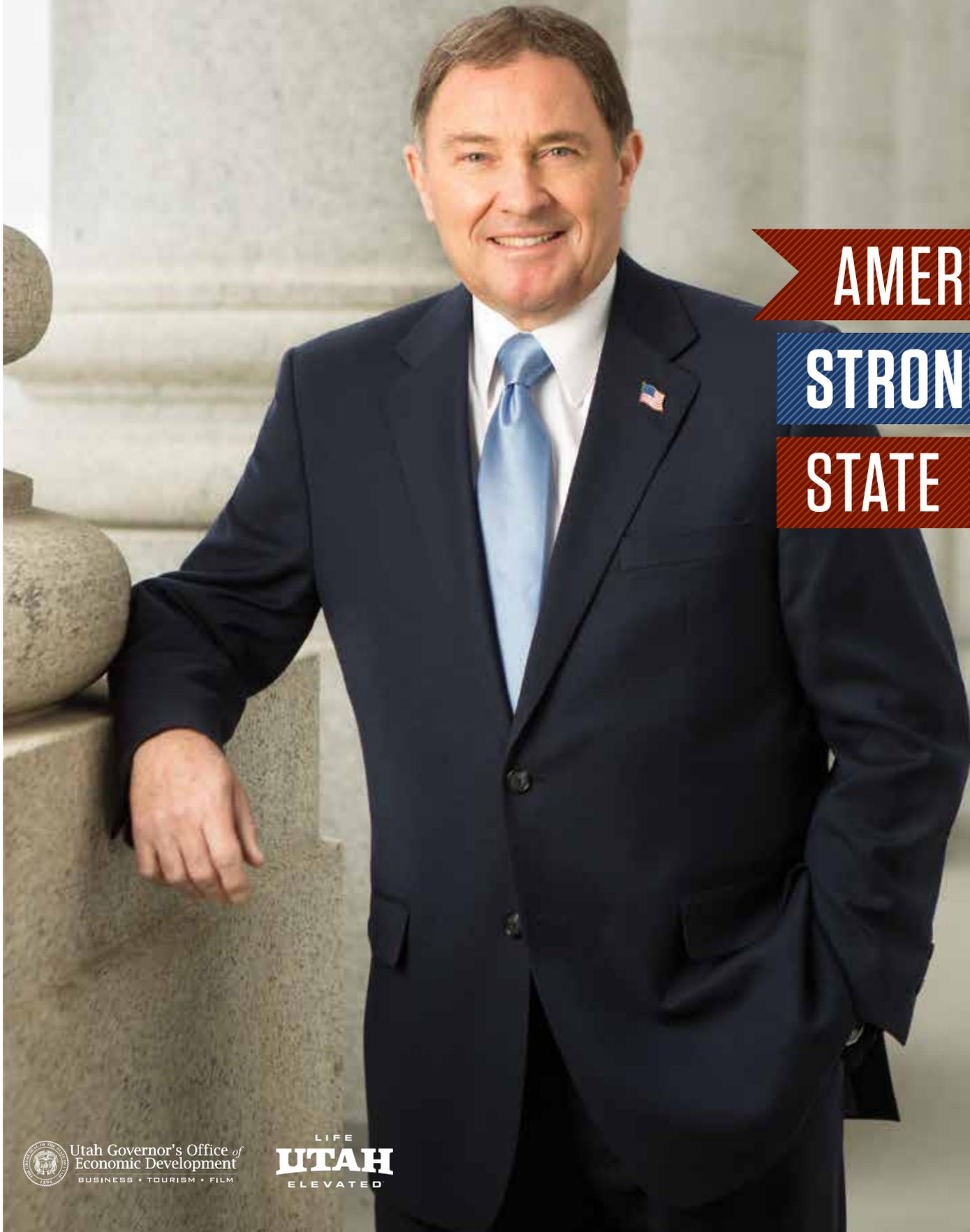


# BUSINESS IN UTAH



AMERICA'S

STRONGEST

STATE

GOVERNOR  
GARY R.  
HERBERT

OFFICIAL PUBLICATION OF THE GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT



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# STATE OF UTAH

OFFICE OF THE GOVERNOR  
SALT LAKE CITY, UTAH  
84114-2220



Dear Business Leader,

The word is out. Forbes and the U.S. Chamber of Commerce both have named Utah the #1 state for business and careers. And everyone from the *Washington Post* to *The New Yorker* has been talking about the Beehive State, trying to discover our secret to success.

One of the keys is this simple formula:

Collaboration & Coordination + Efficiency & Effectiveness = Success

Even though Utah is a relatively small state in terms of population, it leads the nation economically because government, business, educational and community leaders work in tandem to build the workforce of tomorrow and ensure our state's lasting success. Indeed, effective collaboration between education and workforce development is more important than ever for us to continue to meet the rapidly growing demand for highly-skilled technical workers and professionals in Utah's high-tech industries. The harsh climate of the changing world can present some challenges, but we win through teamwork.

*Business in Utah* magazine, the official publication of the Governor's Office of Economic Development (GOED), gives you a close-up and personal look at Utah's economic and cultural landscape. Our stories discuss everything from global business to golf, getting down to the details of what it's really like to live, work and do business here. You'll find a high quality of life and a high quality of business climate to match. Our strong spirit of innovation, collaboration and entrepreneurship continue to propel us forward.

If you are already a part of our community, thank you for your significant contributions to our thriving economy. If you are just starting out—it's time to plan a visit. *Business in Utah* will provide a glimpse, but we welcome you to come and experience Utah's "Life Elevated" for yourself.

Sincerely,

Gary R. Herbert  
Governor



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Visit our website or scan the code for our real estate group web page. Better yet, give us a call to discuss how we can help with your company's real estate projects.

Who's safeguarding  
your real estate?

*Suburban Land Reserve*



*MicAm, LLC's One Fourteen development*



*The Thackeray Company*

*City Creek Reserve, Inc.*

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Brent Brown Automotive Group

Brown is the owner of Brent Brown Toyota Scion in Orem. He recently served on Toyota's National Dealer Council.



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Silver King Development Partners

Founder and principal of Paladin Development Partners, a noted Park City real estate development firm, and is most recently a principal with Silver King Development Partners, a resort residential development firm.



**Robert Frankenberg**  
NetVentures

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



**Sam Granato**  
Frank Granato Importing Co.

Granato is the president and owner of Frank Granato Importing Co. and the Democratic nominee for the U.S. Senate race in 2010.



**Margaret Lasecke-Jacobs**  
Sundance Institute Utah Advisory Board

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



**Lorena Riffo Jensen**  
VOX Creative

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



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President and CEO  
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**Josh Romney**  
The Romney Group

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



**Clifford D. White**  
Capital Consultants

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



**Bevan K. Wilson**

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

# BUSINESS IN UTAH



Utah Governor's Office of  
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# TABLE OF CONTENTS

## COVER STORY

### 12 LEADING AMERICA'S STRONGEST STATE

Utah Governor Gary Herbert's vision and leadership have created one of America's most vibrant economies. Learn how his ambitious goals and initiatives propelled the state through the Great Recession into a new era of growth and prosperity.

## FEATURES

### 24 A SOLID INVESTMENT

Utah's business-friendly environment is increasingly attractive to foreign companies, who find it a convenient doorway to the North American and global markets.

### 34 A SOARING SUCCESS

The Salt Lake City International Airport has built a reputation for timeliness and efficiency. Now, the major hub airport is undergoing a renovation that will transform it into the next-generation leader among airport facilities.

### 44 GOING GLOBAL

Utah has accomplished staggering gains in export growth. Armed with a well-planned itinerary for taking its products to the world, the Beehive State is just getting started.

### 54 IT'S A DEAL

Utah's dynamic startup culture has turned the state into a hot spot for venture capital investments and put it head-to-head with the reigning Silicon Valley.

### 62 EPIC UTAH

Awe-inspiring landscapes and lively urban settings make Utah a natural destination for those seeking adventure and relaxation—and the strength of the tourism industry is a boon to communities across the Beehive State.

### 72 NATURAL LABORATORY

The same rugged landscapes that draw visitors to Utah have also drawn outdoor recreation companies, who find the perfect product testing laboratory in their own backyard.



### 84 UTAH'S LUXE LODGING

The state has always offered quality lodging, but recent years have brought an influx of five-star, world-class accommodations that have themselves become renowned global destinations.

### 94 CONVENTIONAL WISDOM

Conventions are big business in Utah, where the Salt Palace and other venues draw hundreds of thousands of attendees each year.

### 102 UTAH BUSINESS LEADERS TALK: UTAH IS THE PLACE TO GROW

Business leaders from some of Utah's most successful companies explain how Utah's positive business environment has enabled them to expand their companies into formidable, market-dominating corporations.

### 114 THE RIGHT FIT. RIGHT NOW.

High-tech industries demand highly skilled workers; with their workforce needs constantly evolving, local businesses, with the help of applied technology colleges, have implemented in-house training programs to keep their workers on the cutting edge.

### 122 THE NEW WHITE COLLAR

The key to success in entering today's labor market is flexibility and an ongoing approach to education, along with the solid base of critical thinking and communication skills that can come just as easily with non-traditional degrees and technical certification.

### 130 FILLING THE PIPELINE

State leaders, educators and business executives have come together with a single purpose: to help Utah's school children become excited about science, technology and math, and envision themselves in the careers of tomorrow.

### 138 RESOURCES

ECONOMIC DEVELOPMENT AGENCIES BY COUNTY

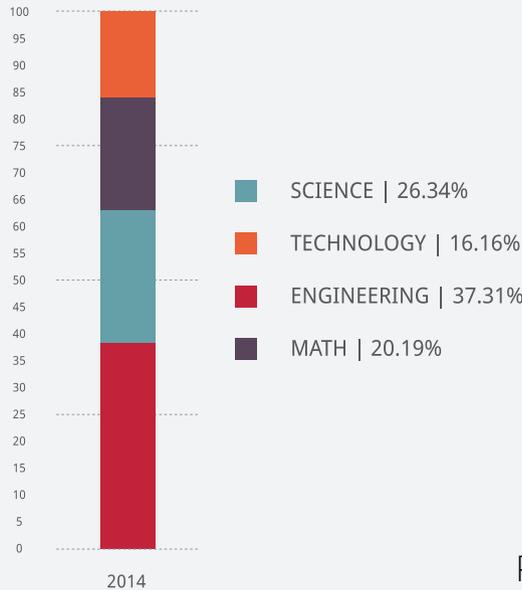
# GLOBAL EXPORTS BY THE NUMBERS

## WORKFORCE:



**39% OF THE UTAH'S 2.9 MILLION RESIDENTS**

## EDUCATION:



**177,330 ADVANCED INDUSTRY CAREERS IN S.T.E.M. EDUCATION**

## INFRASTRUCTURE:



INTERNATIONAL AIRPORT



I-80 & I-15 INTERSTATE HIGHWAY CONVERGENCE



PUBLIC TRANSPORTATION



FREIGHT RAIL

**EASY PORT ACCESS THROUGH GREAT INFRASTRUCTURE**

Canada  
705MM  
5% of Utah Exports

**13.3BN**  
IN TOTAL REAL EXPORTS  
**15.7%**  
ANNUALIZED GROWTH

U.K.  
1.2BN  
9% of Utah Exports

Thailand  
795MM  
6% of Utah Exports

Hong Kong, China  
5.6BN  
42% of Utah Exports



GOVERNOR GARY R. HERBERT

LEADING AMERICA'S

STRONGEST STATE

BY SARAH RYTHYER FRANCOM | PHOTOS BY ERIK ÖSTLING





*When Governor Gary R. Herbert assumed Utah's top leadership post in August 2009, the world was in the midst of an economic crisis. But Governor Herbert didn't hesitate when faced with the mounting challenges unique to that time. Instead, he set forth to accomplish ambitious and challenging goals that would keep the State of Utah moving forward—goals like creating 100,000 jobs in 1,000 days, which the state surpassed by 12 percent.*

Today, Herbert's vision and leadership have created one of America's most vibrant economies—and the rest of the nation has noticed. In the 2015 U.S. Chamber Enterprising States report, Utah ranked as the nation's No. 1 state for economic dynamism. The report examined all 50 states across a broad set of 33 economic and policy metrics, focusing on areas important to creating an environment for job growth. According to the report, Utah was the nation's best performing state for two years running. Moreover, the state ranked in the top 10 for economic performance in the report's five major policy areas—a feat that no other state has accomplished.

This is by far not the first time Utah has been lauded for its economic leadership. The state boasts numerous accolades for its achievements, including being named the Best State for Business in 2014 by *Chief Executive*, Best State for Business and Careers by *Forbes*, and earning the No. 1 rank for economic outlook and the No. 2 rank for economic performance in the ALEC-Laffer State Economic Competitiveness report. It is clear that Utah has grown into an economic powerhouse, which is just one reason why companies like Procter & Gamble, Adobe, Goldman Sachs and Boeing all call Utah home.

## EFFICIENT AND EFFECTIVE GOVERNMENT

Governor Herbert has created an efficient and effective government that provides the right support to its residents and businesses without creating unnecessary burdens. You'll frequently hear him say, "We get government off your backs and out of your wallets." This philosophy is far more than words. During his tenure as Utah's chief executive, Governor Herbert has listened to and worked with community and business leaders to create one of the nation's most business-friendly economies.

"We want businesses to be successful," he said. "We don't want to hamstring you unnecessarily. We want you to have opportunity. If you're successful, our state and our people will be successful."

Instilling responsible regulatory reform has been one of Governor Herbert's key accomplishments. When first assuming the leadership mantle, he worked with legislators and public policy leaders across the aisle to eliminate unreasonable regulations that served no productive purpose.

"Unfortunately, too many times regulations crop up like weeds and grow spontaneously and out of control because of legislation that passed," he said. "Too often, regulations don't have any public purpose and become a drag on the economy."

In 2011, Governor Herbert tasked his staff with the ambitious goal of examining state rules and regulations to determine what was working well and what needed to be rethought or cut. He sought input from the public and listened to business and community leaders throughout the process. The end result was a transformation of Utah's regulatory environment that has since bolstered Utah's economy.

Eliminating hurdles that slow business growth is what Governor Herbert does best. Beyond regulation reform, he has worked to remove excessive taxation. "The government can get in the way with taxes, so we need to make sure that the taxes are treated respectfully and that we maximize the return on investment for taxpayer dollars. And that means finding efficiency in state government," he said. "We are the best-run state in America, but we can still do better."

*"We're finding better ways and more efficient ways to do things and to deliver the service that people want in a more effective manner, while at the same time following the code of living within your means."*

GOVERNOR GARY R. HERBERT



Governor Herbert's effective and efficient fiscal management has been critical to Utah's success. Today, the state has nearly \$500 million in its Rainy Day Fund, which is more than it had before the Great Recession, and it concluded the 2014 fiscal year with a revenue surplus of \$166 million. Utah is also one of only a handful of states that has AAA bond/credit rating from Moody's, Fitch and Standard & Poor's. At the same time, Utah government has fewer employees per resident than it did 15 years ago, while also on track to see a 25 percent government agency efficiency improvement by 2016.

"We're finding better ways and more efficient ways to do things and to deliver the service that people want in a more effective manner, while at the same time following the code of living within your means," Governor Herbert said.

#### **BUSINESS PROSPERS HERE**

Utah has a legacy of entrepreneurship forged by industry leaders like Novell, WordPerfect and Huntsman Corp—all of which were founded in the Beehive State. Utah's entrepreneurial spirit remains strong today despite the increasingly complex business and political environment. The state's entrepreneurs—especially within the high-tech sector—are a force to be reckoned with. During the past decade, several billion-dollar companies have been launched in the Beehive State, such as Vivint, Qualtrics, Omniture and InsideSales.com. These homegrown companies are making waves in Utah and across the world, and are part of the reason many have dubbed Utah as the nation's "Silicon Slopes."

