utah jobs.

### REMAINING COMPETITIVE

For Fiscal Year 2011 the goal of the Utah Film Commission is to enhance the MPIF by having a competitive incentive rebate and extend the review from a two year to a five year period. This will keep the state more competitive in bringing features and television productions back to the state for a long term commitment. Moreover our goal is to sustain and promote the current built-in incentives such as Utah's infrastructure, scenery, film crews, equipment, talent pool and close proximity to Los Angeles.

### FILM, TELEVISION AND COMMERCIALS SHOT IN UTAH FISCAL YEAR 2010

#### FILM

- **127 Hours** - Moab, Salt Lake City
- **After Life** - Bonneville Salt Flats
- **Age of Dragons** - Utah County
- **Area 51** - Tooele County, Salt Lake City
- **Den Brother** - Salt Lake City
- **Five Browns, The** - St. George
- **For Robbing the Dead** - Antelope Island, Utah County
- **I Live at the House with the Blue Door** - Salt Lake City, Wasatch County
- **Immortality Bites** - Salt Lake County
- **John Carter of Mars** - Emery, Kane and Grand Counties
- **Kane Files** - Utah, Tooele Counties and Salt Lake City
- **Last Eagle Scout, The** - Utah County
- **Letter, The** - Utah County
- **Remember I'll Always Love You** - Salt Lake City, Moab
- **Rootbeer Christmas, A** - Utah County
- **Stand Strong** - Salt Lake County
- **Unicorn City** - Utah County, Salt Lake County
- **Wayshower** - Carbon County

#### TELEVISION

- **Bridezillas** (WETV) - Sandy City
- **Bully Beat Down** (MTV) - Salt Lake City
- **Little Chocolatier's, The** (TLC) - Salt Lake City
- **Fabric of the Cosmos** (Nova) - Moab
- **Man Vs. Food** (Travel Channel) - Salt Lake City
- **One Tree Hill** (CW) - Summit County
- **So You Think You Can Dance** (FOX) - Salt Lake City
- **Thrillbillies** (FUEL TV) - Little Sahara Sand Dunes

#### COMMERCIALS/VIDEOS/INDUSTRIAL/DOCUMENTARY/ SHORTS/STILLS

- **14341** - Music Video
- **AT&T** - Commercial
- **Bing** - Commercial
- **ESPN Magazine** - Still Photo Shoot
- **Hat Man** - Spy Hop Productions Student Film
- **HD Net** - Music Video
- **Lone** - Short
- **Microsoft** - Industrial
- **NA Volkswagen** - Multimedia
- **National Geographic** - Multimedia
- **Novell** - Commercial
- **Nu Skin** - Still Photo Shoot
- **Proctor and Gamble** - Commercial
- **Reco** - Short
- **Unpleasantville** - Short
- **Verizon Business** - Industrial
- **Volkswagen** - Multimedia



For additional information about the Utah Film Commission visit [film.utah.gov](http://film.utah.gov) or contact **Marshall Moore**, Director, at [mdmoore@utah.gov](mailto:mdmoore@utah.gov) or 801-538-8740, 800-453-8824.

### OVERVIEW

Visits to Utah's national and state parks, national monuments, as well as skier days were up last year despite a downturn in the economy. However, because room rates were down, transient room tax revenue dropped from nearly \$36 million in FY 2009 to \$28.5 million in FY 2010. Still, several luxury resorts opened in Utah this year, including Amangiri near Lake Powell, Best Western Bryce Canyon Grand, the Waldorf Astoria Park City, and St. Regis Deer Crest Resort in Park City for a total of more than \$528 million spent on construction and over 1,400 full and part-time positions created. The Utah Office of Tourism (UOT) brands and promotes Utah's great experiences for visitors and citizens in a way that enhances our quality of life. Since the state launched its new "Life Elevated<sup>®</sup>" brand in April of 2006, visitation to Utah has increased as the awareness has gone up. Last year, 19.4 million visitors were attracted to Utah's five national parks, more than 43 state parks, 13 world-class ski resorts, recreation areas, historical sites, and other major attractions. Utah lawmakers appropriated \$7 million dollars for FY 2010 for out-of-state advertising and cooperative marketing. UOT implemented a winter ad campaign, a non-winter ad campaign, and advertising to promote both Utah and non-stop Delta flights between Paris to Salt Lake City and also Tokyo to Salt Lake City. National cable, television spot markets, online, and print ads were utilized for each campaign. UOT partnered with Ski Utah for winter advertising, which included print and online ads to promote skiing. Ski Utah also conducted a viral campaign in New York City with the "snowflakes" from the winter campaign. In addition, UOT worked with a New York City-based domestic PR firm to help generate articles about the state throughout the nation. Major accomplishments included an extended reach of our message, an improved perception and awareness of what Utah has to offer potential visitors, and monies saved due to lower advertising rates. International tourism plays a key role in Utah's economy. Some local tourism offices in southern Utah estimate that 70% of their transient room tax collections come from international visitors.



**Tourism Marketing and Performance Fund (TMPF)**

**FY 2009-2010**

**Original Appropriation \$7 million**

• Co-Op Marketing	\$1,400,000
• Sports Commission	\$700,000
• Total Advertising	\$4,900,000
– Non-Winter	\$2,940,000
– Winter	\$1,470,000
– Special Ops	\$490,000

**Advertising Campaigns**

**Non-Winter 2009**

Traveler Spending	\$705 million
Tax Revenue	\$56 million
State ROI	\$13
Local ROI	\$9

**Winter 2009/10**

Traveler Spending	\$391 million
Tax Revenue	\$31 million
State ROI	\$6
Local ROI	\$4

**Highlights**

- Traveler spending for 2009 is estimated at \$6.2 billion, generating \$625 million in state and local tax revenues or \$703 per Utah housing unit.
- PR firm Lou Hammond and Associates promoted the state domestically, which attracted more than 20 journalists to the state and generated more than 70 articles. A monthly news release was sent to the media and nearly 120 hot tip leads from various media outlets generated coverage.
- The Utah Office of Tourism received the Travel and Tourism Research Association’s (TTRA) top national marketing award for the 2009 summer campaign. The J. Desmond Slattery Professional Marketing Award honors the winning program that “demonstrates an innovative and significant contribution to travel and tourism marketing.”
- The Utah Office of Tourism has relaunched its Utah.travel Web site to include more content and links to social media streams in an effort to make it more interactive.

- Installation of 35 new “Welcome to Utah” highway signs was completed in May. Funding for the joint project between the Office of Tourism and UDOT was generated from signage collections over a three-year period.
- The 2010 Official Utah “Life Elevated®” Scenic Calendar was honored with eight Gold Awards for graphic design, printing, and other categories in the 2010 National and World Calendar Awards competition, hosted by the Calendar Marketing Association.
- Utah received \$450,488 in five National Scenic Byway grant awards for projects in rural areas of the state.



### Cooperative Marketing Program

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

### FY 2009-2010

The Board of Tourism Development funded 36 of 52 applications for \$1.5 million.

### Travel Trade Program

The Travel Trade Program’s objectives include growing/enhancing domestic and international published Utah travel products and branding Utah to worldwide audiences as an exciting year-round travel destination. Program components include media/trade FAM tours, collateral development, press



*Governor Gary R. Herbert launches the Utah non-winter ad campaign.*

## Utah Office of Tourism

releases, trade shows, sales missions, and promotional events. Currently, UOT has international contracts with offices in the UK, France, Germany, and Japan.

### Media and Trade FAM Tours – July 2009 to June 2010

#### FY 2009 - 2010

- 95 Media and Trade FAMs
- 385 Qualified Participants
- Total Media Value: \$ 22,102,428
- UOT coordinated the state's representation at the following international and domestic travel trade shows and media events: Japanese Workshop (Los Angeles); JATA (Tokyo); ITB-Asia (Singapore); National Tour Association Conference (Reno); World Travel Market (London); Go West International (Sacramento); China Outbound Travel Market (Beijing); ITB Germany (Berlin); Sales Missions to Russia, Korea, France, Japan and the UK; Discover America Media Marketplaces in Germany, Japan and Pow Wow; and Sunset Celebration Weekend (Menlo Park).

### Tourism by the Numbers

• County Transient Room Tax Revenue (TRT):	.....	\$28,505,730
• National Park visits:	.....	6.0 million
• National Monument Visits:	.....	4.8 million
• State Park Visits:	.....	4.8 million
• Skier days 2009/2010 season	.....	4.0 million
• Passengers landing at Salt Lake International Airport:	.....	20.7 million
• Utah.travel unique visits:	.....	137,127
• Welcome Center visits:	.....	428,319
• Travel Guides		
Online	.....	14,959
Requests	.....	70,316
<b>Total</b>	.....	<b>85,275</b>



For additional information about the Utah Office of Tourism visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Leigh von der Esch**, Managing Director, at [lvondere@utah.gov](mailto:lvondere@utah.gov) or 801-538-1370.

### OVERVIEW

#### Partners:

- Richter7 (*full service public relations office Salt Lake City, Utah*)
- DCI Counsellors International (*economic development recruitment firm, NYC*)

#### Goal:

To brand the state of Utah and begin marketing it as a place for West Coast companies to see as a place to relocate or expand to during this time of a churning economy; and in doing so to identify and begin recruiting and working with specific companies along the West Coast in the Utah Economic Clusters area for expansion into the state.