Utah's entrepreneurs are privy to some of the nation's best support and funding networks. For example, in 2014, Utah companies boasted more venture capital investment per deal than any other state in the nation—including Silicon Valley. For several years running, the University of Utah was a leading producer of startup companies and even ranked as the No. 1 startup launcher for two years in a row, beating the likes of the Massachusetts Institute of Technology. Utah also ranks as one of the top patent-producing states per capita, according to the U.S. Patent and Trademark Office.

"We have significant growth in technology that we should be proud of," Governor Herbert said. "We've been able to differentiate ourselves, and we've shown that we're the next Silicon Valley. It's an exciting time to be in Utah."

Governor Herbert recognizes the vital role entrepreneurs have to building an economy, and he has created a business environment in which they can flourish. More than 20 percent of Utahns are employed in their own privately owned businesses. Moreover, Utah is a leading state in both the number of startups and the number of companies that survive their first five years.

"All of our work has created a very fertile environment for entrepreneurs," Governor Herbert said. "We want to create whatever entrepreneurs need to find success, because we understand that their success turns into wealth and creates jobs."

Utah's unique combination of business-friendly policies and an innate entrepreneurial spirit have led the state to becoming the nation's fourth-most diverse economy. Beyond technology, other thriving industrial sectors include life sciences and health care, manufacturing, natural resources, banking and finance, travel and tourism and agriculture.

"All of our industries are growing—some more dramatically than others—but all are growing," Governor Herbert said. "It's exciting to be part of that growth. In fact, the only area that's not growing is government."

#### **CHAMPION OF EDUCATION**

Governor Herbert understands that a state's economy is only as strong as its workforce. A longtime champion of education, Governor Herbert is actively working with business leaders, community advocates, parents and educators to enhance Utah's public education and higher education systems.



*"The government can get in the way with taxes, so we need to make sure that the taxes are treated respectfully and that we maximize the return on investment for taxpayer dollars. And that means finding efficiency in state government. We are the best-run state in America, but we can still do better."*

**GOVERNOR GARY R. HERBERT**

# UTAH'S LEADING PROJECTS



RENAISSANCE TOWERS  
SOUTH JORDAN



UNIVERSITY PLACE  
OREM



THE RIDGE  
LEHI



THE POINTE  
DRAPER



TRAVERSE MOUNTAIN  
LEHI



NORTH POINTE  
AMERICAN FORK



TOWERS AT SOUTH TOWNE  
SOUTH JORDAN



THANKSGIVING PARK  
LEHI



LAKE POINTE  
WEST VALLEY CITY



MINUTEMAN PLAZA  
DRAPER



EAST BAY TECHNOLOGY PARK  
PROVO



UNION HEIGHTS  
SANDY



STATION PARK  
FARMINGTON



XACTWARE BUILDING  
OREM



SORENSEN RESEARCH PK  
TAYLORSVILLE



GROVE CREEK CENTRE  
PLEASANT GROVE

LEADING  
THE MARKET

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“My goal is to have a labor force in Utah that is second to none in America—that is second to none in the world,” he said. “Education is what will drive our economy for decades to come. Nothing is more important to Utah’s continued success than education.”

Many have praised Governor Herbert’s ambitious goals and collaborative efforts to enhance the Utah classroom. In 2013, Governor Herbert joined forces with Utah’s business community to create Prosperity 2020, an initiative that aims to have 66 percent of all Utahns achieve a post secondary degree or certificate by 2020. The state is on track to meet this ambitious goal, which has been applauded by business associations and educators across the nation.

“Utah cannot have sustained economic growth if our labor force doesn’t have the skills that reflect the demands of the marketplace,” Governor Herbert said. “Tomorrow’s labor force is in our classrooms today.”

Governor Herbert is also working to develop a comprehensive 10-year education plan that focuses on what Utah students need to be successful both in the classroom and as productive members of the workforce.

“I am working with elected officials, education leaders and other stakeholders to develop a comprehensive 10-year education plan so we know where we are going and we end up exactly where we want to be,” he said. “A lot of folks have talked about the need to completely reform education, but we need to be focusing on transforming education.”

Through comprehensive and collaborative planning, Governor Herbert has made the ambitious goal for Utah to become a top 10 state in public education outcomes, such as graduation rates and ACT scores, during the next 10 years. Recognizing that investment plays a key role in reaching this goal, Governor Herbert worked with state legislators to increase per-student spending by 4 percent, or roughly \$100 million statewide, during the 2015 legislation session. In fact, over the past four years, Utah has invested \$1.3 billion of new money into education.

“When it comes to achieving educational excellence in Utah, we must all work together to give students the best education possible,” he said.

### **COLLABORATIVE LEADERSHIP**

If you had to sum up Governor Herbert’s leadership style in one word, it would be “collaborative.” He is masterfully skilled at bringing all parties to the table, listening to their needs and working together to find a solution.

“People from Utah recognize they must work together, and work hard, to have a successful economy,” he said. “It isn’t always easy, but it has taken a collaborative effort among government, businesses and the people of Utah to build our great state into what it is today.”

Governor Herbert has established a strategy to reinforce collaboration throughout his office and all state agencies. This innovative strategy is C2+E2, which means collaboration and coordination plus efficiency and effectiveness equals success. But C2+E2 is much more than a statement hanging on the wall—it is a vital part of Governor Herbert’s strategy to ensure success. This strategy cultivates a business-friendly environment by giving all interested parties a seat at the table to establish a unified goal and discover solutions.

“In Utah, we work together to make hard decisions and get the job done,” Governor Herbert said.

This method of collaboration is just one reason Governor Herbert was named the nation’s most popular governor by *The Washington Post*. He works with local municipalities, business leaders, as well as nonprofits and religious organizations, to do what is best for the state and its residents.

*“All of our work has created a very fertile environment for entrepreneurs. We want to create whatever entrepreneurs need to find success, because we understand that their success turns into wealth and creates jobs.”*

**GOVERNOR GARY R. HERBERT**



## LIEUTENANT GOVERNOR SPENCER COX A PASSIONATE PUBLIC SERVANT

By Sarah Ryther Francom

Utah Lieutenant Governor Spencer Cox embodies a rich heritage of public service. A sixth-generation resident of Fairview, Utah, Lt. Gov. Cox learned at an early age that community involvement is not just a duty, but a privilege.

"If you look at our history and all of the sacrifices that people made to make our country and our state what they are today, it's easy to see that we're so blessed and fortunate to live where we live and how we live," Lt. Gov. Cox said. "We have the blessing of living in these amazing places because of the sacrifices of others, and now I feel it's my turn to give back."

Upon graduating with a law degree from Washington & Lee Law School, Lt. Gov. Cox joined Fabian Law, where he practiced law until he and his wife, Abby, felt the pull to move back to their rural roots. They packed up their family and moved to Fairview, where Lt. Gov. Cox served as vice president and general counsel to a telecommunications company.

Lt. Gov. Cox, a passionate public servant, was elected to serve on the Fairview City Council, and later served as mayor and Sanpete County commissioner. In 2012, he was elected to the Utah House of Representatives. "I loved serving in my hometown," he recalled.

In 2013, Governor Gary Herbert asked then-Rep. Cox to take over the crucial role of lieutenant governor. Though surprised by the extraordinary opportunity, he accepted the leadership post with enthusiasm.

Lt. Gov. Cox has the unique and independent role of overseeing the state's elections process. His top goal is to enhance voter awareness and education, and to ultimately increase voter turnout.

"Voters are critical to our republic," he said. "When you look back at this grand experiment that our ancestors embarked on, they really gave us so many opportunities and freedoms. It's troubling to me to see how much we take that for granted. I hope to change how many people turn out to vote."

Education is another issue Lt. Gov. Cox is passionate about, right in line with Governor Herbert's priorities. As such, he is working with Governor Herbert, public policy and business leaders and educators to find innovative ways to enhance Utah's public education system and build the future workforce for lasting economic strength.

"I have four children in Utah's public education system, and I understand the struggles that our students and teachers face," he said. "I love to find ways to help empower our educators in the state to be successful and for our students to get the education they need to compete in a global economy."

As Lt. Gov. Cox looks to the future, he exudes excitement for Utah's potential. "We are doing so many great things, and we are able to do these great things because we are a state that is dedicated to collaboration and to entrepreneurship," he said. "When I see the people of our great state—they're what make our future bright. It's not government, it's the people working together. Our future is incredibly bright." ■



***"Voters are critical to our republic. When you look back at this grand experiment that our ancestors embarked on, they really gave us so many opportunities and freedoms. It's troubling to me to see how much we take that for granted. I hope to change how many people turn out to vote."***

**LIEUTENANT GOVERNOR  
SPENCER COX**

**GLOBAL PARTNERSHIPS**

Governor Herbert's collaborative vision extends far beyond Utah's borders. He views every state and nation as a potential partner—and as a potential customer.

"Ninety-five percent of Utah's customers are outside of the borders of America," he said. "We recognize the need to take our products where the customers are. As we export our products, this means more jobs and opportunities to be profitable here in Utah."

Utah's diverse economy lends itself to a diverse exports industry, with top export commodities including precious metals, computer and electronics products, food and kindred products, chemicals and transportation equipment. Under Governor Herbert's leadership, Utah was the only state to double its exports between 2005 and 2010. This accomplishment was integral to the state's success during the economic downturn. Always looking forward, Governor Herbert in 2014 set forth a new goal for the state increase value-added exports and to grow total exports by \$1.4 billion by 2019—a goal that Utah is on track to reach.

"We're situated to take advantage of the global marketplace," Governor Herbert said. "We have good products and hard-working people. We are making inroads around the world."

Building global relationships has been another key accomplishment of Governor Herbert. He has conducted several trade missions across the world and has established meaningful relationships with

global leaders. For example, he recently traveled to China where he developed a sister-state relationship. "Our great relationship with China bodes well for us," he said. "As the world's fastest-growing economy and with its huge population, we see a lot of potential relationships and customers in China."

Governor Herbert has also made substantial inroads with Israel, which is one of the world's fastest high-tech growth areas, as well as with several countries throughout Europe, Canada, Mexico and Brazil.

"We have a tremendous opportunity to build relationships with Brazil, for example," he said. "We not only have a large population of Portuguese-speaking people, but we have several Utahns who are already doing business in Brazil. We want to see countries like Brazil succeed. We believe that success breeds success."

**LOOKING TOWARD THE FUTURE**

It is clear that the State of Utah has grown into one of America's most promising economies, and Governor Herbert believes Utah has the potential to accomplish even more. As he looks forward, he recognizes tomorrow's success starts with thoughtful and meaningful planning today. With a population expected to double by 2060, Governor Herbert acknowledges many challenges lie ahead. Though he has accomplished much since becoming Utah's chief executive in 2009, he is always looking toward the future and working to ensure it is bright.

"We have accomplished so much in Utah by working together and working hard," he said. "But many challenges are ahead of us. We need to have a growing and expanding economy to go with the growth of our population."

Governor Herbert is focusing on issues like preserving water resources, enhancing transportation and key infrastructure, and improving air quality. He recently launched "Your Utah, Your Future," which is a grassroots campaign to get Utahns involved in determining the state's future.

"We must ask ourselves tough questions about what we want Utah to look like in the future," he said. "If we don't think about our needs and how we can attain them, we won't be able to see economic growth and prosperity. Utah is recognized as the best place for business and a great place to live, and that means what we're doing here in the state is working." ■



*"My goal is to have a labor force in Utah that is second to none in America—that is second to none in the world. Education is what will drive our economy for decades to come. Nothing is more important to Utah's continued success than education."*

**GOVERNOR GARY R. HERBERT**



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## CHIEF OF STAFF JUSTIN HARDING COMMITTED TO UTAH'S FUTURE

By Sarah Ryther Francom

In 2014, Justin Harding answered the call to join Governor Gary Herbert's leadership team as chief of staff. Since that time, Harding has served as one of the Governor's vital partners, helping to move the Beehive State forward. Born and raised in rural Utah, Harding exudes passion for the state and its future.

"Utah has so much strength and opportunity," he said. "Because of our well-performing economy, our academic institutions, our great businesses and our government structure, I think my children and grandchildren will have greater opportunities for success than I have. I'm excited for the future, and I'm excited to be a part of it."

As Governor Herbert's chief of staff, Harding says his top priority is to grow the state's already-robust economy. "Utah ranks in the top of just about every economic indicator and quality of life survey—but I want to help maintain that edge," he said. "Remaining state champions and growing our economy year after year will take a tremendous amount of dedication. I'm committed to help Utah remain the best-performing state in the nation."

As Harding looks to the future, he said managing Utah's anticipated population growth will be a significant challenge. He is collaborating with the Governor and others to ensure Utah's future is bright. "Growth is a big challenge, but we're working to overcome some of the challenges—like water and air quality. We're working with Envision Utah on a survey that is seeking to include the opinions of thousands of Utahns about these challenges. It's a team effort. It's important to our future and to maintain and improve our quality of life."

Harding said collaboration is something that Utah gets right. "There's a real sense of teamwork between the private and public sectors that is special here. Utah's elected officials, our state employees, our businesses and major industries work well together toward a common goal," he said. "As the Governor always says, 'if you get the soil right, you can grow many good things.'"

Before joining Governor Herbert's leadership team, Harding served in Washington D.C. for nearly 15 years, working with congressmen Jim Hansen, Rob Bishop and Jason Chaffetz. Though he was miles away, Harding never truly left the Beehive State. He relished knowing that the work he was doing in the nation's capital was directly benefiting the State of Utah.

"Working in D.C. gave me the opportunity to have a foot in both places. I was still heavily involved in Utah, a state I loved," he said. "I enjoyed knowing that what I was doing was benefiting Utahns. We worked on transportation funding, legislation affecting public lands, energy development—there were a number of really important projects and initiatives."