### Activities

- Nationwide Survey – Utah Business Image
- Conducted by DCI with 200 site selectors.
- Approximately 70 respondents
- Helped to determine Utah's strengths, weaknesses, and misperceptions; results were used by GOED and Richter7 to determine marketing message for campaign in the look, feel, and messaging of media to public and corporate audiences.
- Major message given by respondents—already knew and know that Utah has a great quality of life, what they indicated needed to be communicated is how moving or opening a business in Utah would contribute to their bottom line.



FROM UP HERE,  
**YOU CAN  
SEE THE  
ECONOMIC  
RECOVERY.**

**UTAH**  
LIFE ELEVATED®



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

### Wall Street Journal ad campaign

- Began mid-March, 2010
- Coordinated with Utah Office of Tourism, Ski Utah, Park City, and Deer Valley—all identified through marketing coordination meetings as being Utah entities that would be advertising in California from March through June 2010. This helped GOED and Richter7 in placing a major media buy for a series of eight one-half page ads in the California edition of the Wall Street Journal.
- Coordinated with all of these partners to get added value placement in scheduling of the ads so that none would overlap, but instead, all of the ads would run consecutively so that print, radio, and television media of California would be saturated with both business marketing messaging and quality of life.
- Results of WSJ ad campaign - Since the beginning of the implementation of the West Coast campaign, web traffic on GOED's site, [www.business.utah.gov](http://www.business.utah.gov), has doubled, and especially out of California where an average of 60 hits a week were coming and now averaging out of California 80 to more than 100 hits per week (see attached graph).
- From the web traffic during the WSJ campaign there were requests by two California CEO's for more information about Utah and what the state has to offer in tax structure and incentives. The GOED growth team is working with both of these companies for further information.

### DCI PDQ campaign

- Prior to the WSJ campaign DCI had worked and through a series of Predetermined Qualifications identified 164 companies in the Southern California area that all had connections to Utah, ie. Executives or board members or management employees who were former Utah residents of Utah higher ed alumni, or also determined through media or annual reports were companies looking to move from the West Coast area and that all fall in Utah 7 cluster areas.
- As the WSJ campaign ensued contacts were made with all 164 companies with the intent of setting up a meeting between management and executives from GOED.
- 8 meetings were held with two of those actually being on site in California and three here in Utah.

## West Coast Initiative

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- **Results:** One company has already moved to Utah—Pleasant Grove—and hired 20 new employees, it is an IT company. No incentives were requested. And another company, with a potential of 300 jobs coming to the state is in the process of applying for an incentive from GOED and the state of Utah.

### New PDQ campaign – Northern California

- Just one week ago DCI delivered to GOED a new list of 294 companies, all from the central and Northern California area - that have undergone the same type of PDQ questioning as the previous 264. In one week contacts will begin being made with those in order to set up the process of getting face to face meetings.

### Fortune magazine wrap

- Beginning this week, 1,100 West Coast CEO's and 300 site selectors were delivered a special edition of Fortune magazine that has a specific Utah-themed cover page, inside cover pages, inside back page, and back page that all message Utah and the business opportunities afforded in the state.
- Over the course of the next several months, eight more of these Utah-themed wraps will greet the magazine reader as they get their mail. It should be noted that all of these recipients obtained a letter indicating they were going to be getting a six month subscription of the magazine as a gift of the state of Utah and that special messaging would be part of the package. They were given the choice of accepting or rejecting and only 50 turned the magazine with the Utah messaging down.
- These 1,100 will also be personally contacted as the campaign continues.



For additional information about the West Coast Initiative visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Clark Caras**, GOED Director of Marketing, at [chcaras@utah.gov](mailto:chcaras@utah.gov) or 801-538-8698.

# ECONOMIC DEVELOPMENT PARTNERS



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

**UTAH**  
LIFE ELEVATED

# The Governor’s Office of Economic Development Partners

Economic Development Corporation of Utah (EDCUtah)
Manufacturing Extension Partnership
Small Business Development Centers (SBDC)
UGREEN
Utah Fund of Funds
Utah Science Technology and Research Initiative (USTAR)
Utah Sports Commission
World Trade Center Utah

### OVERVIEW

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

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



### Even in a Down Economy, Companies Are Still Choosing Utah

During the 2009-2010 fiscal year, 18 companies have chosen to relocate or expand to Utah. Edwards Lifesciences, O'Reilly Auto Parts, Merit Medical Systems, and Goldman Sachs are prime examples of the quality of such companies.

Edwards Lifesciences, the global leader in the science of heart valves and hemodynamic monitoring chose to relocate its operations to Draper adding more than 1,000 jobs and retaining 228 jobs. The jobs are expected to exceed 125% of the county annual median wage.



*Edwards Lifesciences new facility.*

O'Reilly Auto Parts, one of the largest specialty retailers of automotive aftermarket parts, tools, supplies, equipment and accessories in the U.S., has chosen to establish a 200,000-square-foot distribution center in Salt Lake City. The company will hire 450 employees.

Merit Medical Systems, Inc., a leading manufacturer of medical devices used in diagnostic and interventional cardiology and radiology procedures, will expand its facilities and hire an additional 392 employees.

## Economic Development Corporation of Utah

Goldman Sachs, a leading global investment banking, securities and investment management firm, has decided to bring an additional 315 jobs to the State. Many of these positions will pay in excess of 150% of the current average wage for Salt Lake County.

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

### Results

EDCUtah's involvement in expansion and relocation projects generally includes many elements such as gathering and consolidating critical economic data, preparing sophisticated economic analyses, organizing and hosting meetings and site visits, connecting clients with key government and private sector individuals and departments, facilitating discussions and negotiations, and helping clients through the entire relocation/expansion process.

EDCUtah has also expanded its national proactive recruiting efforts by creating the new position of Director of Proactive Recruiting which operates out of Southern California. The program has begun to generate targeted leads and projects which EDCUtah is currently managing.



For additional information about the Economic Development Corporation of Utah visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Jeff Edwards**, President & CEO, at [jedwards@edcutah.org](mailto:jedwards@edcutah.org) or 801-328-8824.

**During the 2009-2010 fiscal year, EDCUtah assisted the following companies that subsequently announced their intentions to expand or relocate in Utah.**

- Decho Corporation (dba Mozy Inc.)
- Edwards Lifesciences
- Quality Bicycle Products
- O'Reilly Automotive, Inc.
- Conductive Composites, LLC
- eBay Customer Support Center
- Merit Medical Systems, Inc.
- Semi Service Inc.
- Haemonetics Corporation
- Fairchild Semiconductor
- Lofthouse Bakery Products, Inc.
- Northrop Grumman
- Goldman Sachs
- Midwest Center for Stress and Anxiety
- Green River Capital, LC
- Janicki Industries
- RBS Securities Inc.
- Sutter Physician Services



*Goldman Sachs expands operations to 222 S. Main building in Salt Lake City.*

### OVERVIEW

The MEP of Utah is a non-profit organization that provides assistance to manufacturers throughout the state with services to sustain and improve productivity, expand capacity, enhance growth and increase profitability. It assesses the individual needs of a manufacturer, identifies the roadblocks to success, opportunities for improvement and growth, and helps the company to leverage private/public resources and to access a consistent set of services to maximize their potential and grow their business.



The MEP is the nation's champion of manufacturing. MEP Centers are located throughout the U.S. and are affiliates of the National Institute of Standards, U.S. Department of Commerce. Chartered to assist small and medium-sized manufacturers (those employing less than 500 workers), the MEP potential service base includes 99% of the 3,800 manufacturers in Utah. However, MEP has limited resources and less than 5% of the manufacturers have access to MEP in any given year. Those that are assisted by MEP report significant results.

A study of the economic impacts of MEP of Utah prepared by Utah State University shows that MEP served 494 total companies in 2008. Major projects assisted 72 companies reporting measurable impacts. The USU study concluded MEP's impact on the economy in 2008 to be:

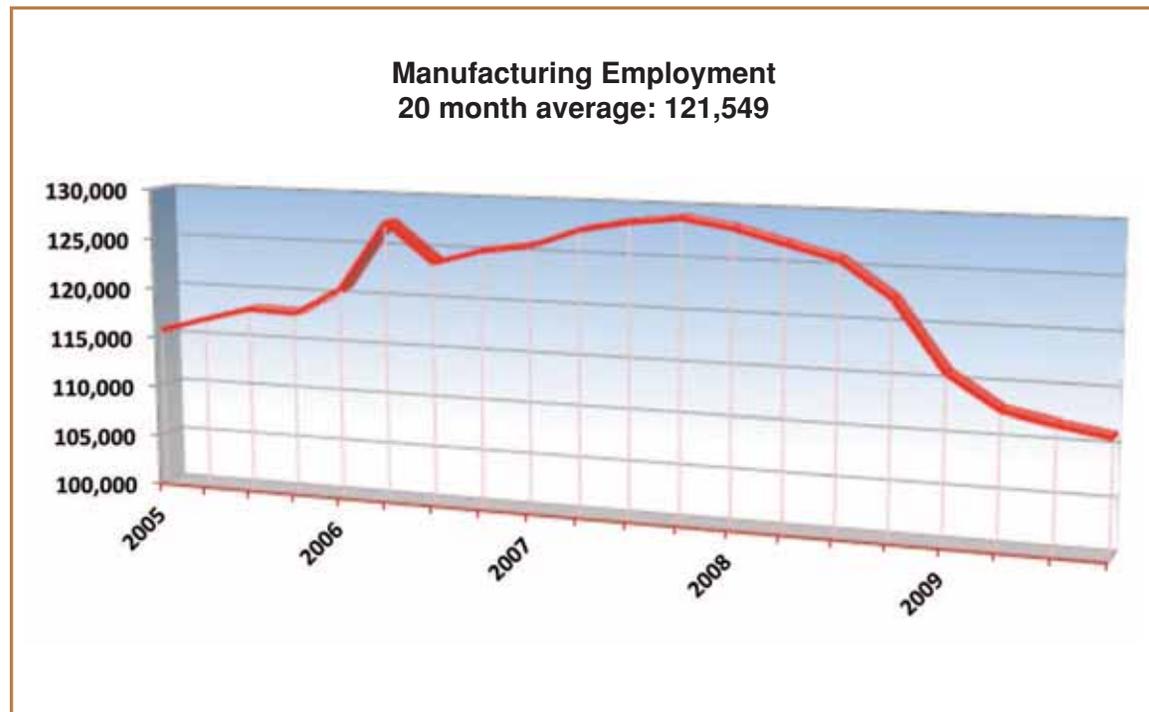
- Additional Wages- \$122.5M
- Additional Jobs- 2,992
- Additional Industrial Output- \$659.4M
- Additional Indirect Business Taxes- \$14.7M

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

Year-to-year manufacturing employment continued to decline during the first 3 quarters of the fiscal year ending June 30. Data for Q4 show a slight rise in em-

## Manufacturing Extension Partnership

ployment to 111,000. Whether the industry has truly hit its floor is yet to be determined. The U.S. economy shows some increased demand for manufactured goods, but it is still weak. Some sectors of the Utah manufacturing economy such as aerospace (especially NASA-linked) face uncertainty in the new fiscal year.



*Manufacturing lost 6,581 jobs during the first 3 quarters of FY ending June 2010 before gaining back 1,800 jobs in the last quarter.*

Further analysis raises areas of concern. Each of the following shows a small, but steady decline:

- Utah's manufacturing payroll as a percentage of total state covered payroll
- The percentage of the average manufacturing wage rate above the average state salaried wage for all employment sectors
- Utah's manufacturing employment as a percentage of total state covered employment
- The number of manufacturing firms is decreasing as a percentage of total firms, and is not keeping up with the pace of the overall economy.

## Manufacturing Extension Partnership



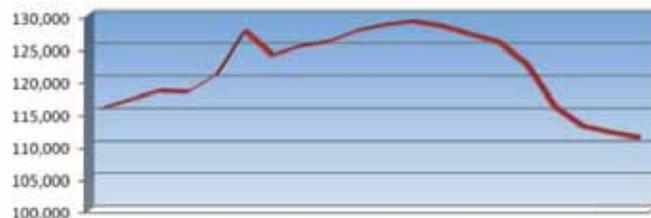
**IM Flash Technologies**, an Intel-Micron joint venture located in Lehi, Utah, is at the forefront of NAND manufacturing technology. In the three short years since the company was formed, IM Flash has produced the smallest memory chip in the industry, the fastest NAND on the market, and become the third largest manufacturer of NAND in the world. IM Flash was recognized by MEP Utah as the 2009 Manufacturer of the Year for Innovation and Technology Commercialization for processes.

MEP's mission is to work with existing Utah manufacturers to sustain and improve their productivity, growth and profitability. Profitable Manufacturing Growth has 5 focus areas: 1) Technology Acceleration; 2) Continuous Improvement; 3) Sustainability; 4) Workforce; and 5) Supplier Development. MEP continues to improve and expand its capabilities to serve Utah's manufacturers. GOED utilizes MEP to promote the economic strength of manufacturing by its inclusion in state, regional, local seminars and conferences, as well as one-on-one referrals to companies seeking assistance.

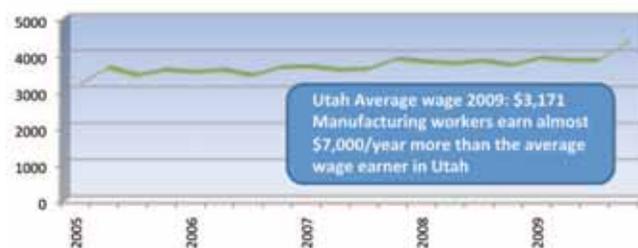
MEP's greatest impact is at the enterprise level, where it can work with company owners, managers and workers to assess needs and prepare a plan to meet company-spe-

### Manufacturing Statistics July 2008 – January 2010

#### Manufacturing Employment 20-month average: 121,548



#### Manufacturing Monthly Wage 20-month average: \$3,645



#### Manufacturing Establishments 20-month average: 3,845

## Manufacturing Extension Partnership

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cific issues. MEP services go beyond Lean manufacturing applications and tools. Enterprise development & management and quality management systems are other factors MEP addresses for increased productivity, growth and profitability.

MEP services address company functions across the enterprise, from the front office to the shipping dock. MEP Centers across the country are helping U.S. manufacturers grow and compete globally by applying proven principles to both the bottom line as well as the top line. This makes MEP in Utah more relevant than ever, as Utah manufacturers need to not only cut costs and improve performance, but to define their markets and produce products that differentiate themselves to their consumers. MEP is strategically positioned to work with GOED in the state's economic development initiatives.

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state- its large employee base, livable wages, tax contributions, creation of secondary jobs and a major role in producing most of Utah's exported goods. MEP will continue to be a resource to the small and medium-sized manufacturers throughout the state and help the entrepreneurial spirit of Utah companies succeed in an ever-changing economy. In both market upturns and downturns, manufacturers face the challenge of differentiating themselves and determining how to bring what is different to the market in a more efficient, cost-effective way. As one company official stated, "...MEP has provided our company with training that will allow us to succeed...The most exciting part for me, personally, is seeing the excitement of our associates when they catch the vision and see the success...Thanks for all your help. We could not have done it without all the instruction and follow up."

– Mike Jensen, VP Operations, Ophir-Spiricon, Logan



For additional information about the Manufacturing Extension Partnership visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Stephen Reed**, Director of Operations, at [sreed@mep.org](mailto:sreed@mep.org) or 435-797-3789.

### OVERVIEW

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



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

Two recent successes show the impact that the SBDC can have in the state's economy.

### **Lisbon Valley Mining Company Rises from the Dust**

San Juan is the largest county in Utah. It's also the poorest. The population density averages two residents per square mile, bringing the total to a little more than 14,000 souls. A business that employs over 100 men and women—and at a pay scale that is well above average—is a big deal here. When a business is forced to close, it's a tragedy.

The copper mine and mill began operations in late 2005. By early 2008, management said that the milling operation was taking longer than anticipated, leaving the company unable to meet its delivery obligations.

Robert M. Frayser, General Manager, Lisbon Valley Mining, reflects back that the bank told him to back off of his efforts to save the company—since the potential for a conflict of interest was high. He heeded that request, for a bit, but as the end drew near, he couldn't maintain that position.

*"I realized that my ultimate responsibility as General Manager of Lisbon Valley*

*was to uphold fiduciary duties as long as I was in the seat. I also thought, “How can I be in a conflict of interest over trying to save the company, if indeed that was my ultimate responsibility anyway?”*

Over the next year and a half, Bob put everything he had into saving the company and the jobs it represented.



Lisbon Valley Mining is now the largest private employer in San Juan County. Over 100 men and women are currently on the payroll, and the wages they make are well above average. Had it not been for the grit and determination shown by Bob Frayser, the company would have gone from 35 employees at the first of 2009 to zero employees at the Lisbon Valley site. The bank would have liquidated the assets and the region, already hard hit and struggling, would have seen an exodus of workers who would have been forced to go elsewhere in search of a job.

Bob Frayser and his management team, working under the premise that better results require better actions, formulated an operating plan that has turned the mine from a losing proposition to a profitable enterprise.

*“Mining costs were originally estimated at \$1.98 per ton mined compared to future and planned mining cost of \$0.91 per ton mined. This is a result of changes related to ore handling, blasting operations, and the elimination of the primary and secondary crushing and conveying circuits.”*

Management reviewed the operations from start to finish evaluating different mining scenarios, project improvements, and cost control alternatives. Below are just a few of the innovations he implemented at the mine:

- The elimination of costly and ineffective crushing and conveying circuits.
- A smaller capacity, but more effective and efficient haul trucks.
- Modified drilling and blasting function, for higher impact.
- A reduction in waste haul distance.
- Restructured management functions for lower costs and better performance.

Extensive and detailed due diligence work has validated management’s efforts towards becoming a viable company resulting in a positive impact to local communities, counties, and the State of Utah.

The Blanding SBDC provided the initial contact that led to new equity funding that saved the company and over 100 jobs.

Robert Frayser was named the SBA 2010 Small Business Person of the Year for the Utah District.