Regardless of the role he's serving in, Harding said success in anything comes down to your relationships with others. "One of the first rules I follow is to do no harm. Chances are you're going to meet people along the way that will help you get to the critical points in your life. Treat all people well—treat them with dignity and respect." ■

***"There's a real sense of teamwork between the private and public sectors that is special here. Utah's elected officials, our state employees, our businesses and major industries work well together toward a common goal."***

**JUSTIN HARDING**

GOVERNOR'S CHIEF OF STAFF



FOR ADDITIONAL INFORMATION ABOUT GOVERNOR GARY R. HERBERT'S VISION FOR UTAH, VISIT  
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# A \$OLID INVESTMENT

FOREIGN COMPANIES LIKE WHAT THEY FIND IN UTAH

By Gaylen Webb

Opening Spread Photography by  
Eric Delphenich

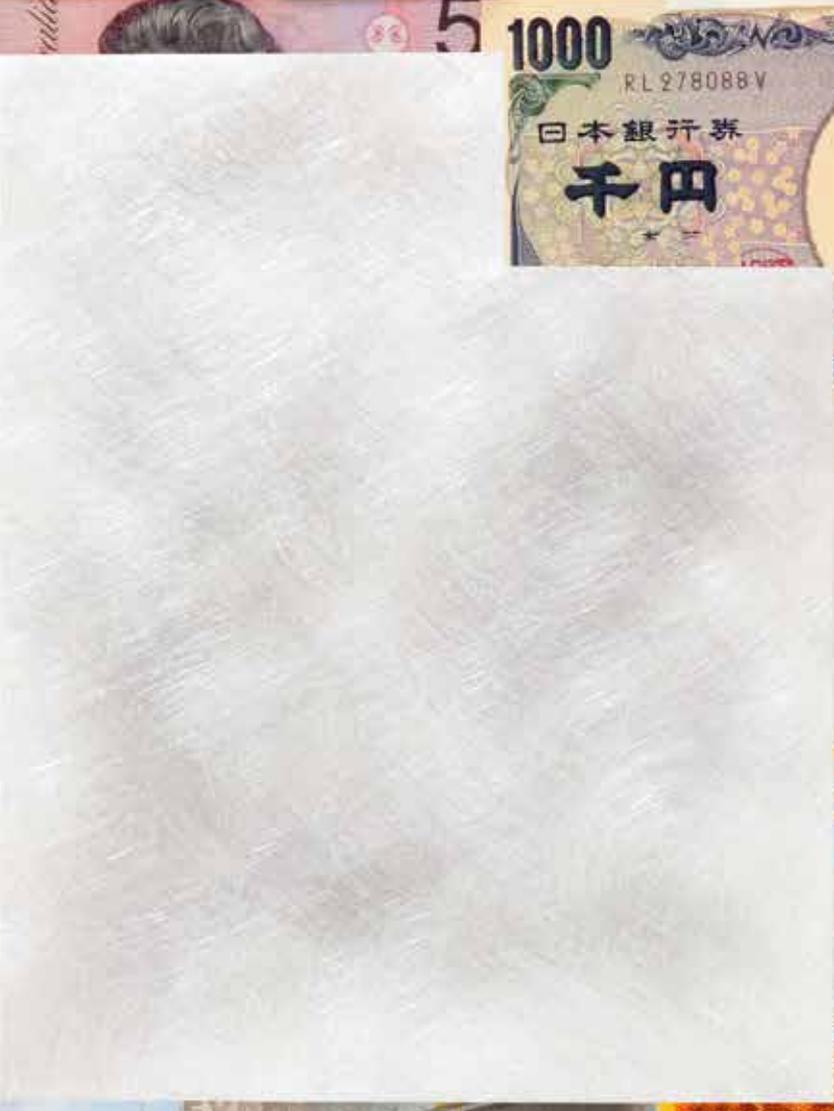
***For a desert state in the middle of the Western United States, Utah is surprisingly well-connected internationally. In fact, there are more than 700 miles between Salt Lake City and the nearest port—so why would a global shipping company like Orient Overseas Container Line (USA) Inc. (OOCL) locate an office in Utah?***

Educational attainment of the workforce. Language skills. Quality of life. Labor sustainability. A stable regulatory environment—all of the qualities that any company would desire to be successful.

As one of the world's largest integrated international container transportation, logistics and terminal companies, OOCL's world headquarters is located in Hong Kong and the shipping company has offices across the globe, yet it also has an Integrated Management and Service Center in Utah.

According to the most recent data from the U.S. Bureau of Economic Analysis, foreign companies with Utah operations grew their workforces in the state by 7.7 percent from 2007 to 2012, compared to only 3.3 percent growth nationally, and Utah manufacturing jobs tied to multinational companies grew 13 percent for the same period. Foreign-owned companies employ approximately 30,000 Utahns, and European companies employ more than half of those workers.

Utah's business-friendly environment is increasingly attractive to foreign and domestic companies who find the Beehive State to be a safe place to set up shop—and one that offers a convenient doorway to the North American and global markets. What's more, Utah is per capita the most linguistically diverse state in the nation, with more than 130 different languages spoken in business daily.



### WELCOMING THE WORLD

No one is more adept at promoting Utah to multinational companies than Governor Gary Herbert. He regularly makes lasting friendships with foreign and domestic business leaders because of his congeniality and ability to befriend everyone he meets.

While leading a trade mission to Israel and the West Bank, Governor Herbert promoted foreign direct investment in Utah to an A-list gathering of Israeli venture capitalists. Then the governor went on to meet with Israeli President Shimon Peres and Prime Minister Benjamin Netanyahu. All of this was followed by an unprecedented visit with Salam Fayyad, former prime minister of the Palestinian National Authority. Both sets of leaders appreciated the kind and reasonable leadership that the governor brought to the meetings. Now business doors across the Middle East are opening to Utah companies.

In Israel, President Peres welcomed Governor Herbert by saying, “I’ve been reading about you and bring greetings from one holy city to another holy city.” Governor Herbert took that cue to point out some of the striking similarities between Israel and Utah: “You have a Dead Sea; we have a dead sea. You have a River Jordan; we have a River Jordan. You have a Mount Nebo; we have a Mount Nebo. You have a Moab; we have a Moab. Hey, we even have a Zions Park and a Zions Bank!”

Thoughtful business leaders are quickly won over by Utah’s friendliness and welcoming culture. OOCL took a deep dive into Utah before announcing in 2013 that it would establish an office in the Beehive State for its North American business and hire or relocate some 300 management and professionals for its Integrated Management and Service Center. OOCL has a motto, “we take it personally,” which

*Foreign companies with Utah operations grew their workforces in the state by 7.7 percent from 2007 to 2012, compared to only 3.3 percent growth nationally.*



was emphasized by the company’s extensive examination of the Beehive State. The company took a considerable amount of care and time searching for a suitable location, which included meetings with Utah government, business and civic leaders as well as members of the boards for the Governor’s Office of Economic Development (GOED) and the Economic Development Corporation of Utah.

Among several important considerations when deciding where to locate the office, OOCL took a hard look at the state’s workforce, labor sustainability and language diversity. OOCL also examined Utah’s culture and quality of life. The company is deeply committed to its employees, so its leadership wanted to ensure that OOCL employees and their families would fit into the local communities and that the office would be strategically located near transportation corridors. Utah passed the test.

LEFT TO RIGHT: OOCL VESSEL LOADING IN HONG KONG. OOCL PROVIDES THE MOST EXTENSIVE INTERMODAL NETWORK FOR SHIPMENTS AROUND THE WORLD.



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**IN GOOD COMPANY**

Foreign direct investment in Utah spans many countries and industries. Companies from Asia and Europe turn to Utah to launch new companies or to invest in existing firms. In fact, Utah recently hosted several business groups from Taiwan who are considering Utah for business investment and relocation. The top Utah industries for foreign investment include mining, lodging, non-bank credit intermediation, investigation and security, pharmaceuticals, business support services and beverage products, according to a study by the Brookings Institution.



LIN MANUFACTURING

Every year it seems a new multinational outdoor product company is opening its doors in Utah. For example, Amer Sports—the parent company of such iconic brands as Salomon, Atomic, Suunto—and many others all call Utah home.

China-based Zhejiang Walt Technologies, one of the largest sock knitters in the world, is currently expanding its Utah-based subsidiary Lin Manufacturing and Design, which is Zhejiang Walt’s U.S. operations center in Cache County. Zhejiang Walt has six manufacturing plants in three countries

and employs nearly 3,000 people. The company is investing \$4 million to build a new hosiery manufacturing facility in Utah that will run three shifts five days a week with the potential to manufacture 14,000 dozen socks per week. The new operation will add 130 to 150 new jobs to the local workforce.

Vice President Joe Schulte said it was Utah’s quality of life that prompted Hillary Lin Ong and her husband, Ken, to start Lin Manufacturing and Ong Investments in Cache County, after the pair graduated from Utah State University. Hillary’s father, a Taiwanese inventor of sock knitting machines, wanted his daughter to locate the company in California, but the Utah connection had already been knitted into the fabric of Hillary’s and Ken’s lives.

Lin Manufacturing was launched in a 200-square-foot office in North Logan. The current expansion project is the result of increased manufacturing interest in the United States and a greater desire to buy U.S.-made products.

About the time Zhejiang Walt was announcing the expansion of Lin Manufacturing in Utah, Yasheng Group, a China-based agricultural conglomerate with U.S. headquarters in Redwood City, Calif., was forming a joint venture with Utah-based Intermountain Brands Corporation (IBC). Yasheng Group has annual sales exceeding \$1 billion and about \$2 billion in assets, and was looking for a company to source U.S.-made infant formula, said IBC founder and CEO Steve White.

Yasheng Group and IBC formed Angel Star Nutrition LLC, which will batch, blend, package and export dairy products from West Valley City to China under the Angel Star brand. IBC and Yasheng Group each hold a 50 percent stake in Angel Star. Once Angel Star receives Chinese approval to export baby formula, the company will become a major exporter “overnight,” according to White.

According to the China Dairy Industry Association, China is currently the world’s second largest market for infant formula and will become the world’s largest consumer of infant formula in the near future, with more than 20 million newborns each year. Infant formula sales in China are estimated to top \$12 billion annually.

In the state’s transportation equipment sector, Autoliv’s Ogden Airbag Assembly Plant stands out for its impact on the Utah economy. Headquartered in Stockholm, Sweden, the company has operations in 29 countries. Its Ogden plant started production in 1992, employs 1,300 people, accounts for approximately \$1 billion in sales annually and is responsible for one-ninth of Autoliv’s global sales.

*Utah’s business-friendly environment is increasingly attractive to foreign and domestic companies who find the Beehive State to be a safe place to set up shop—and one that offers a convenient doorway to the North American and global markets.*



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Autoliv's exports from Utah add significantly to the transportation equipment sector, which is one of Utah's top five export commodities. Tom Hajkus, Autoliv America's communications manager, said the Ogden plant is the largest airbag module facility in the world and annually builds and ships approximately 10 percent of the global airbag market. Meanwhile, Autoliv's Ogden Technical Center employs 600 people and provides a variety of engineering, testing and support services for the company.

The state also boasts a thriving life sciences sector with some global ties. German health care firm Fresenius Medical Care is the world's largest integrated provider of products and services for individuals undergoing dialysis because of chronic kidney failure. Approximately 80 percent of the company's dialysis equipment is manufactured in Ogden, Utah. A driving factor in the company's decision to expand in Utah was the state's positive, sustainable economic environment.

### **FOREIGN TRADE ZONE**

Utah's vibrant business ecosystem includes two unique features—Foreign Trade Zone 30 (FTZ) and an inland port—to facilitate foreign direct investment, enhance trade and reinforce the state's position as a global player. Salt Lake City's FTZ is a 55-acre site owned by The Rockefeller Group at 1105 S. 4800 West, adjacent to the Union Pacific Intermodal Terminal and in proximity to the Salt Lake City International Airport.

The Rockefeller Group, a national leader in foreign trade zone and real estate development, describes the Salt Lake City FTZ as one of the lynchpins in the company's plan "to fortify Salt Lake City as the leading international city in the Rocky Mountain region."



*Foreign Trade Zones offer companies located within them a variety of competitive advantages and cost savings, such as the reduction, deferral and elimination of customs duties, taxes, tariffs and fees, while also facilitating logistics and supply chain management.*

FTZs offer companies located within them a variety of competitive advantages and cost savings, such as the reduction, deferral and elimination of customs duties, taxes, tariffs and fees, while also facilitating logistics and supply chain management.

While the Rockefeller Group owns, operates and markets the Salt Lake City FTZ, city leaders are working to assist companies with the creation of FTZ subzones. A subzone can be located within a 60-mile radius of an FTZ, allowing any business within that radius the opportunity to apply for subzone status and, upon approval from the FTZ board, enjoy all of the benefits of the FTZ without having to physically locate within it.

According to Salt Lake City, two companies, Oemeta and Red Wing Shoe Company, are actively interested in creating subzones within FTZ 30. Oemeta, a German-based company that provides environmentally friendly metalworking fluids, is building its first U.S. manufacturing facility in Salt Lake County. The company is making a \$5.25 million capital investment and plans to create 58 jobs in Utah.

**SALT LAKE CITY'S FOREIGN TRADE ZONE 55-ACRE SITE.**



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Red Wing Shoe Company, headquartered in Minnesota, is a leading manufacturer of premium work and outdoor footwear. The company has manufactured shoes in Salt Lake City for approximately 35 years. In January, Red Wing applied for subzone status for its Utah facility, which is one of two U.S. factories that build over 1.2 million pairs of shoes annually.

Angie Dunn, office facilitator for Salt Lake City, said the city recently created and received approval for its subzone schedule from the FTZ board. With that completed, the city can submit applications to the FTZ board for potential users.

“We have a lot of opportunity here, and we are receiving a lot of interest about the FTZ and subzones,” said Jessica Thesing, small business development manager for Salt Lake City.



*Utah is strategically located at the center of Western America’s railroad network. In fact, six major routes of the Union Pacific Railroad converge at Wasatch Front rail yards and refueling terminals.*

**AN INLAND PORT**

Utah’s inland port is part of Union Pacific Railroad’s 240-acre, state-of-the-art intermodal facility located on the west side of Salt Lake City. The facility is one of the largest on the Union Pacific system and an important rail hub. The inland port offers rail customers the ability to offload shipping containers from ships at port and transfer them to Utah before being processed through customs. The containers are transferred to trucks at the intermodal facility for final delivery to their destinations, thus making the intermodal facility an important nerve center for distribution to the western United States.

Utah is strategically located at the center of Western America’s railroad network. In fact, six major routes of the Union Pacific Railroad converge at Wasatch Front rail yards and refueling terminals. Additionally, BNSF Railway provides limited service to Utah via trackage rights over Union Pacific rail lines between Colorado and Northern California.

The Union Pacific facility processes 10 or more trains a day as they arrive from or depart to locations such as Long Beach, Denver and Chicago, as well as other Union Pacific trains that stop to pick up additional freight enroute to other destinations. Containerized goods are transferred from railcars to trucks or railcars around the clock at the facility. The intermodal hub marries rail with the interstate highways in a way that makes both more efficient. And since the hub is located near the foreign trade zone, it is growing in importance as a distribution center and a magnet for attracting companies that want to be close to rail.

With its inland port, foreign trade zone and ecosystem of collaboration and cooperation, Utah stands as an economic powerhouse that is growing its status on an international scale. The state stands as a shining star, a doorway for trade and a haven for businesses looking for stability and predictability. ■



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## UTAH'S TOP-RATED INTERNATIONAL AIRPORT FLIES HIGHER THROUGH EXTENSIVE MAKEOVER

by Adva Biton

*If your flight reservations include "SLC" on them, get ready to heave a sigh of relief. In a travel landscape full of constantly delayed flights, poor service and few amenities, Salt Lake City International Airport is something of an oasis. Not to mention that the airport is also a very convenient 10 minutes from the capital city and connected with a choice of light rail or taxi service.*

According to U.K.-based aviation information group OAG, Salt Lake City International Airport has been rated No. 1 in on-time performance for a number of years, and again in 2014. Despite expected challenges like winter weather, the airport maintains a reputation for excellence.

Salt Lake City International Airport services 21 million people a year with approximately 645 scheduled daily flights to and from 91 cities. It functions as the Western hub for Delta Air Lines and is served by all major airlines and their affiliates. SLC International maintains convenient non-stop service to Paris, Mexico, Canada and Amsterdam.

Salt Lake City International Airport earned numerous accolades from the Airports Council International-North America for its food and concession operations in 2013, including second place for its specialty retail program. The airport offers 31 restaurants, including local favorites, and also offers free Wi-Fi (fast disappearing around the country's airports). SLC International strives to be as environmentally conscious and energy-efficient as possible, including an ambitious recycling program throughout the facility. But the Salt Lake City Department of Airports knows they can do even better.





RENDERING OF NEW SLC AIRPORT

Enter the plan—currently in progress—to completely reconstruct and expand the international airport to meet the demand and advanced technologies of the newest in commercial aircraft. The airport authority will be footing the majority of the bill all on its own and already has funding in place. It will take approximately 10 years to complete every stage of construction, as the project will also include incoming roadways and parking structures. Now underway, the gate construction will take place in independent phases so the new facilities will be built, then operations transferred, thus limiting almost all passenger inconvenience. Full completion is expected by the year 2023.

Salt Lake City's new facility will be on the cutting edge of the nation's next-generation of airports.

#### ROAD TO REDESIGN

The idea to expand the airport didn't originate overnight. The current growth trend makes the redesign well-timed. Maureen Riley, executive director for the Salt Lake City Department of Airports, explained that the plans have been a long time coming.

"It's a project that has been on the drawing board since the mid-1990s," Riley said. "It's been almost 20 years in the making. For a variety of reasons, plans were delayed or deferred at different points."

Reasons spanning from 9/11 to national economic turmoil threw wrenches into the department's plans. But, never discouraged, the department waited for the stars to align on the project. In the meantime, they continued to plan, managing the budget and trimming costs from an original estimated \$4 billion project to \$1.8 billion. Impressively, this \$1.8 billion will come from the airport itself: from savings, grants and generated revenue. There will be no tax increase associated with the rebuild.

To support the growth the airport is experiencing and its function as a major hub, the department knew the new building would have to feature more space for concessions, more amenities, more comfort—more everything. Department leaders sat down with the airlines to discuss two possibilities: renovating the original structures or starting afresh. Together, all parties settled on the latter option.

*Some highlights of the redesign include a new 700,000-square-foot terminal, nearly double the amount of current concession space, and the building of gates with loading bridges to speed aircraft arrival and departure. Another notable change: a new five-story garage with 3,600 added parking spaces and incorporated rental car services.*

## TRENDS EVOLVE. EXPERTS LEAD.

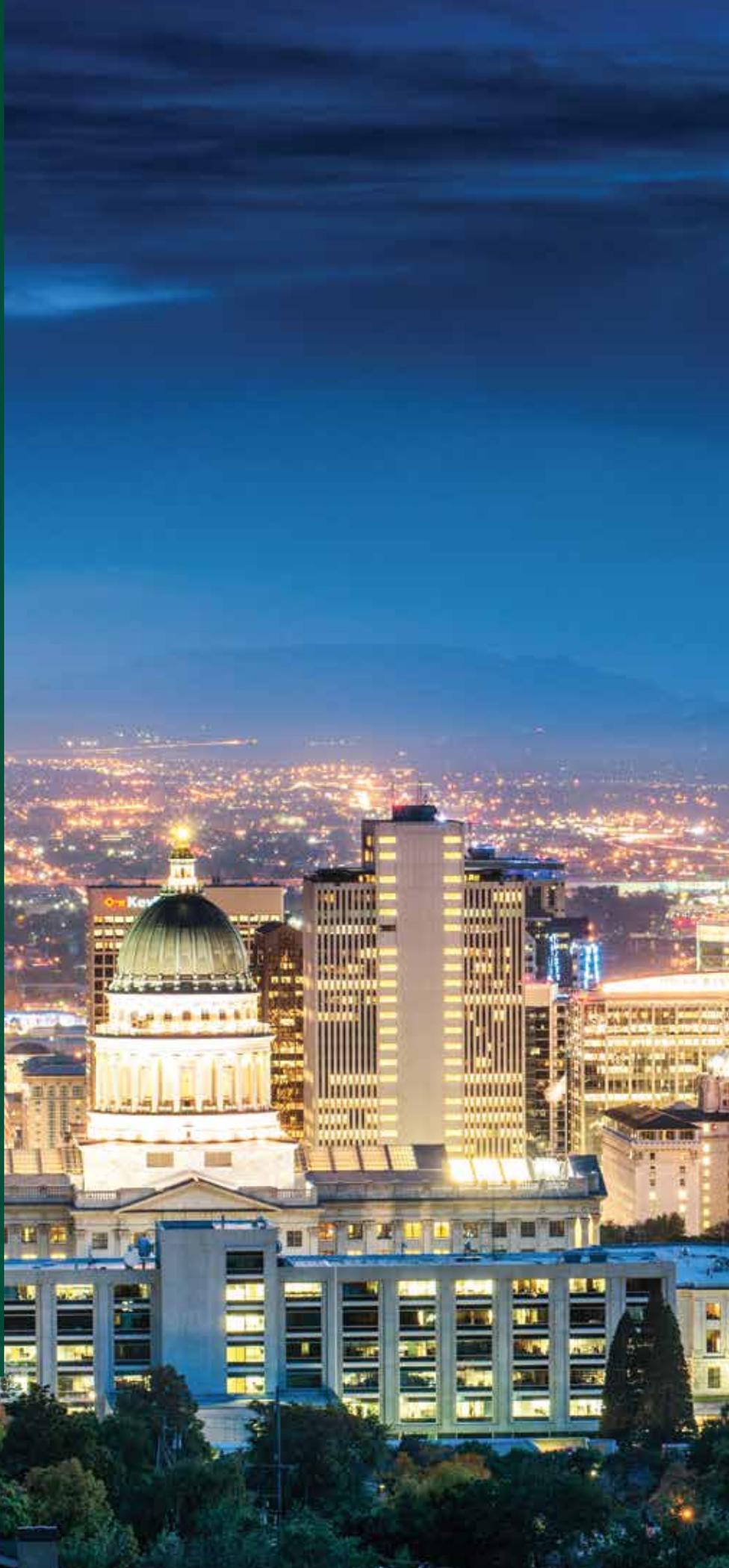
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“Those conditions under which we would renovate these buildings would be very long-dated and very expensive,” Riley said. “In the end, to achieve those goals under comparable cost and with the least amount of pain as possible, [the best option] was to build new.”

Building new, furthermore, meant that designers could incorporate more conveniences and luxuries into the structure from the beginning. It’s not just about a beautiful new building. Customer service, ease of use, energy efficiency and streamlined roadways will all be a part of the new Salt Lake City International Airport.

Travelers have no need to worry about the possible inconveniences of building a whole new terminal, parking garage and roadway system atop the existing ones. The redesign plans take traveler ease into account and will be completed in phases to assure traveler convenience while construction continues.

### SALT LAKE CITY INTERNATIONAL AIRPORT, 2.0

The new terminal redevelopment broke ground in July 2014. SLC International is not just aiming for a world-class facility, but also to remain one of the country’s most cost-effective airports while achieving high standards in sustainability and streamlined traveling process. Riley said the department conducted a terminal outreach survey in 2013 to make sure the plans accommodated every possible traveler request.

Some highlights of the redesign include a new 700,000-square-foot terminal, nearly double the amount of current concession space, and the building of 74 gates with loading bridges to speed aircraft arrival and departure. Another notable change: a new five-story garage with 3,600 added parking spaces and incorporated rental car services with 1,200 cars available. Overall, travelers will be treated to an energy-efficient, window-laden building, showcasing stunning views of Utah’s natural beauty, and built to the highest level of seismic preparedness possible.

The build will also be important for Utah’s economy. According to the airport’s Economic Impact Study, prepared by GSBS Richman Consulting, the redesign will “result in significant economic benefit of more than \$3 billion simply through investment in the building program.”

### DIVIDE AND CONQUER

Passenger convenience is of paramount importance in the terminal redevelopment program. The new terminal will have three levels, all designed to streamline the drop-off, check-in and pick-up processes.

The topmost level, level 3, will be ticketing and check-in. Here, passengers will be dropped off curbside and make their way within. Having drop-off and pick-up separated will eliminate bottlenecks for motorists and allow greater ease for departing passengers.

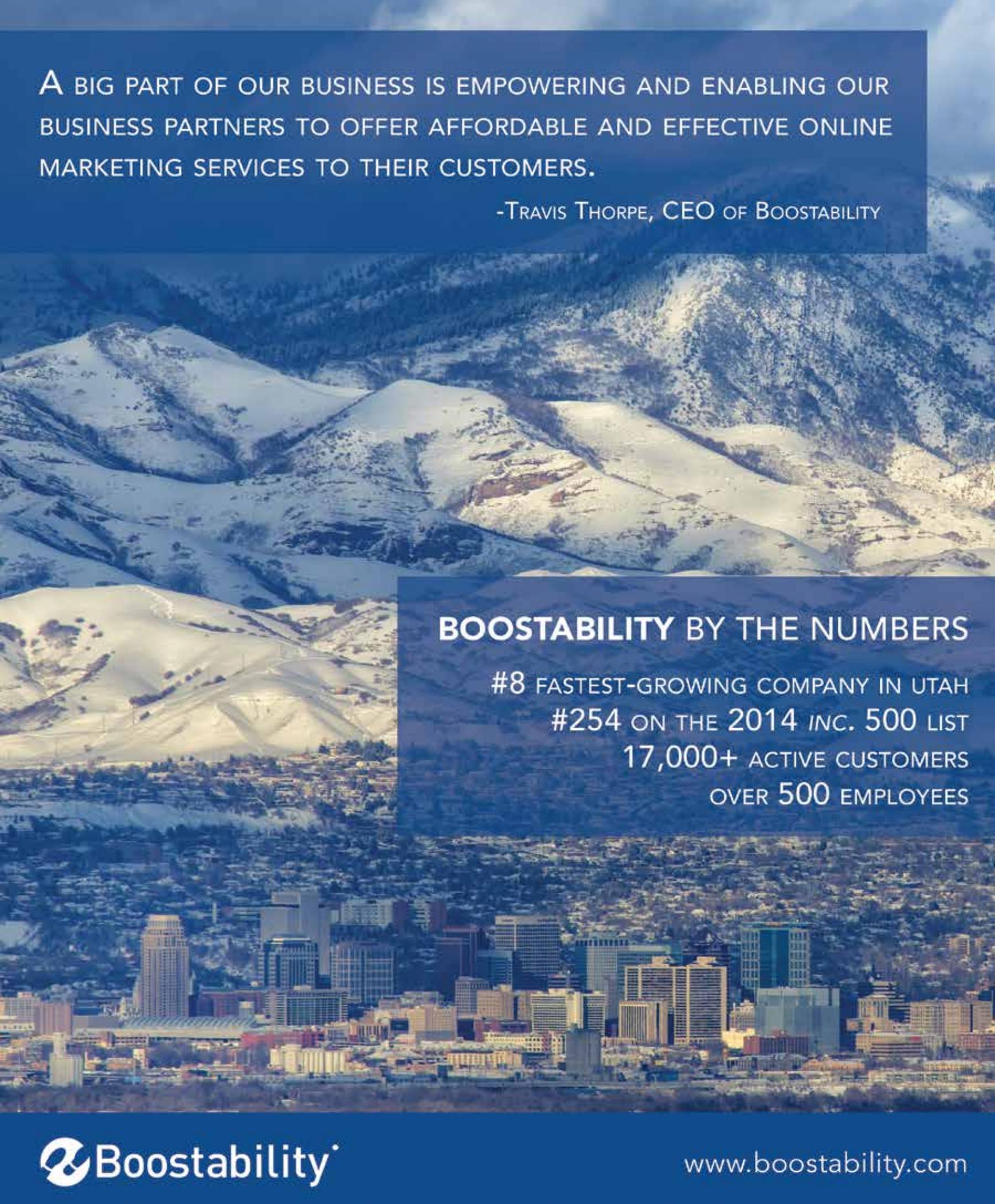
After they check in, passengers descend to level 2, which will be the main section of the airport, and will include security checkpoints, new restaurants and stores, and access to the 74 gates.

There will also be a pedestrian bridge, connecting level 2 to the new five-story parking garage, TRAX station and rental car facility. Passengers coming in with

*Salt Lake City International Airport services 21 million people a year with approximately 645 scheduled daily flights to and from 91 cities. It functions as the Western hub for Delta Air Lines and is served by all major airlines and their affiliates.*



RENDERING OF NEW SLC AIRPORT



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-TRAVIS THORPE, CEO OF BOOSTABILITY

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skis and heavy baggage won't have to worry about being shuttled around, with parking and rental car amenities so close to the terminal. Furthermore, extra ticketing and baggage drop-off options will be included in level 2, eliminating any unnecessary backtracking or floor-changes for travelers.

"We understand that 56 percent of departing passengers come in through the garage," Riley said. "We wanted to accommodate in the design as many people as possible."

The bottom level will be for international baggage claim, employee security and curbside pick-up for arriving passengers.

RENDERING OF NEW SLC AIRPORT



*"Salt Lake City is a very important hub for Delta. We are committed to continuing to support the market's growth and work with the local airport authority and officials on building an important updated facility to support future travel from Salt Lake."*

**ANTHONY BLACK,**  
DELTA AIR LINES

#### GREENER THAN GREEN

Looking beyond the basic specs of the new airport shows the design's innovation and commitment to cost-efficiency, ease of use and sustainability. Green initiatives have been part of the Salt Lake City airport for many years. The current airport has implemented a variety of sustainable policies for recycling, water conservation, alternative fuels, technology and general management.

Currently, the airport recycles more than 7,800 pounds of paper and aluminum monthly, as well as 60 tons of newspaper and plastics and approximately 250 tons of cardboard yearly. Water-based paint, rather than high-emission oil-based paints, is the paint of choice at SLC International, and you'll find energy-efficient light bulbs throughout the buildings. The airport has a drip irrigation system for watering plants, maintains 450 acres of wetlands west of the airport, and has shuttle buses that run on clean-burning natural gas.

"We have a very aggressive recycling program at the airport," Riley said. "It's something we've done for a long time, but we're hoping to get even more aggressive with it."

All of these initiatives and more will be implemented into the terminal redesign. Being able to build from the ground up allows energy-efficient and green designs to be thoughtfully placed and immediately implemented, Riley said. The new building will have LEED certification, radiant heating in floors and recharging stations for electrical vehicles. Riley added that all of the airlines are changing their support vehicles to alternative-fuel models, which the SLC airport will readily support.

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**2013 – #3 BEST STATE FOR BUSINESS**

**2014 – #1 BEST STATE FOR BUSINESSES**

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Some of the changes will be both energy-efficient and aesthetic. “People want to connect with nature and the natural beauty in Utah, so there’s a lot of glass [in the new terminal],” Riley explained. “That can help in a lot of ways for heating the building in winter months.”

According to Riley, all of the initiatives should meet the designs’ assertive energy reduction target of 30 percent. Most airports that “go green” top out at approximately 20 percent, but that goal isn’t lofty enough for the SLC International redesign.

“We have a stretch goal,” Riley said. “All the indication from design is that we can achieve 30 percent.” Not only will people be able to pass through a green facility, but if they wish, they can come and go to the airport from downtown via direct light rail connections on the TRAX light rail system that will have a terminal inside the airport facility.

**SUPPORT CREWS**

Riley said airline support throughout the entire redesign process has been tremendous. The ambitious project wouldn’t have been possible without the airlines’ backing. Salt Lake City International Airport is served by Delta Air Lines, American Airlines, Alaska Airlines, Frontier, JetBlue, SkyWest, Southwest, United and US Airways. Each one has worked with the airport throughout the reconstruction plan.

“Salt Lake City is a very important hub for Delta,” said Delta spokesperson Anthony Black. “We are committed to continuing to support the market’s growth and work with the local airport authority and officials on building an important updated facility to support future travel from Salt Lake.”

Delta Airlines further showed its backing by announcing a plan for daily non-stop flights from Salt Lake City to Mexico City and Amsterdam not long after the ground broke on the terminal redesign. The flights feature Delta’s Boeing 767-300ER aircrafts with flat-bed seats in the Business Elite cabin, as well as expanded legroom and deeper-reclining seats in the Economy Comfort service.

“We have been excited to provide additional international service as the market continues to demand travel outside of the U.S.,” Black said.

Currently, SLC International Airport flies to Calgary and Vancouver in Canada; Cancun, Guadalajara, Los Cabos, Mexico City and Puerto Vallarta in Mexico, and Paris, France. Flights to Amsterdam are currently five times a week and will be transitioning to daily service.

“Delta has been a true partner and very supportive of the airport’s efforts in rebuilding the facility,” Riley said. “They’re great to work with.”

**WORKING TOWARD THE FUTURE**

Managing a busy, highly-acclaimed international airport is far from simple. It takes some 35,290 airport employees, FAA crew members, airline support teams, traffic controllers, and other airport workers and service professionals to make the show run smoothly. The redesign will take even more workers in the form of architects, designers, construction and demolition crews and many more, adding another estimated 23,919 full-time jobs and \$1 billion in wages and income through the life of the project, according to the airport’s Economic Impact Analysis. Riley was quick to credit each and every worker.