### **Panoptic Security Wins Global Product Award**

Panoptic Security first visited the Sandy SBDC in March 2007. They were contemplating what has today become a highly successful company that employs 12 people and is growing revenue by over



500% annually. With the advice and assistance of several experienced SBDC consultants, Panoptic Security has successfully grown into one of the industry's leading security and compliance solution providers.

Panoptic Security is a technology security company that specializes in Payment Card Industry (PCI) compliance programs for small and mid-size merchants, ISOs, Acquiring Banks and credit card processors. The executive team includes some of the security industry's leading technologists and PCI compliance experts.

The Panoptic Security ExpertPCI™ online web application enables merchants to assess their PCI compliance and take steps to ensure they can mitigate data breaches and securely handle credit card transactions.

Merchants can access the ExpertPCI™ application and quickly determine the right PCI Self Assessment Questionnaire (SAQ) appropriate for their business and generate the necessary documentation. That documentation includes a completed SAQ, PCI compliance validation and reporting, a custom remediation plan, and a custom security policy.

ISOs, Acquiring Banks and credit card processors can work directly with Panoptic Security to ensure all of their merchants have the best online solution available to assess each merchant's PCI compliance condition. Panoptic Security offers simple, and easy to implement, packages for their partners so they can quickly and efficiently assist their merchants with PCI compliance.

Tim Cranny, CEO, is a global leader in the information security space, having played key strategic and technical roles in a variety of high-tech startups. He has worked extensively and directly on cutting-edge technology, and has long experience in embedding technology in its strategic and business context. Tim has worked extensively as consultant of security issues, having spoken at dozens of international conferences and written many whitepapers and journal articles.

Panoptic Security's ExpertPCI™ was recently nominated and won the 2010

## Small Business Development Center Network

Global Product Excellence Award in the compliance category. Info Security Products Guide, the world's leading publication on security-related products and technologies, based the award on the company's innovative performance and unique product. Info Security Product Guide awards recognize security and IT vendors for advanced, ground-breaking products and solutions that are helping set the bar higher.

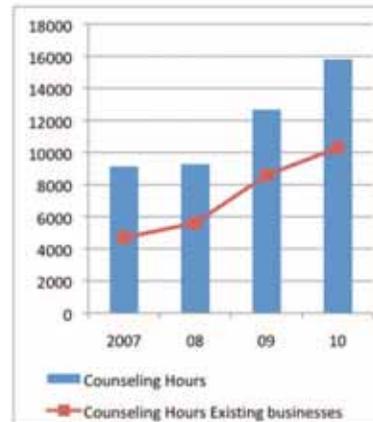
*"Winning the Global Product Excellence Award is a testament not only to our product, ExpertPCI™, but also to the dedication to our incredible team," said Dr. Tim Cranny, CEO of Panoptic Security. "We are honored to be recognized for our product innovation and are looking forward to continuing to make strides in helping companies achieve PCI compliance faster and easier."*

*"The SBDC provided us with a first home just when we needed it," Cranny said. "The range of advisors and services it provided was extremely useful for us, and helped us with those first steps. They definitely contributed to our current continuing success."* Panoptic Security is a graduate of the Miller Business Resource Center business incubator.

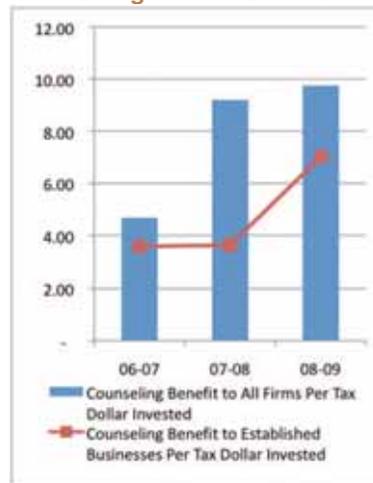


For additional information about the Small Business Development Center Network visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Greg Panichello**, State Director, at [greg.panichello@slcc.edu](mailto:greg.panichello@slcc.edu) or 801-957-5381.

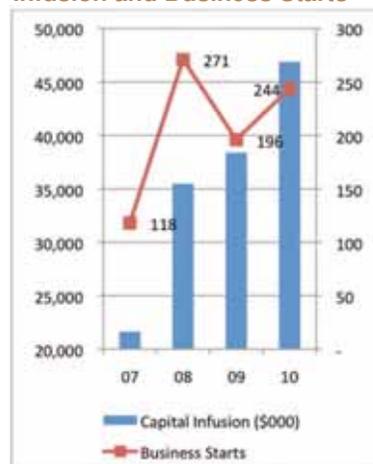
**SBDC Business Counseling Hours for '07-2010 SFYs**



**SBDC Counseling Benefits for '07-2009 FFYs reported in the Economic Impact of Small Businesses Development Center Counseling Activities in Utah**



**SBDC Client Annual Capital Infusion and Business Starts**



**OVERVIEW**

The Utah Generated Renewable Energy Electricity Network Authority (UGREEN) was created by the 2009 legislature to provide a mechanism for financing renewable energy transmission projects in the State of Utah. UGREEN is housed within GOED and works closely with the State Energy Program and the Governor's Energy Advisor's Office to ensure efficiency, efficacy, and comprehensive coverage of renewable energy issues in the State. The Board appointed a Special Advisor to in the spring of 2010 and the Authority is moving forward with establishing the organizational and structural framework within which it will operate. In early July, UGREEN issued its first Letter of Support to PurpleEnergy, a company seeking a federal grant to explore hybrid geothermal/solar thermal technologies in southwestern Utah. Over the next year, UGREEN will continue to interact with high caliber companies seeking to develop renewable energy infrastructure in Utah and provide support for their transmission needs as appropriate. In addi-

*(continued on next page)*



## UGREEN

*The Utah Generated Renewable Energy Electricity Network Authority*

tion, UGREEN will collaborate with other western State Infrastructure Authorities to create a coalition to further the mutual interests of the group. UGREEN will be the inaugural host of the annual event this September and this year's agenda will focus on federal tax exemption for authority revenue bonds and the positive impacts that would accrue to developers and the State. Finally, Governor Herbert's Energy Initiative Task Force has nominated UGREEN to serve as staff to the Transmission, Infrastructure and Transportation Subcommittee. UGREEN will be intimately involved in drafting the Governor's 10 Year Strategic Energy Plan and looks forward to helping shape Utah's energy landscape in ways that benefit the citizens, the environment, and the economy.



For additional information about UGREEN visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Yashoda Khandkar**, Special Advisor, at [ykhandkar@utah.gov](mailto:ykhandkar@utah.gov) or 801-580-6519.

### OVERVIEW

The Utah Fund of Funds (UFOF) is a major economic development program created by the Utah legislature to provide the state's entrepreneurs with access to a broad array of quality funding sources. With a charter of \$200 million approved in 2008 the fund invests in quality venture capital/private equity funds, which in turn explore investments in promising Utah Entrepreneurial growth companies.



As of July 2010 more than 500 funds had applied to the Program, from which 28 high-quality venture capital/private equity firms had been selected as portfolio firms, including 8 from Utah. Partners at out-of-state firms commit to spend a predetermined amount of days in Utah, Helping the fund build a strong network of Utah Business leader, entrepreneur and companies.

The UFOF also conducts a number of economic development training and networking events including the annual Utah Fund of Funds Medical Device Symposium and the Annual Utah Fund of Funds Middle Market Symposium. The Medical Device symposium presented each spring, attracts world class investors, innovators, physicians and students. The panels focus on fund raising. Attendance for the second year, April 2010, was nearly twice that of the first and the event expanded to include vendor booths and sponsors. Feedback has created a buzz for next year which may include adding diagnostics to the focus. One of this year's sponsors, Nelson Labs President Jeff Nelson expressed "It is great to have such a powerful tool in the state with the Fund of Funds."

This year's 6-part training on How to Fund Raise from Institutional investors presents a topic each month at the Miller Innovation Center. Feedback has been tremendous, including comments from entrepreneurs who explain that the information in the presentations was critical and they left each session with lists of tasks they are determined to complete. These presentations are being filmed and are available via webstream.

The UFOF is hungry for new opportunities and looks to advance its presence with established companies. In order to create portfolio diversification, the UFOF is increasing its investment portfolio allocation in the buyout industry. In September the UFOF will present our second annual Middle Market Symposium. The 2011-event will be sponsored by five leading buyout firms: Fenway Partners, Sorenson Capital, Marwit Capital, Seidler Equity Partners and Peterson Partners. CEOs of

## Utah Fund of Funds

Utah companies with revenue greater than \$5 million are invited to spend the day learning about the buyout industry and current trends, and to network with buyout professionals and other well-known CEOs. The UFOF is confident this symposium creates strong opportunities for established companies to continue to grow in Utah.

In addition to facilitating direct investments into Utah companies, the UFOF has experienced strong intangible success. It is difficult to quantify the value of educating Utah companies about private equity funding and providing them with private equity relationship opportunities, but feedback from Utah companies, investors and universities has been positive.

### SUCCESS

Thus far in the program, Utah FoF portfolio firms have completed 912 in-depth reviews of Utah companies and selected 40 to receive funding. Over \$249 million has been invested in these companies from the UFOF portfolio, and the portfolio firms have helped them raise over a \$1 billion with Fund of Funds portfolio and additional syndication. Most importantly, these 40 companies have created a total of 3449 jobs, with an annual average salary of approximately \$66,000—far above the Utah average wage.