“There are just so many moving pieces in the airport,” she said. “It’s like a city in and of itself in a lot of ways.”

SLC International Airport is a small city in the middle of a big boom. To learn more about the airport or its redesign, visit [www.slcairport.com](http://www.slcairport.com). ■

**UTAH AIRPORTS**

Salt Lake City International Airport’s redesign and numerous accolades make it an outstanding option for travelers—but it’s not the only show in town. Utah also has commercial service through these cities:

Canyonlands Field (Moab)	KCNY	<a href="http://moabairport.com">moabairport.com</a>
Cedar City Regional	KCDC	<a href="http://cedarcity.org/76/Airport">cedarcity.org/76/Airport</a>
Ogden-Hinckley	KOGD	<a href="http://flyogden.com">flyogden.com</a>
Provo City	KPVU	<a href="http://flyprovo.com">flyprovo.com</a>
Salt Lake International	SLC	<a href="http://slcairport.com">slcairport.com</a>
St. George Municipal	KSGU	<a href="http://flysgu.com">flysgu.com</a>



**PROVO CITY AIRPORT**

Provo City is the second-busiest airport in the state, serving between 85-100,000 passengers per year, with flights to three cities through commercial carrier Allegiant: Los Angeles, Oakland/San Francisco and Mesa/Scottsdale. Look for flights to expand—airport manager Steve Gleason said the Provo City Airport is constantly looking to add more routes. It started with two flights per week to Mesa and has since added the two other cities and nine more weekly flights.

“Provo is a good alternative,” Gleason said. “If we have a flight schedule that works for you, come down to Provo and give us a try. Once you experience the convenience, people like to continue to fly out of Provo.”

Another notable airport is found at the south end of the state in St. George. The St. George Utah (SGU) municipal airport provides convenient connections to L.A. and Denver, and serves as a southern gateway to Utah’s “Mighty Five” national parks.

With recent funding totaling more than \$150 million, the new SGU airport facility is a modern 35,000-square-foot terminal building with room for further expansion. SGU hosts flights from the likes of United and Delta Airlines and has every intention of expanding its reach in the future. The airport proves an exceptional asset to Utah’s tourism industry.

The State of Utah is exceptionally travel-friendly, from the snowy northern Wasatch Valley to the southern red rock vistas. Each airport reaches great heights for quality services to make visitors’ experiences positive from arrival to departure.

# Navigating AIRPORT Change

We are building a new terminal to upgrade your travel experience. We'll keep you informed as changes are made to accommodate construction. Visit social media or [www.slcairport.com](http://www.slcairport.com) for developments.

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THE NEW **SLC**  TERMINAL REDEVELOPMENT PROGRAM





By Gaylen Webb

***For a small, landlocked state, Utah has posted staggering gains in export numbers over the past decade, now clocking in more than \$12 billion annually. Such a number might seem small when compared to larger states—especially those on the coasts—but consider this: In 2014, the U.S. Chamber of Commerce ranked Utah third among the top 10 states for exports, third for growth in the share of national exports and fourth for export intensity.***

From 2007 to 2012, Utah was the only state in the nation to double its exports. While the recession hurt every state's economy and the nation as a whole, Utah weathered the challenges much better than most. The state has pulled through the tough times triumphantly, regaining all the jobs lost during the recession, and now showing strong, nation-leading business growth. To this end the Governor set a goal to grow total exports by \$1.4 billion by 2019, with a particular emphasis on value-added exports. Utah is making a planned effort at broadly diversifying its export base.

With the emphasis on diversification underway, Utah is already seeing success in the growth of several of its industrial sectors, such as IT and software, growing at more than 6 percent a year. Other sectors like life sciences, aerospace and defense and outdoor products are also seeing solid growth. As the overall economy continues to improve and mineral prices stabilize, returning to pre-recession levels and production increases to meet demand, Utah will see multi-billion dollar increases in total exports.

Recognizing that growing exports means job growth—approximately 61,000 Utah jobs are directly tied to global business—the state and its partners have refined their export focus, emphasizing the need to increase Utah's export diversity. Diversification of exports will be the key to sustainable growth.

The spot price of precious metals exports can fluctuate wildly, as prices rise and fall with the global economy, and there's little the state can do about it. On the other hand, value-added exports—all merchandise and service exports, excluding precious metals—are something that the state can help foster and the prices are not nearly so volatile. Hence Governor Herbert's challenge and continued encouragement for Utah businesses to grow their value-added exports specifically.





### OPENING DOORS FOR SMALL COMPANIES WITH BIG DREAMS

Governor Herbert is not afraid to set ambitious goals for Utah, and the state is off to a great start. World Trade Center Utah President and CEO Derek Miller said 5 percent of Utah businesses that could be exporting are exporting, as compared to only 1 percent nationally.

Miller's office is crisscrossing the state, holding workshops and forums to demystify the export process and help more Utah businesses think, act and succeed globally. He regularly reminds Utah manufacturers and retailers that with so many e-commerce platforms around the world, there's no reason they shouldn't be selling their goods globally.

"The barriers are lower than they have ever been," Miller said. "In many cases, exporting is the next logical step a business should take to grow its customer base."

The state supports businesses seeking to reach international markets through its International Trade and Diplomacy Office and its partnership with World Trade Center Utah (WTCU), the latter being a member of the World Trade Centers Association, headquartered in New York City. WTCU offers Utah-based businesses access to a variety of support services, including networking, consultation, trade missions, market research, a newsletter and online trade data at [wtcutah.com](http://wtcutah.com)

The grassroots effort to demystify the export process and increase Utah's value-added exports is paying off. Brody Chemical, a Utah manufacturer that opened its doors in Salt Lake City four decades ago, recently fast-tracked its international pursuits after participating in an "Open to Exporting" seminar produced by WTCU and the Small Business Development Center at Utah Valley University. Now the company is working hard to sell its more than 600 different products in the global marketplace.

CEO Brody Liddiard said the company is selling its products in China and is looking to expand in Asia, the Middle East, Canada and Mexico.

"The seminar was a great introduction to the resources available," he said. "It's been impressive to see how so many different agencies in Utah work together to help businesses get into exporting."

Brody Chemical, the largest ice melt producer in the Western United States, has been working with WTCU for about a year on a variety of levels and is also connected with the Small Business Administration, U.S. Commercial Service and the International Trade and Diplomacy Office at the Governor's Office of Economic Development (GOED). Liddiard said the company is currently focusing on trade mission opportunities with the state and applying for State Trade and Export Promotion (STEP) grants. The grants are matching funds managed by GOED to help businesses participate in trade missions or attend international trade shows.

Last October, CoreBrace, a small Utah manufacturer with fewer than 100 employees, participated in a Mountain States Trade Mission to Dubai, Abu Dhabi and Istanbul, an event supported by Zions Bank, WTCU and the U.S. Commercial Service. Since its return from the trade mission, the company has landed more than \$8 million in contracts within those countries and the opportunities for growth appear phenomenal.

While on the trade mission, CoreBrace established a partnership with Emir-



WORLD TRADE CENTER UTAH IS SUPPORTED BY A BOARD COMPRISED OF SOME OF UTAH'S MOST PRESTIGIOUS BUSINESS LEADERS.

*"It's been impressive to see how so many different agencies in Utah work together to help businesses get into exporting."*

**BRODY LIDDIARD,**  
CEO, BRODY CHEMICAL



## Will it become a cell phone or a computer?

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ates Building Systems (EBS), a subsidiary of Dubai Investments and regional pioneer in the design, fabrication and construction of steel structures. EBS plans to take CoreBrace's proprietary steel brace technology to new construction projects and seismic retrofits throughout the Persian Gulf, the Middle East, Africa, Central Asia and the Indian subcontinent.

CoreBrace also exports to New Zealand, Chile, Russia and Haiti and is one of many Utah companies that have found new international markets through trade missions. CoreBrace President Dieter Klohn said his company is doubling its sales every year.

IM FLASH



#### DIVERSIFYING THE MIX

According to WTCU data, computer and electronic products account for Utah's second largest export category (second only to precious metals), totaling approximately \$6.8 billion in export value. Products in this sector account for 21 percent of the state's total exports, while food and kindred products total 11 percent, chemicals total 9 percent and transportation equipment totals 7 percent.

The United Kingdom is Utah's top export destination, followed by Canada, Hong Kong, India and Thailand. On the other hand, the Asia-Pacific Region is Utah's largest export market, averaging about \$4 billion in goods exported to the region annually.

The state is working to diversify the types of products and services it exports, and its focus spans the state, from north to south. On the north, Hyrum-based JBS USA is a significant player in the international beef export market. The company exports approximately 20 percent of its production to countries such as Japan, Taiwan, Korea and Mexico. JBS recently announced the \$75 million expansion of its Hyrum plant.

In Southern Utah, St. George-based weBoost (formerly Wilson Electronics), is a global leader in the manufacture of cellular signal boosters. Currently, 98 percent of the company's market is in the U.S. and Canada. But weBoost recently expanded into Malaysia, where it signed an agreement with a leading distributor of consumer technology there. From that base, weBoost will be able to sell cellular signal boosters throughout Asia.

Next, the company plans to expand into Indonesia, with its 150 million cellular subscribers, and long-term export targets include the two biggest cellular markets, China and India.

As the provider of North America's top-selling line of cell phone signal boosters, weBoost designs and manufactures the industry's broadest product portfolio of cellular signal boosters, antennas and related components that significantly improve fixed and mobile cellular communication for use in consumer, enterprise and industrial applications worldwide. All weBoost products are designed, manufactured and tested at the company's U.S. headquarters in St. George.

#### WELCOMING GLOBAL FIRMS

Small Utah manufacturers and retailers aren't the only companies benefiting from Utah's business-friendly environment and growing presence on the international stage. IM Flash, the joint venture partnership formed in 2006 between Santa Clara, CA-based Intel Corporation and Boise, ID-based Micron Technology, Inc. is an example of how large global companies are also flourishing in Utah. IM Flash is the global leader in the innovation and manufacturing of NAND flash memory— one of the fastest-growing segments in the semiconductor industry.

IM Flash leads the world in producing the most innovative and least expensive NAND memory products, which have become essential components in consumer electronics devices, removable storage and handheld communication products. In fact, IM Flash products command 18 percent of the market share

*“The ability to draw upon the population of skilled workers in Utah as well as our strong partnership with local universities and community colleges has proved to be a critical factor in IM Flash’s growth and success.”*

KEYVAN ESFARJANI,  
CO-CEO, IM FLASH



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**EVENTS**



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*“Between the state’s infrastructure, the economic environment and skilled workforce available to us, this leading branch of Autoliv manufacturing is right at home here. Utah’s spirit of innovation matches our own, and that passion for innovation provides the strength, capacity and competitive advantage to build products that saves lives.”*

DAN GARCEAU,  
PRESIDENT, AUTOLIV NORTH AMERICA

and appear in electronic devices across the globe.

Micron and Intel scoured the globe for a manufacturing site--then realized they had everything they needed in Utah. Micron had previously built a 2.3 million-square-foot manufacturing facility in Lehi, which was readily available for the joint venture. Through their own partnership, plus great support from the State of Utah, IM Flash was able to start up the facility in record time and attract the top talent it needed to be successful.

“The ability to draw upon the population of skilled workers in Utah as well as our strong partnership with local universities and community colleges has proven to be a critical factor in IM Flash’s growth and success,” said IM Flash co-CEO Keyvan Esfarjani. “The company continues close partnerships with the local universities and other institutions to foster and strengthen the pipeline of talent for engineers, physicists, materials scientists and other skilled workers in the state.”

IM Flash’s NAND flash memory products are a big part of the computer components that Utah companies export across the globe. IM Flash’s technology also enables other Utah consumer electronics companies and data centers to be successful. “With our leadership comes responsibility and involvement in the community,” Esfarjani said.

Utah’s effort to grow its value-added exports is fostered by an ecosystem of support that includes a state government commitment to grow Utah’s global presence, coordination and collaboration between the public and private sectors, a young and highly educated workforce that can sell goods to foreign customers in their native languages, a stable and predictable regulatory environment, low taxes, low energy costs and exceptional quality of life. The export effort is also aided by Utah’s infrastructure, which includes an international airport, inland port, foreign trade zone and globally-connected, world-class universities.

Utah’s gains in global footing haven’t only happened recently. It’s safe to say that the state is no stranger to attracting world class businesses and trade. Autoliv, the worldwide leader in automotive safety systems, is a Swedish-American company headquartered in Stockholm, Sweden and Auburn Hills, Michigan, and they have had a presence in Utah since the 1980’s. The five Utah facilities now employ more than 3,600 Utahns and generated \$1.72 billion in sales last year, contributing significantly to Autoliv’s \$9.2 billion total.

Autoliv spans 80 facilities in 28 countries, plus 100 car brands and 1300 car models. Their top customer list includes the likes of GM, Nissan, Ford, Volkswagen, Fiat, Hyundai, Kia and Volvo, among others. The Utah locations manufacture passive safety products including airbag modules, initiators and pyrotechnics, and one of Autoliv’s 18 technical centers is located in Ogden. In fact, Autoliv’s Ogden assembly facility is the largest airbag manufacturing facility in the world; its Tremonton plant alone builds and ships out a million initiators every two days. Companies like Autoliv continue to help put the Beehive State on the export map.

“Utah has grown to be a destination for our employees from around the world and provides our company with a foundation for our global operations,” said Dan Garceau, president of Autoliv North America. “Between the state’s infrastructure, the economic environment and skilled workforce available to us, this leading branch of Autoliv manufacturing is right at home here. Utah’s spirit of innovation matches our own, and that passion for innovation provides the strength, capacity and competitive advantage to build products that save lives.”

Utah claims the title of the fourth-most diverse economy in America, and it shows in the state’s exports too. We have the home-grown rural companies. We also have high-end tech companies and world-leading manufacturers. One thing is for certain: the industrious Beehive State is truly fertile soil for both domestic and international companies to expand their trade. ■

IT'S

WHY INVESTORS

A

ARE POURING MONEY INTO

DEAL

THE BEEHIVE STATE

By John Coon



*Hosting the 2002 Winter Olympics thrust Salt Lake City into the international spotlight in more ways than one. Utah had begun to emerge as a hub for venture capital investment after the dot.com bubble burst in 2000. The doors were wide open for the state to grow and increase investment in local business.*

Utah's growth in the venture capital arena has occurred even as the industry suffered elsewhere. When the dot.com collapse occurred, it took away a lot of underpinnings in the venture capital industry and led to a massive decline in the number of firms operating. The Great Recession sparked by the housing market crisis in 2008 only made matters worse.

Nationwide, the number of venture capital funds dropped 80 percent within the past 10 years and only recently has the industry shown serious signs of recovery. The amount of venture capital money invested nationwide in 2014 was the most invested in 13 years.

Utah proved the lone exception to this trend.

Since 2002, Utah has gone from three venture funds and \$200 million under management to 20 funds and \$4.5 billion under management. No other state has experienced a similar degree of growth during that same period.

One reason for this growth comes from the state government putting the framework in place for venture capital investments to succeed.

Utah boasts a stable tax policy and a business-friendly government at both the state and local levels. Statewide, the government has completed substantial regulatory reform, eliminating or modifying 385 of more than 2,000 business regulations. In addition, the state supports organizations like the Governor's Office of Economic Development, Economic Development Corporation of Utah, Utah Science Technology and Research initiative and Utah Capital Investment (Utah's VC fund of funds) that provide the tools that a business needs to go from startup to success.





*“This state has always been very entrepreneurial. It’s a good place to start business and to do business. That comes from the highly educated workforce. It comes from the political environment. It comes from the hard-working nature of the people here.”*

**RYAN DENT,**  
PARTNER, PRICEWATERHOUSECOOPERS

“This state has always been very entrepreneurial,” said Ryan Dent, partner at PricewaterhouseCoopers (PwC) and board member for the MountainWest Capital Network. “It’s a good place to start business and to do business. That comes from the highly educated workforce. It comes from the political environment. It comes from the hard-working nature of the people here.”