*“Just wanted to drop you a note and thank you again for the Utah FoF introduction to Alliance Health Networks. I have attached the news release about their funding for your reading pleasure.”*

– Phil Reed, Highway Ventures

*“We hosted a group from Oregon the first of the week. One of the individuals told me he had been analyzing the effectiveness of Fund of Fund efforts and that Utah had much superior results to Oregon. I asked him to send me the comparison, which he did. [There are] (s)ome interesting ways of looking at the Fund of Funds outcomes, and all positive for Utah. ... it is encouraging to see that the Fund of Funds mechanism can be effective.”*

– Jack Brittain, University of Utah.



For additional information about the Utah Fund of Funds visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Matt Peterson**, Vice President, at [matt@utahfof.com](mailto:matt@utahfof.com) or 801-931-4557.

### OVERVIEW

The Utah Science Technology and Research initiative (USTAR) is a long-term, state-funded investment to strengthen Utah's "knowledge economy" and generate high-paying jobs. Funded in March 2006 by the State Legislature, USTAR is based on three program areas. The first area funds strategic investments at the University of Utah and Utah State University to recruit world-class researchers.

The second area is to build state-of-the-art interdisciplinary facilities at these institutions for the innovation teams. The third program area involves teams that work with companies and entrepreneurs across Utah to promote technology commercialization.



### Research Teams

Nearly 40 leading researchers from around the country have been recruited to Utah since USTAR's inception, and recruitment continues. Strategic innovation focus areas include:

- Energy – Conventional and Alternative
- Biopharma/Biodevice
- Medical Imaging and Brain Medicine
- Imaging Technology and Digital Media
- Nanotechnology

Based on preliminary data for fiscal years 2007-2010 combined, USTAR research teams have attracted federal and other extramural funding to the state at nearly twice the rate projected in USTAR's 2005 economic prospectus. Detailed data will be posted at <http://www.innovationutah.com>.



*Collaborating with other Southern Utah economic development stakeholders, USTAR was instrumental in launching the Information Technology and Renewable Energy business incubator in St. George.*

### Some research highlights include:

- In the last year, USTAR researchers Massood Tabib-Azar (U of U) and Ken Tobiska (USU) have started or relocated companies to Utah.
- HCCS, a U of U/Headwaters, Inc. joint venture based on research by Brian McPherson, is performing a \$2.7 million study of carbon dioxide management for a Midwest-based ethanol plant. McPherson is considered one of the world's leading experts on carbon sequestration of greenhouse gases.

## Utah Science Technology and Research Initiative

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- USU’s Synthetic Bio-Manufacturing Center has developed more 50 specific genetic pathways to “teach” single-cell organisms to produce useful compounds using only sunlight and carbon dioxide. Bioplastics, agrichemicals, and pharmaceutical products are some the markets the Center is targeting.
- A researcher at the U of U’s Brain Institute, USTAR’s Julie Korenberg led a multi-institution team that identified a single gene that appears to determine intelligence in Williams Syndrome patients. The study has implications for the general population.
- USU’s Center for Advanced Sensing and Imaging has performed two industrial cleantech studies using laser-based technology. One study used “wind mapping” to site wind farm towers for highest performance. The other is helping an oil developer in the Uintah Basin manage processed water ponds to reduce potential air pollutants.

### Research Buildings

USTAR funding supports construction of state-of-the-art interdisciplinary research and innovation facilities at the U of U and USU. Each will provide research teams with strategic core facilities to advance innovation and commercialization in their respective focus areas. These facilities are designed to be “industry magnets” for innovation collaboration.

The 110,000 square foot USU building will have a ribbon cutting ceremony in October 2010 and house a Biosafety Level 3 laboratory to perform advanced research in veterinary diseases and other life science projects. At the U of U, the 200,000 square foot facility is on track for a 2012 opening, and will contain one of nation’s most advanced nanofabrication facilities.

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



Photo by Jared Theyre

*The USTAR building at USU is opening in October 2010. The structure adds 110,000 square feet of premium life science lab space to the state’s “innovation infrastructure.” Multiple USTAR research teams will share the building, increasing the opportunities for creative collaboration.*

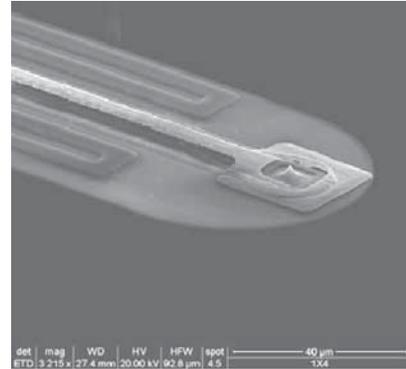
## Utah Science Technology and Research Initiative

### Technology Outreach Program

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

USTAR Technology Outreach teams completed projects with more than 175 companies and entrepreneurs in FY2010, including assistance in market analysis, market entry, prototyping, and fundraising. Since inception, the Technology Outreach team has helped innovators raise more than \$30 million in private equity.

In perhaps what is a best practice in use of federal stimulus funds, Technology Outreach launched in the last year the Technology Commercialization Grant program. Today, 68 projects at higher education institutions around the state are fast-

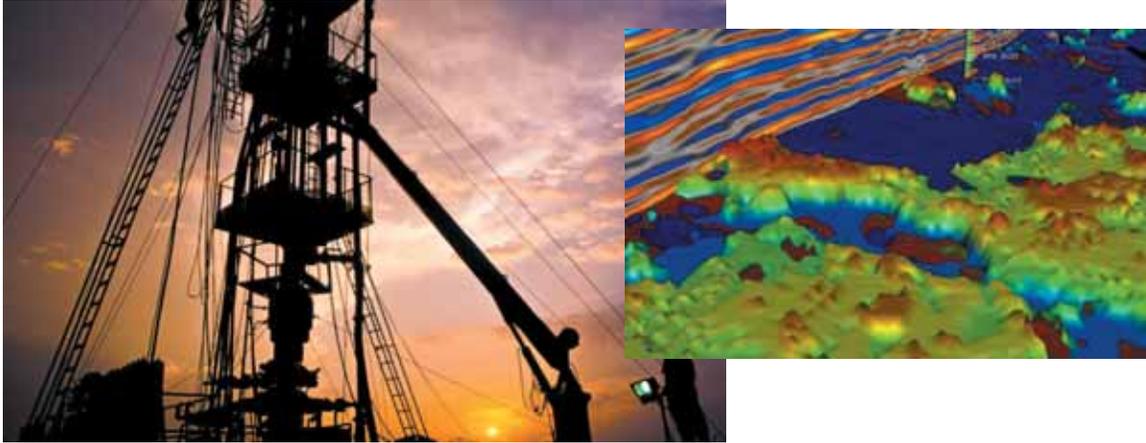


*The U of U's Wireless Nanosystems team is developing a "nanotorch" for use in manufacturing smaller, more powerful electronics such as circuit boards.*



*USU's Biofuels program has opened one of the most advanced research facilities in the country.*

## Utah Science Technology and Research Initiative

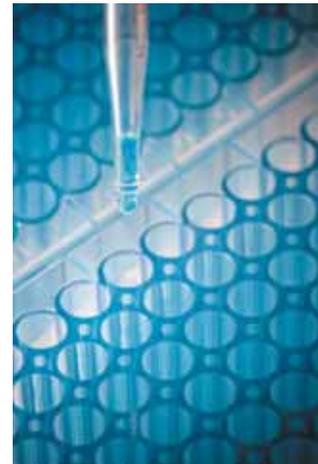


*A USTAR-funded project at the U of U's Energy & Geosciences Institute may help Utah oil and gas developers increase drilling accuracy, reducing production costs and lessening environmental impacts.*

tracking technologies to the market, including the filing of more than 20 new patents and disclosures and development of more than 15 new prototypes. These projects range from \$12,000 to \$90,000 in funding, and most have an industry co-applicant, evidence that “town and gown” can work together to boost regional economies.

In the recent past, USTAR helped launch two incubators—the BioInnovations Gateway in Salt Lake City and the Information Technology and Renewable Energy center in St. George—as well as the SBIR-STTR Assistance Center at SLCC’s Miller Campus. In addition, USTAR contributed significant funds to help the U of U launch a new bioscience business incubator.

For more information, visit [www.innovationutah.com](http://www.innovationutah.com) or follow USTAR at <http://twitter.com/innovationutah>.



*The U of U's new life sciences business Accelerator facility is opening in the Fall 2010 thanks in part to a significant contribution from USTAR.*



For additional information about the Utah Science Technology and Research Initiative visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Michael O'Malley** at [ustarinfo@utah.gov](mailto:ustarinfo@utah.gov) or 801-538-8879.

### OVERVIEW

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



### Executive Summary

Since its creation prior to the 2002 Olympic Winter Games, Utah has positioned itself as a leader in sports event attraction and sports related travel through the Utah Sports Commission. Assisted by the state-wide partners of TEAM UTAH, the Utah Sports Commission has helped to secure hundreds of professional and amateur sporting events that continue to produce economic development and branding for the state and its communities.

The 2002 Olympic Winter Games established Utah as a world-wide leader in winter sports and a preferred travel destination. The vision of the Utah Sports Commission has been to continue the Olympic legacy that was established and grow additional sports genres.