#### **BUSINESS FRIENDLY FROM THE BEGINNING**

Brigham Young once said, “This is the right place” when Mormon settlers first reached the Salt Lake Valley. Those famous words take on a whole new meaning in the 21st Century. Utah has become the right place to do business for an increasing number of venture capital firms both inside and outside the Beehive State.

Utah saw record growth in venture capital investment during 2014. Venture capital deals with Utah-based companies brought in a total of \$801 million last year alone. This represents an increase of nearly a half-billion dollars from venture capital funds invested in Utah businesses in 2013.

Utah ranked in the top 10 nationally in total amount of venture capital dollars invested for 2014. Most notably, the Beehive State outranked Silicon Valley in terms of the average amount of dollars invested per deal.

The foundation for this surge forward was laid in the preceding years. Venture capital investment in Utah grew more than 80 percent from 2009 to 2013. During that same period, Utah saw a 79 percent increase in dollars invested per deal while experiencing a 3 percent increase in total number of venture capital deals. It helped venture capital growth in Utah from 2009 to 2013 surpass the national average by more than 20 percent.

Continued success has convinced more and more venture capital firms to lay roots within the Utah business community.

“Venture capitalists have made investments in Utah and have made money,” said Bradley Bertoch, president and CEO of the Wayne Brown Institute. “There’s nothing that attracts the venture capital community more than success.”

#### **RAISING THE BAR**

It didn’t take long for business leaders in Utah to see signs that 2014 would be a special year in terms of venture capital deals.

The year started off with a bang. In February, Domo announced it had secured \$125 million in Series C funding. The American Fork-based software company was valued at \$825 million in the deal, which drew TPG Growth, T. Rowe Price, Fidelity Investments, Salesforce.com, Morgan Stanley Investment Management, Viking Global Investors and Dragoneer Investments Group as investors.

InsideSales.com, a cloud-based sales acceleration technology company based in Provo, made a splash in April. The company earned a valuation of nearly \$1 billion and raised \$100 million in capital from investors led by Polaris Partners and Kleiner Perkins Caufield & Byers. Other investors included Acadia Woods, Epic Ventures, Salesforce.com, Zetta Venture Partners, Sorenson Capital Managing Director Fraser Bullock and Stanford University.

Pluralsight set the bar higher in August when the Farmington-based e-learning company raised \$135 million in Series B funding. That brought Pluralsight’s total funding to nearly \$165 million to date. Insight Venture Partners led the investment round with additional participation from ICONIQ Capital and Sorenson Capital.

Qualtrics put an exclamation point on venture capital investment in Utah for 2014 with a record-breaking deal. The Provo-based software company raised \$150 million in series B funding in September from lead investor Insight Venture Partners and previous investors Sequoia Capital and Accel Partners.



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### MEGADEALS AND MORE

Out of the top 10 megadeals nationwide—defined as a venture capital deal greater than \$100 million—in the third quarter of 2014, two involved Utah companies. Clearly Utah's star is rising.

"I've noticed throughout my investment career that certain VCs masterfully balance growth and burn rate," said Bret Jepsen, managing director for Utah Capital Investment. "The obvious benefits of Utah-targeted venture capital are job and company growth, but even better things happen when industry sectors are universally accepted."

The difference in what is happening in Utah now and what occurred nationally before the dot.com collapse is that investment dollars are going to companies with legs under them. Investors are choosing companies that offer the right template for growth, expansion and profit.

That wasn't always the case with the dot.com startups a decade ago.

"People were placing a lot of money in those companies," Dent said. "They were betting on an idea. Today, we see that money coming in a little differently. We see money coming into companies that have already proven their idea, have a product on the table, and are looking to expand or grow market share, either in the U.S. or globally."

VIVINT



### FOSTERING GROWTH

Capital means everything in getting a company from one point to the next in its evolution. Virtually any company needs an infusion of capital to offer new products, expand operations, enter new markets and properly manage growth.

At one time, Utah companies had to find ways to grow organically without much outside money available. Vivint CEO Todd Pedersen borrowed \$5,000 from his mother in 1992 to start his first business. That led to him starting APX Alarm (now Vivint) in 1999. Pedersen based Vivint's growth purely around cash flow. Growing organically was his best option since venture capital dollars were scarce in Utah in the 1990s and early 2000s.

Things worked out well enough for Vivint that it was valued at \$50 million by 2006. That's when Goldman Sachs decided to make a private equity investment and put \$25 million into the company. That investment helped Vivint grow until

*"Success breeds success. More people start to look, more introductions are made, and good things happen with that."*

**TODD PEDERSEN,**  
CEO, VIVINT



  
**LHM.com**

## Success Beyond the Ledger Sheet

Larry H. Miller believed that business had a higher purpose beyond the numbers on a ledger sheet. He instilled in the Larry H. Miller Group of Companies the mantra, “Go about doing good until there is too much good in the world.” By giving, working and serving in our communities, we enrich our lives and the lives of others. We become the very places where people want to work and where the community chooses to do business. It defines how we measure success.





The Blackstone Group acquired Vivint for \$2 billion in 2012, the largest tech buy-out in Utah history.

This opened the door for the Provo-based home security company to expand into other sectors, including home automation and energy management. Pedersen launched Vivint Solar, a standalone solar energy company, in 2011. It made its initial public offering in October, 2014 and the IPO (initial public offering) was valued at \$1.8 billion.

Pedersen said the success investors have experienced in fueling growth for Vivint and other Utah-based companies over the past five to 10 years has flung open the door for others to follow in their footsteps. “Success breeds success,” he

said. “More people start to look, more introductions are made, and good things happen with that.”

Venture capital investments and private equity investments in Utah companies usually see rapid returns for the investors.

Pluralsight offers a perfect example of how venture capital funds can facilitate growth. At the start of 2013, the company had 400 developer courses from 200 authors composing its online technology training offerings. Insight Venture Partners offered \$27.5 million in Series A funding that year, allowing Pluralsight to rapidly expand in the e-learning sector.

The Farmington-based company acquired three companies in 2013: PeepCode, TrainSignal and Tekpub. Those



PLURALSIGHT

acquisitions helped the company add high-quality open-source and IT admin courses to its catalog. Pluralsight then bought Digital-Tutors for \$45 million in April 2014 and added 1,500-plus creative courses to its course library.

Infused with \$135 million in Series B funding in August 2014, Pluralsight acquired Boston-based Smarterer, an innovative skills assessment company, for \$75 million. It made its sixth acquisition when it purchased Code School, which offers dozens of instructional courses and videos for developers both online and via mobile apps, for \$36 million in late January (2015?). Within a year's time, Pluralsight has grown its catalog to feature more than 4,000 courses from more than 600 authors.

This type of growth offers venture capitalists all the evidence they need that investments made in Utah have staying power.

“The thing that is nice, from my perspective, is this is not a flash in the pan,” Bertoch said. “This has some real depth to it. ... We’re becoming very self-sufficient.”

### DRIVING THE DEAL FLOW

Utah is certainly proving that it is no flash in the pan with venture capital investment. Younger companies are starting to get seed money even as older companies show great returns on past investments.

In the fourth quarter of 2014, Many Utah-based startups received Series A funding. Creditera, a South Jordan company providing a consolidated personal and business credit monitoring service, raised \$6.5 million from investors Kleiner Perkins Caufield & Byers and Peak Ventures. Eco Scraps, a Sandy company that creates soils from recycled materials, also received \$6.5 million in funding from DBL Investors.

*“The thing that is nice, from my perspective, is this is not a flash in the pan. This has some real depth to it. ... We’re becoming very self-sufficient.”*

**BRADLEY BERTOCH**  
PRESIDENT AND CEO,  
WAYNE BROWN INSTITUTE



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TaskEasy, a Holladay-based tech company, took home \$7 million in Series A funds from Access Venture Partners, Grotech Ventures and Kickstart Ventures.

Utah businesses have a good track record of staying power because, again, the state government creates the right environment for them to grow and thrive. For that reason, Bertoch is confident Utah has not tapped into its full potential when it comes to venture capital investment.

"The problem with building businesses is it typically takes serious time," Bertoch said. "You can't build them overnight. These really good tech businesses take a decade to build. The State of Utah has been, for a government, unusually patient. They say patience is a virtue and I think it's paid off."

One reason behind growth at all levels is the pool of talent. Brigham Young University, the University of Utah, Utah State University and other schools within the Beehive State are building programs that turn out students who have the educational foundation to work at high-tech companies and the business savvy to start new ones.

It has turned Utah into a destination instead of a stepping stone. "Back in the '90s, everyone I knew was leaving Utah to go get a job," Pedersen said. "Now a ton of people are staying right here because there's a ton of job opportunities right here. In fact, unemployment is so low, it's very competitive to hire highly talented people."

Utah is already famous as an outdoor destination. It appears the Beehive State is right on track to add "venture capital investment destination" to that list.

That means one thing: the cascade of megadeals is just getting started.

As PwC's Dent put it: "People want to be here. This is becoming a hotbed for venture capital opportunities." ■

## THE SILICON SLOPES TAKE CENTER STAGE

Utah's "Silicon Valley"... only with better skiing and bigger venture capital deals

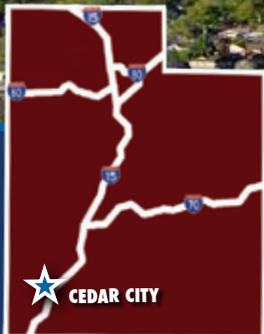
It started with one voice telling Silicon Valley to "move over." Next came the call to go ahead and accept Utah as the "Next Silicon Valley."

*INC. Magazine*, a prominent voice for business growth, published a glowing report about Utah in 2014. In it, the author pointed out that you may miss a major detail if you look only at total venture capital and number of deals completed nationally. That oversight might cause you to miss the deals done in Utah versus those in California.

What was really astounding was the per-deal average in 2014.

On average, the Provo/Orem area raked in a stunning \$51.3 million for each deal. The Salt Lake City/Ogden area made an average of \$17.2 million per deal. In short, Utah's Silicon Slopes beat out the Silicon Valley deal average, taking the No. 1 and No. 3 slots over the Valley's No. 4.

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#### EBAY, DRAPER

Even the often satirical *New Yorker* magazine took notice of the Slopes this year. Shortly after Brookings Institution published its report titled "America's Advanced Industries," experts noticed the State of Utah had three cities listed in the top 15 "super-sectors."

The *New Yorker* suggested that infrastructure, STEM-centric education and a general spirit of entrepreneurship might contribute to the state's high-tech prowess. After all, there must be some reason for the likes of Adobe, Qualtrics, Intel, Oracle, eBay and other billion-dollar companies to call Utah home.

The article highlighted Draper City, in particular, pointing to its impressive 3 percent unemployment rate and promise of continued development.

"The open question is whether the success of a place like Draper can be replicated," the author stated.

All eyes are on the Silicon Slopes. Come join the fun.



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*Whether it's heli-skiing, white-water rafting, hiking red rock or indulging your senses at a five-star hotel, Utah's diverse terrain and once-in-a-lifetime experiences are not to be missed. In many ways, the state's vacation amenities have grown up, moving Utah from what was once viewed as a budget destination to a world-class, breathtaking celebration of beauty.*

Part of Utah's success comes from the awe-inspiring Mighty 5® campaign, inviting tourists to visit Utah's five iconic national parks for one epic vacation. Zion, Bryce, Capitol Reef, Canyonlands and Arches National Parks offer red rock splendor as a setting for powerful memories.

"Since the campaign launched two years ago, we've seen a surge in visitors to Utah's parks," said Vicki Varela, director of the Utah Office of Tourism. "It's the most powerful summer campaign we've ever had. Utah's red rock country is becoming an international bucket list destination."

In addition to the five national parks, Utah is also home to 14 world-class ski resorts and 43 beautiful state parks. Access to these playgrounds is easy. The Salt Lake International Airport holds one of the best records in the nation for on-time arrivals, and winter visitors can be on the ski slopes of any one of 11 ski resorts in less than an hour. According to trade organization Ski Utah, the 2013-2014 ski season was the third-best season on record, with 4.2 million skier days on the Greatest Snow on Earth®.







ARCHES NATIONAL PARK

### UTAH LOVES VISITORS

Although Utah's rare combination of natural resources has long attracted tourists for skiing, backpacking and river-rafting, it wasn't until 2006 that the state created a comprehensive tourism marketing strategy.

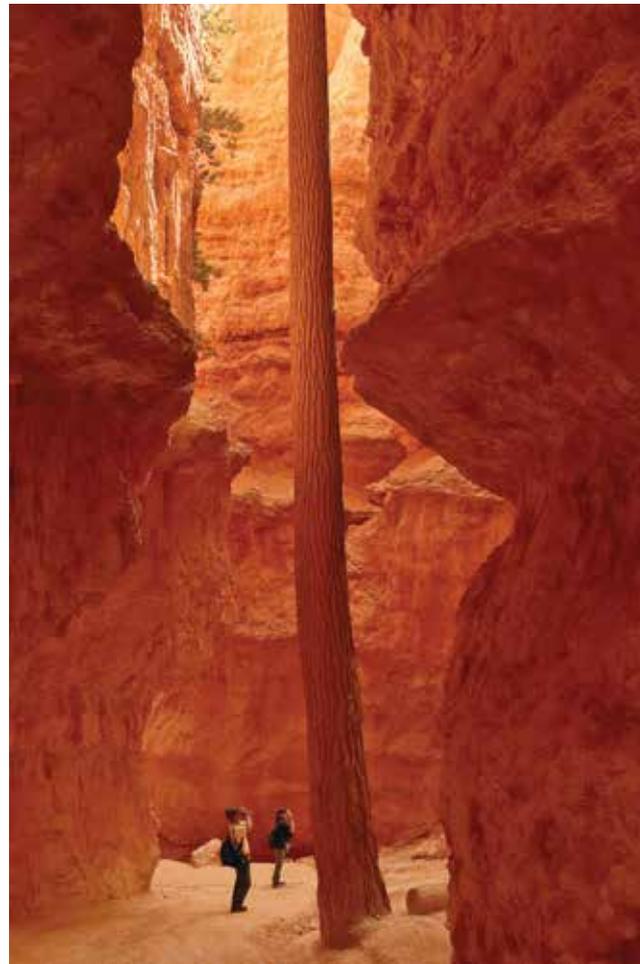
It took many years to build the "Life Elevated" brand—and that effort is paying off. Last year tourists spent \$7.5 billion in the state, generating \$1 billion in state and local tax revenues. This tourism spending expands the economy and supports an estimated 132,681 total jobs. If the state didn't have a tourism industry, residents would have to pay approximately \$1,100 more in other taxes to receive the same level of services from the state.

State estimates are that national travel expenditures could increase around 5 percent in 2015 and international visitation could grow 4 percent annually. Aside from the benefit of more people enjoying the state, increased tourism means more jobs for Utahns, especially in rural areas. In gateway communities to national parks, tourism is frequently the major industry. Summit, Grand, Moab, Wayne, Kane and Garfield counties have nearly half their respective populations employed in tourism-related jobs.

In these communities, businesses often take pride in delivering a personal touch to visitors that differs from the usual tourist-trap fare. For instance, Red Canyon Trail Rides in Bryce Canyon is a guided horseback trail riding company built on "genuine cowboy hospitality" and promises to match horses to rider personalities for the best possible fit. In Moab, Cowboy Offroad Adventures offers UTV and OTV tours on trails like "Hell's Revenge," and provides local history and tall tales as part of the experience.