*Summer DewTour 2009 downtown Salt Lake City.*

Utah is unique in that its varied landscapes, venues, and manmade and natural amenities can accommodate a wide range of sporting events. From the Red Bull Air Race through the Mittens in Monument Valley, to the St. George IronMan Triathlon, to the internationally viewed FIM Hannspree Superbike event in Tooele County, and the iconic DewTour in Salt Lake City, the state of Utah has benefited fiscally by sporting events. Equally, sporting events and access in Utah help bolster the quality of life that Utah enjoys.

The Utah Sports Commission and our partners with TEAM UTAH will continue to grow the nearly \$6 billion dollar sports industry in Utah by actively recruiting, and helping to produce viable sporting events. The following information highlights the 2009-2010 Fiscal Year and provides an aggregate accounting of the impact of sporting events brought to Utah by the Utah Sports Commission and TEAM UTAH.

### 2009-2010 KEY HIGHLIGHTS

- Partnered in 37 sporting events across the state generating approximately \$135 million in direct economic impact to Utah
- Partnered with 17 nationally or internationally televised events that provided Utah with approximately \$51 million in media value
- Negotiated the return of Monster Energy AMA Supercross back to Rice-Eccles Stadium bringing an estimated \$9 million in economic impact and \$2 million in media value to the state
- Negotiated the return of the Winter Dew Tour for the 2011 season and established Snowbasin Resort and the Utah stop the season ending Championship. The 2010 event brought an estimated \$5 million in economic impact and \$5 million in media value to Utah
- Organized a Governor's Delegation which attended the 2010 Vancouver Olympic Winter Games meeting with members of the IOC, USOC and others in the Olympic Family
- Organized a Governor's Olympian Recognition Luncheon honoring those Olympians that either live or train in Utah
- Continued to evolve and build Utah's Destination Golf program which included 2 "fam" trips for golf magazine writers, which resulted in a magazine article on golf in Utah
- Utah continued to play host to the Utah Championship bringing an estimated \$4 million in economic impact to Utah and 20 hours of GOLF CHANNEL coverage which is the cornerstone of Utah's Destination Golf program.
- Worked with Red Bull to bring the Red Bull Rampage back to southwest Utah, which is the largest mountain biking competition staged with national and international television, including NBC which will bring approximately \$2-3 million in economic impact to Utah



*Winter DewTour 2010 Snowbasin Resort.*

## Utah Sports Commission

- Assisted with arranging for Film Commission funding for Godfrey Productions to ensure they remain a Utah company
- Negotiated the return of the XTERRA USA National Championship to be held at Snowbasin Resort. The event is estimated to bring approximately \$2 million in economic impact and \$3.5 million in media value to Utah. The event is the largest off-road triathlon of its kind
- Partnered with Rio Tinto Stadium to bring the Amsoil Western Nationals Snocross & Freestyle event to Utah bringing an estimated \$2 million in economic impact and \$1 in media value. The 2010 Utah event won ISOC Racing's series "Event of the Year". Currently in the process of securing event for 3 years.
- Partnered with MMSP and sponsored the FIM World Superbike Championship with a projected economic impact of \$16 million and \$17 million in media value
- Negotiated to secure the return of the 2010 Summer Dew Tour
- Set up Twitter and Facebook accounts utilizing social networking for marketing purposes



*Snocross 2010 Rio Tinto Stadium, Sandy.*



*Governor's  
Olympic  
Recognition  
Luncheon.*

# Utah Sports Commission

## UTAH SPORTS COMMISSION & TEAM UTAH • Impact on the State of Utah 2009-2010

**\$7.4 TO \$13.1 MILLION**  
APPROXIMATE TOTAL TAX REVENUE COLLECTED FROM SPORT RELATED EXPENDITURES (DIRECT & INDIRECT)

**4,340 TO 7,630**  
APPROXIMATE TOTAL JOBS CREATED FROM SPORT RELATED EXPENDITURES (DIRECT & INDIRECT)

**5.4:1 TO 9.6: 1**  
APPROXIMATE RETURN ON INVESTMENT FROM ACTUAL TAX REVENUE COLLECTED COMPARED TO STATE DOLLARS RECEIVED

**\$126 MILLION**  
APPROXIMATE DIRECT ECONOMIC IMPACT TO UTAH

**\$218 MILLION**  
APPROXIMATE TOTAL ECONOMIC IMPACT WITH GOBP MULTIPLIER

**\$91 : \$1 Direct • \$160 : \$1 Total**  
RETURN ON INVESTMENT FROM EVENTS HOSTED VS. STATE DOLLARS RECEIVED (Direct Economic Impact vs. Total Economic Impact w/Multiplier per GOBP)

**\$1.3 MILLION**  
APPROXIMATE NON-STATE FUNDS AND VALUE IN KIND SERVICES RAISED OR LEVERAGED

**37**  
NUMBER OF UTAH SPORTS COMMISSION PARTNERED EVENTS

**28**  
EVENTS WHICH RECEIVED FUNDING/GRANTS

**12**  
CITIES IMPACTED THROUGHOUT UTAH

**OVER 100**  
TOTAL NUMBER OF EVENT INQUIRIES 2009-2010

**\$51 MILLION**  
VALUE OF TELEVISION & OTHER MEDIA ASSETS FROM EVENTS HOSTED IN OR ASSOCIATED WITH UTAH

**\$1.7 MILLION**  
GRANTS & SPONSORSHIP PROVIDED TO HOSTED/PARTNERED EVENTS

**\$450,000**  
APPROXIMATE MARKETING, ADVERTISING AND TOURISM RELATED RESOURCES USED IN THE PROMOTION OF UTAH

**500**  
APPROXIMATE VOLUNTEERS PROVIDED TO EVENTS FROM 2002 LEGACY DATABASE

**20 HOURS**  
TV COVERAGE OF UTAH'S ONLY PGA TOUR SANCTIONED EVENT TO PROMOTE DESTINATION GOLF, TOURISM & SPORT DEVELOPMENT ESTIMATED ECONOMIC IMPACT & COMBINED MEDIA VALUE OF \$3-4 MILLION

## UTAH SPORTS COMMISSION & TEAM UTAH • Impact on the State of Utah 2000-2014

**\$59 TO \$115 MILLION**  
APPROXIMATE TOTAL TAX REVENUE COLLECTED FROM SPORT RELATED EXPENDITURES (DIRECT & INDIRECT)

**34,650 TO 67,000**  
APPROXIMATE TOTAL JOBS CREATED FROM SPORT RELATED EXPENDITURES (DIRECT & INDIRECT)

**5.3:1 TO 10.1:1**  
APPROXIMATE RETURN ON INVESTMENT FROM ACTUAL TAX REVENUE COLLECTED COMPARED TO ACTUAL STATE DOLLARS RECEIVED (DIRECT & INDIRECT)

**\$1.8 BILLION**  
APPROXIMATE TOTAL ECONOMIC IMPACT WITH GOBP MULTIPLIER FROM HOSTING EVENTS FROM 2000-2014

**\$1.08 BILLION**  
APPROXIMATE DIRECT ECONOMIC IMPACT FROM HOSTING EVENTS

**\$70:1 TO \$120:1**  
APPROXIMATE ROI FROM EVENTS HOSTED COMPARED TO ACTUAL STATE DOLLARS RECEIVED (DIRECT & INDIRECT)

**\$9.1 MILLION**  
APPROXIMATE VALUE OF NON-STATE FUNDS/VALUE-IN-KIND RAISED AND/OR LEVERAGED TO ENHANCE STATE-WIDE SPORTS DEVELOPMENT EFFORTS

**377**  
EVENTS LANDED OR PARTNERED WITH "TEAM UTAH" 2000 -2010 INCLUDING EVENTS COMMITTED THRU 2014

**26**  
CITIES IMPACTED THROUGHOUT UTAH

**OVER 1,050**  
TOTAL NUMBER OF EVENT INQUIRIES

**232**  
EVENTS RECEIVED GRANTS/FUNDING

**\$7.01 MILLION**  
GRANTS & SPONSORSHIP PROVIDED TO HOST EVENTS

**\$150 MILLION**  
APPROXIMATE VALUE OF NATIONAL/INTERNATIONAL TELEVISION & OTHER MEDIA ASSETS FROM EVENTS HOSTED IN/ASSOCIATED WITH UTAH

**\$3.45 MILLION**  
APPROXIMATE MARKETING, ADVERTISING & TOURISM RELATED RESOURCES USED IN THE PROMOTION OF UTAH AND ATTRACTING SPORTING EVENTS

**10,000**  
NUMBER OF VOLUNTEERS MANAGED IN THE OLYMPIC LEGACY DATABASE

**1,300 HOURS**  
APPROXIMATE HOURS OF BROADCAST COVERAGE OF EVENTS HELD IN UTAH

**80 HOURS**  
TV COVERAGE OF UTAH'S ONLY PGA TOUR SANCTIONED EVENT TO PROMOTE DESTINATION GOLF, TOURISM & SPORT DEVELOPMENT ESTIMATED ECONOMIC IMPACT AND COMBINED MEDIA VALUE OF \$3-4 MILLION PER EVENT



For additional information about the Utah Sports Commission visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Jeff Robbins**, President and CEO, at [jlrobbins@utah.gov](mailto:jlrobbins@utah.gov) or 801-328-2372.

### OVERVIEW

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

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



Utah had an outstanding 2010 export year—the only state in the U.S. that showed positive growth in export performance—a clear demonstration of the effectiveness of Utah's efforts to promote international trade!

In 2009/2010, WTCU had a very productive year with over 500 clients served through a variety of international business development sessions and co-sponsorship of international diplomacy events involving ambassadors and senior ranking economic development officials from all continents.



*Lew Cramer, President & CEO, WTCU and Ro Khanna, Deputy Asst. Secretary for Domestic Operations, U.S. Commercial Service.*

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

### Assess

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



### Educate

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

## World Trade Center Utah

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- International Networking Seminar
- China Supply Management
- Thailand and UK Board of Investments
- Automated Export System
- International Mediation & Arbitration
- IT & Life Science Opportunities in Canada



### Connect

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

### Global Utah

Our weekly email newsletter includes the essential International Calendar and key articles on international business. To subscribe to *Global Utah*, visit our website at [www.wtcut.com](http://www.wtcut.com).



For additional information about the World Trade Center Utah visit [www.business.utah.gov](http://www.business.utah.gov) or contact **Lew Cramer**, President and Chief Executive Officer, at [lcramer@wtcut.com](mailto:lcramer@wtcut.com) or 801-532-8080.



# ECONOMIC DEVELOPMENT RESOURCES



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

**UTAH**  
LIFE ELEVATED



## Business Resource Center's Contacts

### Southern Utah University (SUU) Business Resource Center

77 North Main Street, Cedar City, Utah 84720  
 1-435-586-8883 • andersonjoni@suu.edu • Joni Anderson  
 1-435-865-7707 • isom@suu.edu • Craig Isom  
 1-435-586-4310 FAX



### North Front Business Resource Center

450 S. Simmons Way, Suite 100, Kaysville, Utah 84037  
 1-801-593-2104 • mrhoxer@datc.edu • Marnae Hoxer  
[www.datc.edu/employers/davis-business-alliance](http://www.datc.edu/employers/davis-business-alliance)



### Utah Valley University (UVU) Business Resource Center

800 West University Parkway, 239, Orem, Utah 84058-5999  
 1-801-863-8230 • karenw@uvu.edu • Karen Wenn  
 1-801-863-8231 • [www.uvu.edu/brc/](http://www.uvu.edu/brc/)



### The Miller Business Resource Center

9750 S. 300 W., Sandy, Utah 84070  
 801-957-5279 • [www.slcc.edu](http://www.slcc.edu)  
 Rex Falkenrath



### Dixie Business Alliance

Dixie State College, 225 S. 700 E., UHB #127  
 St. George, Utah 84770  
 1-435-652-7741 • sbdc@dixie.edu • Len Erickson



### Cache Business Resource Center

Bridgerland Applied Technology College • (BATC) West Campus  
 1410 N. 1000 W., Logan, Utah 84341  
 1-435-213-8713 • croberts@cachebrc.com • Cindy Roberts  
[www.cachebrc.com](http://www.cachebrc.com)



### Business and Technical Assistance Center

Carbon & Emery County  
 375 S. Carbon Ave., Price, Utah 84501  
 1-435-636-3295 • Dpaletta@seualg.utah.gov • Paletta Delia  
[www.btacenter.com](http://www.btacenter.com)



### Tooele County Business Resource Center

47 South Main Street, Tooele, Utah 84074  
 1-435-843-3129 • NCline@co.tooele.ut.us • Nicole Cline  
[www.tooeleeconomicdevelopment.com](http://www.tooeleeconomicdevelopment.com)



### PRIVATE SECTOR BRC

#### Zions Bank Business Resource Center

310 South Main, Mezzanine  
 Salt Lake City, Utah 84101  
 801-594-8245



## Utah Procurement Technical Assistance Centers

### for **SALT LAKE AND SUMMIT COUNTIES**

#### MAIN OFFICE

#### Utah Procurement Technical Assistance Center

CONTACT: Fred Lange, Director – 801.538-8733  
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Chuck Spence, Deputy Director – 801.538-8655  
EMAIL: cspence@utah.gov  
324 South State Street, Suite #500  
Salt Lake City, UT 84111  
FAX: 801.538-8888  
Program Web Address: [www.goed.utah.gov/PTAC](http://www.goed.utah.gov/PTAC)

### for **SOUTH SALT LAKE, AND TOOELE COUNTIES**

#### SALT LAKE COMMUNITY COLLEGE

CONTACT: Jonnie Wilkinson – Regional Manager  
SLCC / Larry Miller Campus  
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CELL: 801.867-9287  
FAX: 801.957-3488  
EMAIL: [jwilkinson@utah.gov](mailto:jwilkinson@utah.gov)

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

#### UTAH VALLEY UNIVERSITY

CONTACT: Cory Holley – Regional Manager  
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### for **DAVIS, WEBER AND MORGAN COUNTIES**

#### DAVIS APPLIED TECHNOLOGY COLLEGE

Contact: Sharon Young – Regional Manager  
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### for **BOX ELDER, CACHE AND RICH COUNTIES**

#### BEAR RIVER ASSOCIATION OF GOVERNMENTS

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### for **CARBON, EMERY, GRAND & SAN JUAN COUNTIES**

#### SOUTHEASTERN UTAH ASSOCIATION OF GOVERNMENTS

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Or  
CONTACT: Cory Holley – Regional Manager  
1410 West 1200 South, Orem, UT 84058-5999  
PH: 801.863-8713; Cell: 801.830-9088  
EMAIL: [cholley@utah.gov](mailto:cholley@utah.gov)

### for **IRON, BEAVER, PIUTE, WAYNE AND SEVIER COUNTIES**

#### SUU SMALL BUSINESS DEVELOPMENT CENTER PROCUREMENT TECHNICAL ASSISTANCE CENTER

Craig Isom – Director  
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PH: 435.586-8883  
FAX: 435.586-4310  
EMAIL: [andersonjoni@suu.edu](mailto:andersonjoni@suu.edu)

### for **WASHINGTON, KANE AND GARFIELD COUNTIES**

#### DIXIE STATE COLLEGE OF UTAH

Dixie Business Alliance  
CONTACT: Keith Christiansen – Regional Manager  
1071 East 100 South, Suite #C7  
St. George, UT 84770  
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## Economic Development Contacts by County

### Beaver

Beaver County  
Economic Development  
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P.O. Box 511  
Beaver, UT 84713  
(435) 438-6482  
[www.beavercountyutah.com](http://www.beavercountyutah.com)

### Box Elder

Box Elder County  
Economic Development  
1 S. Main Street 3rd floor  
Brigham City, UT 84302  
(435) 734-3397  
[www.boxelder.org](http://www.boxelder.org)

### Cache

Cache Valley  
Chamber of Commerce  
160 N. Main Street  
Room 102  
Logan, UT 84321  
(435) 752-2161  
[www.cachechamber.com](http://www.cachechamber.com)

### Carbon

Carbon County Future  
120 E. Main St.  
Price, UT 84501  
(435) 636-3295  
[www.carbon.utah.gov/econdev](http://www.carbon.utah.gov/econdev)

### Daggett

Daggett County  
Economic Development  
95 N. 100 W.  
Manila, UT 84046  
(435) 784-3218  
[www.daggettcountry.org](http://www.daggettcountry.org)

### Davis

Davis County  
Economic Development  
28 E. State Street  
Room 221  
Farmington, UT 84025  
(801) 451-3278  
[www.daviscountyutah.gov](http://www.daviscountyutah.gov)

### Duchesne

Duchesne County  
Economic Development  
50 E. 200 S.  
Roosevelt, UT 84066  
(435) 722-4598  
[www.duchesne.net](http://www.duchesne.net)

### Emery

Emery County  
Economic Development  
95 E. Main Street #107  
Castle Dale, UT 84513  
(435) 381-5576  
[www.emerycounty.com](http://www.emerycounty.com)

### Garfield

Garfield County  
Economic Development  
55 South Main Street  
Panguitch, UT 84759  
(435) 676-1157  
[www.garfield.utah.gov](http://www.garfield.utah.gov)

### Grand

Grand County  
Economic Development  
125 E. Center Street  
Moab, UT 84532  
(435) 259-5121  
[www.grandcountyutah.net](http://www.grandcountyutah.net)

### Iron

Iron County  
Economic Development  
10 N. Main Street  
Cedar City, UT 84720  
(435) 586-2770  
[www.cedarcity.org](http://www.cedarcity.org)

### Juab

Juab County  
Economic Development Agency  
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Nephi, UT 84648  
(435) 623-3415  
[www.co.juab.ut.us](http://www.co.juab.ut.us)

### Kane

Kane County  
Economic Development  
76 N. Main  
Kanab, UT 84741  
(435) 644-4900  
[www.kane.utah.gov](http://www.kane.utah.gov)

### Millard

Millard County  
Economic Development Association  
71 S. 200 W.  
Delta, UT 84624  
(435) 864-1407  
[www.millardcounty-ecdev.com](http://www.millardcounty-ecdev.com)

## Economic Development Contacts by County

### **Morgan**

Morgan County  
Economic Development  
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Morgan, UT 84050  
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[www.morgan-county.net](http://www.morgan-county.net)