*For some Utahns, tourism is their livelihood, but it's clear that all members of Utah communities big and small benefit from having visitors. And, quite frankly, most Utahns don't blame tourists for wanting to come and see the beautiful Beehive State.*



BRYCE CANYON NATIONAL PARK



CANYONLANDS NATIONAL PARK

For some Utahns, tourism is their livelihood, but it's clear that all members of Utah communities big and small benefit from having visitors. And, quite frankly, most Utahns don't blame tourists for wanting to come and see the beautiful Beehive State.

Perhaps you're already planning a visit. In the meantime, you can enjoy a written tour below.

#### OFF THE BEATEN PATH

Let's start by going to the rustic roots of Utah's tourism industry.

As the industry has matured, more and more Utah resorts offer luxurious accommodations to those who want restful downtime as part of their getaways. But what about those who want something a little more adventurous? It just so happens that Mother Nature has gifted Utah with a built-in outdoor playground. Tourists will find heart-pounding outdoor adventures in a variety of settings.

Taking a guided tour along the Colorado River can be a leisurely, floating trip where visitors glide past impressive geology and prehistoric canyons, or the run can be a challenging, fast-paced, white-water venture that navigates through Class 3 or 4 rapids.

The mountains aren't just for winter sports. Backpacking, hiking, mountain biking, rock climbing and camping under the stars are all exciting ways to spend a summer vacation. And for winter enthusiasts, heli-skiing takes visitors to pristine, snow-covered mountains on an adventure individually suited for each person's skiing desire.

***Last year tourists spent \$7.5 billion in the state, generating \$1 billion in state and local tax revenues.***



CANYONS SKI RESORT



The Wasatch Powderbird Guides have been transporting skiers to remote areas by helicopter for more than 40 years. Rusty Dassing, CEO and senior guide for Powderbird, said heli-skiing is the best way to access what has become known as The Greatest Snow on Earth®.

“There is no question the Wasatch Mountains are a great place to ski,” Dassing said. “We’re the only helicopter company that operates in the forest. This is right in our own backyard and it is one of the coolest things in the world.”

The all-day experience includes a check-in where breakfast is served and guides go over safety equipment, helicopter procedures and backcountry skiing practices. While flying to the location, skiers can enjoy a panoramic view of the mountains that many people never get to experience.

Dassing said the flights aren’t long and each day trip includes around seven helicopter lifts taking skiers to several different locations throughout the day, followed by a celebration dinner in the late afternoon.

“This is very civilized skiing. No one jumps out of the helicopter,” Dassing said. “We have more ski terrain available on our permit than all the ski areas combined. Hopefully, visitors will have the best ski day of their lives.”

Wasatch Powderbirds operates out of the Snowbird and Canyons Ski Resorts with flights running from mid-December through mid-April. Because they’re not limited to ski resorts, experienced pilots and guides can find exquisite powder on a daily basis.

Heli-skiing is recommended for advanced or accomplished skiers as they will not follow groomed trails. In fact, skiers often ski chutes, couloirs and open meadows. “It’s much more of an ‘over the river and through the woods’ ski experience,” Dassing said.

### SKI CITY, USA

Remote locations or high-end slopes, Utah has delivered skiers the Greatest Snow on Earth® for decades, helping establish the state’s reputation as a ski and snowboard haven. Vail Resorts’ recent announcement that it will combine the Park City and Canyons resorts gives Utah bragging rights to the largest ski resort in the United States, with more than 7,000 skiable acres.

*“For so long, Utah après-ski was perceived as sitting in hot tubs and drinking beer, and that’s great,” said Scott Beck, president/CEO of Visit Salt Lake. “But now Utah is recognized as a destination where you can go the symphony, ballet and the museum after a full day of skiing as well.”*

SCOTT BECK,  
CEO, VISIT SALT LAKE

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Salt Lake Valley’s “Ski City” promotion takes skiers off the mountains after a fun day on the slopes and brings them to the dynamic communities along the Wasatch Front by showcasing the unique activities the Salt Lake Valley has to offer.

“For so long, Utah après-ski was perceived as sitting in hot tubs and drinking beer, and that’s great,” said Scott Beck, president/CEO of Visit Salt Lake. “But now Utah is recognized as a destination where you can go the symphony, ballet and the museum after a full day of skiing as well.”

Just like the Windy City or Surf City, the Ski City promotion was created through an organic process and an authentic community development effort. South of SLC, Sandy City provides a “base camp” at the foot of Big and Little Cottonwood Canyon to the ski corridor that runs through Murray, Midvale and Cottonwood Heights. Ski City essentially highlights the entire valley as a destination that has it all.

Through an active social media campaign, engaging YouTube videos and a strong pool of winter athletes who live, work and play in Utah, the Ski City concept is taking flight.

“There is no other city in the world that can compare to what Salt Lake has,” Beck said. “We take that idea and create a city experience that’s alive with night life, evening performances and quality dining.”

#### EAT, DRINK, PLAY, REPEAT: WELCOME TO UTAH

Today, Utah knows how to encourage visitors to truly experience all that the state has to offer.

After a full day of playing in Utah’s mountains, deserts, lakes or rivers, tourists can enjoy a thriving downtown nightlife in Salt Lake City. In recent years, the city has emerged as a nationally recognized food destination as chefs in the state receive accolades from food publications and television shows.

Eateries in the state offer award-winning international cuisine that is eclectic, fresh and astonishing. Whether it’s an artisan cheese plate at Pago, seafood paella at Del Mar al Lago, or a refreshing cocktail at the BTG Wine Bar, tourists will surely find a new favorite restaurant.

As for entertainment, the world-class Utah Symphony, the highly-acclaimed Ballet West, the Tony Award-winning Shakespeare Festival and a plethora of superior museums across the state are among the many venues where visitors can enjoy a high-quality cultural experience.

Just south of the Salt Lake Valley, Thanksgiving Point boasts 15 themed gardens, cascading waterfalls, a championship-level golf course, unique shops and dining, and the Museum of Ancient Life, housing one of the country’s largest dinosaur museums—yet another fun way for families to spend time together creating memories.

More and more, people from around the world are finding their way to Utah. Expanded international marketing campaigns are bringing in tourists from France, Germany, Canada, Australia and China. These visitors are discovering what natives of the state have known all along—there’s something for everyone in Utah.

“Visiting Utah is an emotionally riveting experience,” Varela said. “There is a reason Utah’s slogan is ‘Life Elevated.’ You just have to come to Utah and experience it for yourself.” ■

*“There is a reason Utah’s slogan is ‘Life Elevated.’ You just have to come to Utah and experience it for yourself.”*

VICKI VARELA,

DIRECTOR, UTAH OFFICE OF TOURISM



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# DEAR FILM INDUSTRY, UTAH IS READY FOR YOU

by Peri Kinder

Filmmakers often turn to Utah to make their dreams and stories a reality, and the Utah Film Commission (UFC) goes all out to make sure the state attracts film crews that showcase the diversity of Utah's landscapes.

As an advocate for the film industry, the UFC works with filmmakers to connect them with the vast resources available in Utah, from cameramen to actors, and from alien red rock canyons to snow-topped mountain peaks.

The state has been spotlighted in numerous movies such as *127 Hours*, *John Carter* and *High School Musical*, as well as the iconic scene in *Forrest Gump* where Tom Hanks is running down a lonesome highway.

Last year, the UFC awarded 93 permits for filming in Salt Lake City alone, and the demand continues to increase.

"We're really poised to take off," said Virginia Pearce, UFC director. "I've heard from filmmakers who have looked at other states that the infrastructure here is ready to go."

The Utah film industry has three big things to offer filmmakers: an incredibly talented pool of people, diverse locations and an ongoing tax incentive totaling \$6.8 million each year. The fact that the Salt Lake City airport is a quick 90-minute flight from LA is also a big plus.

With seven regional film commissions in the state, the UFC is now marketing many small-town locales to potential movie makers. "Everything a crew needs is accessible from the local airport, so you can shoot small-town America, urban downtown, desert wilderness or snowy mountain, all within a half day's drive," said Pearce.

Film is a longstanding tradition in Utah that started in the 1940s with John Ford westerns, and the state continues to help filmmakers find the perfect crew, set and location today.

"Collectively the staff at the Utah Film Commission has almost 30 years of experience in film and is a knowledgeable, seasoned team who continues to facilitate more great work being filmed in Utah" said Pearce. "Bring your stories and your ideas to Utah—we're ready for you!" ■



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*By Lisa Christensen and Hillary Bowler*

***From snow-capped mountains to dusty red rocks, Utah is a Mecca for outdoor enthusiasts.***

Whether it's for world-class skiing and snowboarding, challenging cycling routes, iconic arches and hiking trails down south, rugged cliffs for rock climbers to scale, lakes and streams for boating, kayaking and fishing, and acres upon acres of open land for camping, hunting or a medley of other activities, Utah is the place for recreationalists of virtually any outdoor sport.

More and more, Utah is also becoming the place for the companies who make the tools and toys that allow people to play in the state's backyard.

Utah is home to a vibrant ecosystem of outdoor recreation companies. While it wouldn't be practical to name each and every one of the hundreds of companies, it's easy to see the variety right off the bat: specialty shops like DP Skis or big names like Salomon, wholesalers like BackCountry.com, or Quality Bicycle Products for winter and summer sports alike. Utah carries many recognizable names in outdoor recreation equipment, including Easton, Petzl, Rossignol, Black Diamond Inc. and Vista Outdoor Inc., Alliant Techsystems' (ATK) recent offshoot that launched in February of 2015.





**THIS IS THE PLACE TO START AN OUTDOOR COMPANY**

Outdoor sports and recreation is a \$63 billion industry nationally, and Vista Outdoor intends to leave its mark. The \$2.3 billion global designer, manufacturer and marketer of outdoor products owns more than 30 respected outdoor brands like Bushnell, Primos, Bollé and Savage Arms. The company employs approximately 5,800 employees worldwide, and its headquarters will provide 90 high-paying corporate jobs to northern Utah. Headquarters positions will include CEO, CFO, senior vice president of human resources, plus corporate level positions in legal, finance, communications, IT and more. The company also has a manufacturing facility for Gold Tip in Orem.

MARK DEYOUNG, CEO OF VISTA OUTDOOR



Why did they pick Utah?

First of all, it's personal. As Mark DeYoung, Vista Outdoor CEO explained it, Vista Outdoor is a company made up of passionate outdoor enthusiasts wanting to deliver quality products to other outdoor enthusiasts. Vista Outdoor's mission, he said, is to "bring the world outside." For Vista Outdoor, Utah was a quick choice for global headquarters. After all, it's easy to convince the world to come outside with beautiful Utah as the backdrop.

"I was born and raised in Utah, and love the outdoor lifestyle the state has to offer," DeYoung said. He added that the company also chose Utah for its global headquarters because of the state's easy access to a variety of sports, its continuously growing reputation as an outdoor recreation destination, plus the infrastructure and facilities built for the 2002 Winter Olympics. These things make it an enticing prospect when trying to recruit talent to work at the headquarters. Utah, he said, "is really the epicenter of outdoor recreation." Perhaps the new recruits will grow to love living in the state as much as DeYoung does.

*"Utah has a highly educated and well-trained workforce, so for us, as we grow our business, we know we'll be able to recruit great talent from right here."*

MARK DEYOUNG,  
CEO, VISTA

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- BUSHNELL
- CÉBÉ
- CHAMPION
- GOLD TIP
- GUNMATE.
- OUTERS
- SERENGETI
- STONEY POINT
- WEAVER

"It's a great place to recruit people to. The state has a great quality of life and a really wonderful quality of living, so that's important for us from a human resources and growth standpoint."

On top of all of that, according to DeYoung, the state has such excellent training programs that finding qualified workers locally is easy too.

"Utah has a highly educated and well-trained workforce, so for us, as we grow our business, we know we'll be able to recruit great talent from right here."

DeYoung explained the fact that other recreation manufacturing companies are taking note of Utah's resources, geography and economic climate—outdoor products and recreation is one of six economic "clusters" Gov. Gary Herbert is focused on—doesn't hurt.

"With it being a strategic economic cluster for the state, we have a lot of support for our industry. We know we will be in good company and are excited to be a part of Utah's outdoor recreation industry landscape," he said.



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### THE GREAT OUTDOORS MEETS THE GREAT OUTDOOR INDUSTRY

Twice a year, the Salt Palace Convention Center in Salt Lake City becomes a hub for sleeping bags, climbing shoes, energy bars, weather-proof jackets and all other manner of outdoor gear in the Outdoor Retailer show. Utah has played host to the Outdoor Retailer market since it moved from Reno in 1994, and it sets up shop every summer and winter, with a focus on that season's sporting equipment. The summer show, for example, features more camping and biking equipment, while the winter show offers more skis and all-weather gear. The January 2015 event drew 27,000 people from around the world—vendors displaying the next season's goods and buyers perusing them.

Brad Petersen, director of the Utah Office of Outdoor Recreation, said the eight days of winter and summer shows have a more than \$40 million economic impact on the state, in addition to raising the state's overall profile as the place to go for outdoor recreation and manufacturing. Frequent flyers sometimes decide it's just easier to relocate here instead of traveling back and forth every few months, he said.

"Utah's taking the lead role in the U.S. for facilitating and growing the recreation economy, and the recreation economy is catering to the outdoor industry, as well," Petersen said. "If they're already going to be coming here twice a year, you might as well incorporate it into your overall business plan."

The reason behind the growth of the industry in the Beehive State is a combination of geographic diversity, a large percentage of open public lands (70 percent of which are owned by the federal government) and a favorable business climate. The proximity of both the Salt Lake International Airport to the Wasatch Front and the Wasatch Front to the state's big backyard doesn't hurt, either.

"It's interactive," Petersen said. "You have to have both the resources and the business climate to facilitate industry."

Companies moving to Utah like the state's tax incentives along with the quick access to the great outdoors, which allows developers to test a product and bring it back to the office for tweaking the same day.

### THE PLACE TO GROW

For Black Diamond, Inc., a manufacturer of climbing, mountaineering, backpacking and skiing equipment, transferring its headquarters to Salt Lake City from Ventura, California, in 1991 was a no-brainer. CEO and co-founder Peter Metcalf, like many other outdoor company leaders, cited Utah's centralized location in the West and easy access to world-class climbing, skiing, canyoneering and outdoor sports as factors for choosing to move to the Beehive State.

"We chose Salt Lake for the iconic landscapes juxtaposed against a capital city that gave immediate access to some of the best, most accessible rock and ice climbing, mountaineering, backcountry and resort skiing in America while being an easy weekend drive from Southern Utah's canyons and the jagged alpine peaks of the Tetons," Metcalf said.

But, he added, Utah is just a great place for business in general.

"Salt Lake City is a vibrant city with true infrastructure, an active outdoor enthusiast community, great universities and colleges, a hub airport and no more than a 90-minute flight to anywhere in the West."