### **Piute**

Piute County  
Economic Development  
550 N. Main Street  
Junction, UT 84740  
(435) 577-2949  
[www.piute.org](http://www.piute.org)

### **Rich**

Rich County--Bear Lake  
Regional Commission  
69 N. Paradise Pkwy  
Garden City, UT 84028  
(435) 946-2198  
[www.richcountyut.org](http://www.richcountyut.org)

### **Salt Lake**

Salt Lake County  
Economic Development  
2001 S. State Street  
Suite S2100  
Salt Lake City, UT 84190  
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[www.co.slc.ut.us](http://www.co.slc.ut.us)

### **San Juan**

San Juan County  
Economic Development  
117 S. Main Street  
Monticello, UT 84535  
(435) 587-3235 ext. 4138  
[www.utahscanyoncountry.com](http://www.utahscanyoncountry.com)

### **Sanpete**

Sanpete County  
Economic Development Association  
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Manti, UT 84642  
(435) 835-4321  
[www.sanpete.com](http://www.sanpete.com)

### **Sevier**

Sevier County  
Economic Development  
250 N. Main Street, Room 10  
Richfield, UT 84701  
(435) 893-0454  
[www.sevierutah.net](http://www.sevierutah.net)

### **Summit**

Summit County  
Economic Development  
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### **Tooele**

Tooele County  
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47 S. Main Street, Tooele, UT 84074  
(435) 843-3160  
[www.tooeleeconomicdevelopment.com](http://www.tooeleeconomicdevelopment.com)

### **Uintah**

Uintah County  
Economic Development  
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Vernal, UT 84078  
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[www.co.uintah.ut.us](http://www.co.uintah.ut.us)

### **Utah**

Utah County  
Business Development  
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[www.edcutah.org/uc](http://www.edcutah.org/uc)

### **Wasatch**

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Economic Development  
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Heber City, Utah 84032  
(435) 654-3666  
[www.hebervalleycc.org](http://www.hebervalleycc.org)

### **Washington**

Washington County  
Economic Development Council  
225 S. 700 E., St. George, UT 84770  
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[www.dixiebusinessalliance.com](http://www.dixiebusinessalliance.com)

### **Wayne**

Wayne County  
Economic Development  
18 South Main, Loa, UT 84747  
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[www.waynecountyutah.org](http://www.waynecountyutah.org)

### **Weber**

Weber Chamber of Commerce  
2484 Washington Blvd., Suite 400  
Ogden, UT 84401  
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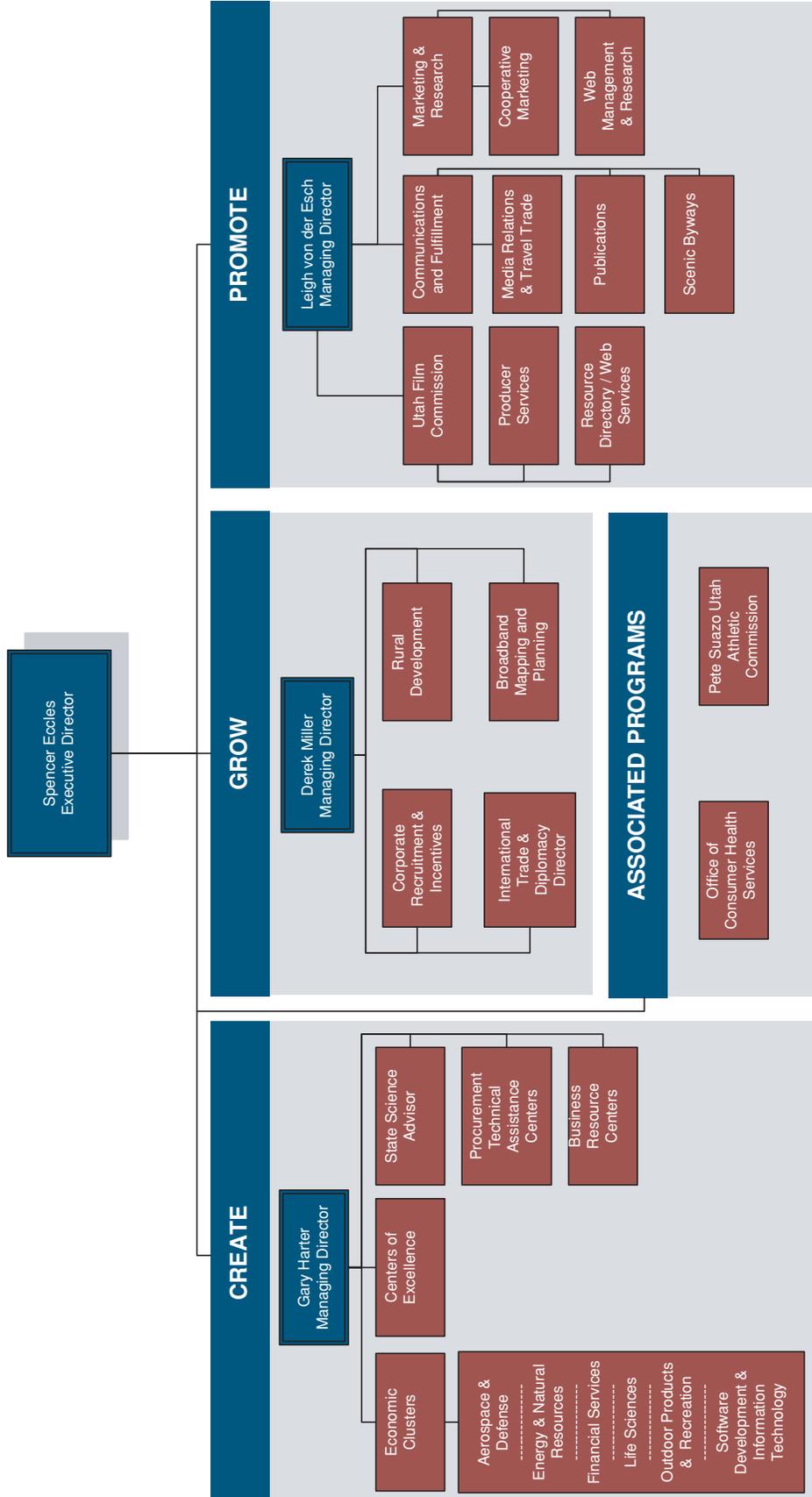
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Executive Secretary  
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# GOED Organizational Chart



## GOED Management Team

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### **Spencer Eccles, *Executive Director***

Spencer Peterson Eccles has strong ties to Utah's urban and rural communities as well as international markets. He was formerly affiliated with the 2002 Winter Olympics and with the Salt Lake City office of Wells Capital Management (Wells Fargo Bank). Most recently, he has been involved with emerging web-based software and materials technology companies in the U.S. and abroad.

Eccles' involvement with Utah's non-profit community includes his past chairmanship of the Salt Lake Chamber's International Committee and service on its Board of Governors and Executive Committee. He serves as president of the First Security Foundation, and advises with The George S. and Dolores Doré Eccles Foundation. At the University of Utah, he is a member of the advisory boards of the Tanner Humanities Center's World Leaders Lecture Forum and the David Eccles School of Business.



### **Derek Miller, *Deputy Director***

Derek Miller is GOED Deputy Director and manages the Business Incentives and Growth programs. In this capacity Mr. Miller oversees the International Trade and Diplomacy Office, the Office of Rural Development, and the Corporate Recruitment Team.

Prior to this appointment, Mr. Miller served as the Director for the Utah Division of Real Estate. Mr. Miller has also served as congressional Counsel for the Transportation and Infrastructure Committee in the U.S. House of Representatives. Prior to his position with the United States Congress Mr. Miller was a management consultant with Arthur Andersen, LLP.



### **Gary Harter, *Managing Director***

Gary is Managing Director for the Business Creation Team which includes the Utah Clusters Initiative, Centers of Excellence Program, Business Resource Centers, Procurement Technical Assistance Center and State Science Advisor. Prior to these duties Gary was the Defense and Homeland Security Cluster Director in the office. Gary is a retired Army Colonel who spent 25 years on active duty, whose final assignment was as Commander, U.S. Army Dugway Proving Ground.



### **Leigh von der Esch, *Managing Director***

Leigh is the Managing Director of the Utah Office of Tourism, which also includes the Utah Film Commission. Leigh was the Utah Film Commissioner for 20 years, and also served as Chief Administrative Officer for the Department of Community and Economic Development. Prior positions included Business and Post Production Coordinator for a motion picture company, Executive Director of the Salt Lake City Council and Legislative Assistant to a U.S. Congressman.



### **Josh Romney, *Policy Advisor***

Josh Romney is the founder of Romney Ventures, which invests in real estate, oil and mineral assets. This Salt Lake City based company actively pursues distressed asset and debt opportunities throughout the U.S.

Josh worked on his father's Presidential campaign from 2006 to 2008 performing a variety of roles. He helped manage campaign events and strategy for the Intermountain West states and promoted fundraising efforts in those states.

Josh currently serves as an advisory board member for the Deseret International Foundation, which partners with local doctors in an effort to establish permanent and sustainable healthcare in developing countries.

*“Utah’s economic climate  
is safe, solid and  
positioned to grow.”*

– Governor Gary R. Herbert



Utah Governor's Office of  
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