*"Utah's taking the lead role in the U.S. for facilitating and growing the recreation economy."*

**BRAD PETERSEN,**  
DIRECTOR, UTAH OFFICE OF OUTDOOR RECREATION



PETER METCALF, CEO OF BLACK DIAMOND

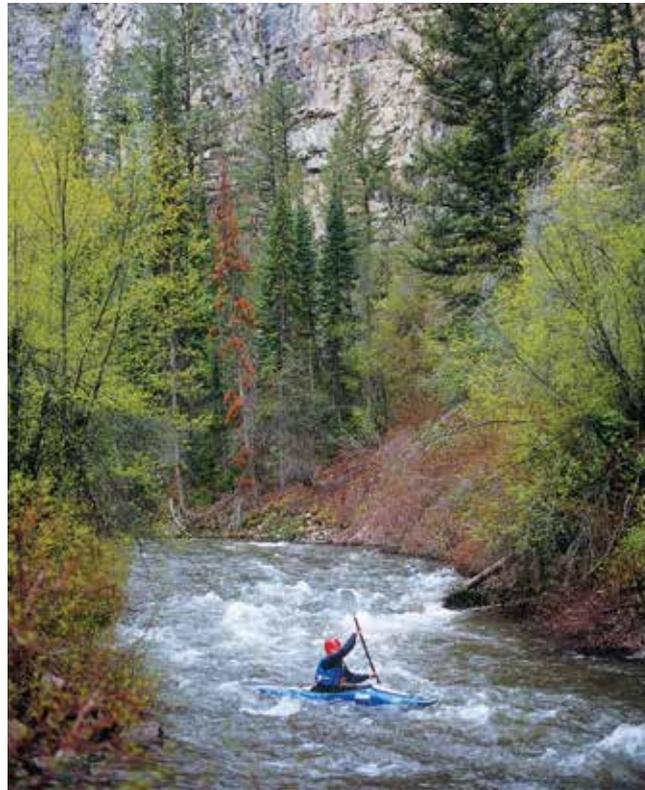
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*Companies moving to Utah like the state's tax incentives along with the quick access to the great outdoors, which allows developers to test a product and bring it back to the office for tweaking the same day.*



Beyond being prime recreation real estate, Metcalf said the business environment created by government, business, education and community leaders pulling together for the same economic goals made it an even more attractive prospect, along with good public transportation and road infrastructure and competitively priced electricity. These and other benefits helped offset or balance out potential downsides, such as being farther away from ports than in California, he said.

In terms of workforce, Metcalf said low unemployment rates have made local recruiting competitive, and the state's natural beauty and quality of life have made it an attractive prospect for out-of-state hires.

"Utah's amazing mountain, canyon, crag landscapes and our access to them, along with the ever-growing number of outdoor and ski companies here, is a plus from the perspective of recruitment," he said. "Having a high quality of life is Utah's No. 1 competitive advantage and we need to understand what that means and how to protect it."

#### **AN ENDURING LIFESTYLE**

The Governor's Office of Economic Development (GOED), along with its corporate partner, Economic Development Corporation of Utah, knows how meaningful quality of life is to leaders of any business, outdoor or otherwise.

"Maintaining the quality of life our state is already known for is in fact an economic issue," said Val Hale, GOED executive director. "We can't very well attract businesses if the businesses can't expect to attract workers. Both people and businesses come—and stay—because they genuinely love it here."

The same kind of team effort it takes among government, business, education and community leaders to grow the economy will be key to maintaining the beautiful Beehive State as we know it, Hale said.

Hale cited his own love of hiking, cycling, golf and more.

"I think it's safe to say that many of us have a personal investment in this," he said. "Utah's outdoor sector will stay strong, and it will continue to impress globally." ■

*"We can't very well attract businesses if the businesses can't expect to attract workers. Both people and businesses come—and stay—because they genuinely love it here."*

**VAL HALE,**  
EXECUTIVE DIRECTOR,  
GOVERNOR'S OFFICE OF ECONOMIC  
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# UTAH GOLF: A DESTINATION. A LIFESTYLE. A THRIVING INDUSTRY.

By Hillary Bowler

## CAN YOU PICTURE GOLFING AND SKIING IN THE SAME DAY? UTAH RESIDENTS CAN.

It's widely known that the Beehive State provides varied terrain for a whole spectrum of outdoor recreation activities. There's really something for everyone—but what might not be so widely known is that golf is a nearly billion dollar industry in the state. As such, it turns out that Utah has something for every golfer, too.

"I don't know that there are too many other states that can offer the variety that Utah has," said Bill Walker, executive director of the Utah Golf Association. According to Walker, the state boasts more than 130 courses: some parkland, some mountain and some desert. The best part, perhaps, is that you can sometimes switch golfing terrain within a brief 30 minute drive. From championship courses that challenge even the best golfers to family-friendly facilities for those just picking up the game, Utah offers it all to residents and visitors alike.

Utah hosted its first ever national championship for the United States Golf Association (USGA) in 2012 at Soldier Hollow Golf Course with the playing of the Amateur Public Links Championship. The Web.com Tour Utah Championship will be held at Thanksgiving Point Golf Club in Lehi this year and has been hosted at Willow Creek Country Club Golf Course in Sandy for several years past. The Utah State Amateur Championship, "The Oldest Continuous Tournament in the World," will also be played at Soldier Hollow Golf Course in 2015.

The State of Utah boasts a number of high-end courses from north to south. On the south end, both tourists and locals enjoy Sand Hollow Golf Resort's Championship Course and St. George City's 27-hole Sunbrook Golf Course has been popular for many years. The Salt Lake Valley and nearby canyons provide ample opportunity from Bonneville Golf Course, Old Mill Golf Course and Mountain Dell to Rose Park Golf Course on the west end of Salt Lake City. Even the small cities of Helper and Sterling take pride in their courses, running Carbon Country Club and Palisade Golf Course respectively. The City of Fillmore, Utah's original capital city, impresses with their Paradise Golf Resort.

"Most of Utah's communities, even small rural cities, see what a positive investment a golf course can be for their residents and community," Walker said. "They support golf because it is a vital community asset." He pointed to the positive impact a golf course can have on real estate development, open space and even water conservation.

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*“People need to understand the impact of the game not only as a recreation but as an industry,”*

**BILL WALKER,**  
EXECUTIVE DIRECTOR,  
UTAH GOLF ASSOCIATION



SKY MOUNTAIN GOLF COURSE

Walker noted that one common misperception is that golf courses use too much water when in fact they are what Walker called “one of the most efficient users of water, using substantially less water than other commercial uses,” and they help communities maintain beautiful vistas and preserve green spaces in the landscape for everyone to enjoy.

Beyond quantity, variety and community impact, the one thing that truly sets Utah’s golfing recreation apart is access. According to a recent Utah Golf Economic and Environmental Impact Study contracted by the Golf Alliance of Utah, the State of Utah is the most public golf state in the country. More than 85 percent of golf facilities are open to public play.

Because of the public nature of the state’s golf economy, the study said, golf wasn’t impacted quite as harshly by the recession and subsequent real estate dips as it was in other states. In fact, Utah saw a 5 percent increase in golf revenues in 2014. Today, the Utah Golf Association represents a membership of more than 27,000 Utah golfers.

Being successful despite the recession was certainly important, but the fact that so many courses in Utah are public means that Utah golf is simply more affordable. Walker estimated that most out-of-state green fees are double what you can find in Utah, yet the playability and beauty are very comparable to some of the best known courses in the country.

Walker, who only moved to Utah from Texas a few years ago when he became the UGA executive director, believes that Utah does public golf right. “Public facilities and course conditions in Utah compare very nicely to many private clubs,” Walker said. “Here, we have great golf available to us all the time.” No connections or hassle necessary—if you want to play, just find a course.

The popularity and indeed the accessibility and affordability of golf have turned it into one of the state’s largest sports industries—estimated now at \$800 million annually.

“People need to understand the impact of the game not only as a recreation but as an industry,” Walker said. ■



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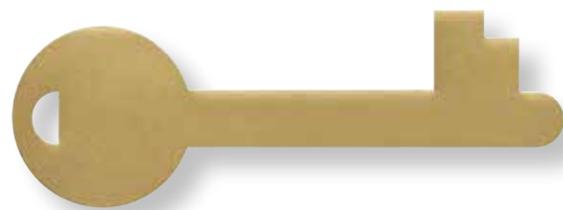
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# DESTINATION: UTAH'S LUXE LODGING

THE STARS HAVE ALIGNED IN UTAH  
WITH TOP-RATED PROPERTIES



By Pamela M. Olson

*Utah attracts an endless flow of visitors, and many choose to stay as lifelong residents. It's easy to see why: the state has a unique and varied mix of cultural qualities and outdoor activities, plus a thriving business climate. Some come for spiritual fulfillment, to tour the world-famous Temple Square and hear the Mormon Tabernacle Choir, while others embark on a pilgrimage for powder to ski the Greatest Snow on Earth®. Utah is known for everything from national parks and low unemployment to independent films and an enormous inland sea, but it has never really been on the map for five-star, world-class lodging—until now.*

Certainly, Utah has always offered quality lodging and fine accommodations, from family-friendly venues to high-end getaways. The Beehive State has always met visitors' needs and wants, and the state's hotel industry has matured beautifully. Utah has begun to surprise and impress with the level of sophistication some of our finest hotels provide. In fact, some of these lodgings have become destinations in and of themselves. In recognition of the long-term value Utah offers the traveler, some of these hotels were even built and expanded through the economic recession.

Today, we have multiple havens for those seeking the finest amenities, exceptional services and luxurious surroundings. Allow us to highlight five such destinations that will give you a good reason to book your next getaway in Utah—plus some hot dining spots to sweeten the deal.





### LAKE POWELL BEYOND WHAT YOU'VE IMAGINED: AMANGIRI

This chic resort rests at the southern border of the state, where it glimmers in the sand near the bottom shores of Lake Powell. Amangiri is almost otherworldly, as mystical as the surrounding desert landscape of sculptured sands and ancient rock formations.

Part of Amanresorts International, Amangiri opened in 2009 and has quickly become one of the group's top destinations. All Aman properties, from Phuket to Montenegro, feature architecture designed to complement the natural surroundings, making each resort unique—yet they all maintain the same standards for exceptional facilities, stellar service and small number of rooms to ensure exclusivity and privacy.

Amangiri has only 34 villas and suites, all enclaves for solace and retreat. Every suite features all the expected amenities—functional spaces with comforts, plush fabrics, technology, fine-finish materials—but Amangiri is all about the views. Through concertina glass doors, each suite opens to a private, spacious patio that frames the natural landscape, which can be enjoyed from comfortable lounges that flank a central fireplace. Some suites even include private pools. Amangiri is an escape meant to feel like home, where everything is at hand. A central Pavilion contains the dining room, where chefs in an open kitchen with a woodfire oven produce locally inspired dishes. Guests can meander through the common spaces such as the Living Room, the Gallery and the Library, to relax, read, examine Native American art, jewelry and crafts, or enjoy a cocktail over a game of chess.

But it's not all about quiet and tranquility. Amangiri is an oasis in the middle of Utah's world-famous desert playground. Hidden away at Canyon Point in Southern Utah, the resort is nestled inside a valley with incredible views of the stratified rock near the Grand Staircase Escalante National Monument—providing guests with access to hiking, horseback riding, river rafting, national parks, scenic flights and rock climbing adventures that lead to new heights of stillness. A popular activity at the resort includes two hours of horseback riding through beautiful terrain to a designated location in the desert where a Navajo elder tells stories handed down through generations. This is followed by dinner and an unforgettable night of star gazing. With no light pollution, innumerable stars are visible in an extravagant display.

"The Aman philosophy is to find remote locations that are stunning," said Christophe Olivro, Amangiri general manager. "The resort provides an authentic experience that is very simple. It's a place where people find something true to themselves."

The resort is the perfect getaway in the winter when the soft light of the season highlights the canyon's beauty. Sitting by a roaring log fire, enjoying the solitude, is healing for the soul. "It's a different type of trend," Olivro said. "It's nothing ostentatious or grandiose; just a connection with nature."

Amangiri has made Condé Nast's Gold List a few years running and has earned numerous international travel awards.

### ELEGANCE ON THE SLOPES: MONTAGE

Even though it only opened in December 2010, Montage Deer Valley feels as though it's been there forever. Nestled in Empire Canyon, the hotel emerges from the hillside and echoes both the architectural style of historic Western



TOP TO BOTTOM:  
AMANGIRI LIVING ROOM  
AND SPA STEP POOL.

*"The Aman philosophy is to find remote locations that are stunning. The resort provides an authentic experience that is very simple. It's a place where people find something true to themselves."*

**CHRISTOPHE OLIVRO**  
GENERAL MANAGER, AMANGIRI



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*From featuring fresh ingredients like Utah cheese, trout and honey to incorporating town events into its newsletter and displaying local fine art, the Montage—while grand and exclusive—embeds itself in the local culture.*

**MONTAGE VISTA LOUNGE**



lodges and classic old-world chalets. But it is every bit a modern, luxury hotel with every possible amenity one would expect. For example, every room has a gas fireplace and estate furniture, with ski-in/ski-out access to the slopes of the nation's consistently ranked No.1 resort.

Overlooking Park City, a year-round hot spot in its own right, Montage is among world's most elite hotels. Most recently, the resort received the AAA Five Diamond Award for the second year, earned a spot on the Condé Nast Traveler Gold List 2015 and was named among the 500 World's Best Hotels/Top 50 in the U.S. by Travel & Leisure. But the list of accolades goes on and on. Spa Montage was named by Condé Nast Traveler as one of the "Top Spas in the World" and is 35,000 square feet of indulgence with a focus on the guests' overall wellness.

Montage Deer Valley is touted the world over, yet the emphasis of the hotel's ambiance, dining, guest services and activities are all local. From featuring fresh ingredients like Utah cheese, trout and honey to incorporating town events into its newsletter and displaying local fine art, the Montage—while grand and exclusive—embeds itself in the local culture.

The goal of Montage is that guests have an "artful" experience, said CEO and founder Alan Fuerstman. "When we opened the first Montage resort in the artists' colony of Laguna Beach, California, we knew that original works of art would always be central to our brand of hospitality. Few pastimes are as deeply satisfying and affirming of a true sense of place than the time spent contemplating original works of art," he said. "So I am thrilled that a true museum-quality collection of original art has been assembled here at Montage Deer Valley, capturing the flora and fauna of the uniquely beautiful American West."

**THE WORLD'S BEST SKI HOTEL:  
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**STEIN ERIKSEN LODGE**

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dining options that are consistently, reliably out of this world, Stein never disappoints. Even the room service is the best meal you've ever had, and can be enjoyed in a suite that includes a gourmet kitchen, cozy living room with fireplaces, private deck with hot tubs, and master bedroom with fireplace and private bath.



LEFT TO RIGHT: THE GRAND AMERICA LOBBY AND COURTYARD

### GRANDEUR IN THE HEART OF THE CITY: THE GRAND AMERICA

Rising up from the downtown Salt Lake City skyline, The Grand America was aptly named by its visionary creator, the late Earl Holding. It is among the Holding family collection of hotels and resorts that includes Sun Valley Resort, Snowbasin Ski Resort and The Westgate Hotel in San Diego. The Grand America's sister hotel and predecessor, the Little America, sits right across the street, offering classic taste and comparable quality.

The Grand America is the tallest hotel in Utah, an enormous, glistening white landmark that invites guests to come and enjoy an experience where elegance is woven into in every finish and detail. It offers views of the Wasatch Mountains and the surrounding valley that are unrivaled—not to mention access to light rail travel and short walking distance to high-end shopping districts and historical sites in the city.

Part Old-World craftsmanship, part Versailles, The Grand America is the capital city's only AAA rated 5-diamond hotel and it feels like it, from every piece of hand-crafted Richelieu furniture and English wool carpet to the endless Carrera Italian marble lit from above by sparkling Murano glass chandeliers. Vibrant floral arrangements grace the lobby and other common areas.

Built in 2001 and designed by Frank Nicholson, The Grand America is not new to Utah's luxury hotel scene, but it maintains a reputation of excellence in amenities, service and dining. A regular on all the world's Best-Of lists, it also receives accolades for best brunch at the refined and lovely Garden Café. Guests can also take a quick trip to Paris for sweet macarons and café au lait with a stop in La Bonne Vie, named "Best Bakery" by *Salt Lake Magazine*.

*The Grand America is the tallest hotel in Utah, an enormous, glistening white landmark that invites guests to come and enjoy an experience where elegance is woven into in every finish and detail.*



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**FIND YOUR GREATEST LUXURY SKI: THE ST. REGIS DEER VALLEY**

The St. Regis Deer Valley stands tall above the valley, overlooking a bright Park City and majestic landscapes. It's the only hotel in Utah with an actual funicular—an inclined railway that shuttles guests in heated and leather-upholstered train cars from the base to the top of the mountain and the main hotel. Somehow, taking that ascending ride makes the experience all the more unique.

The St. Regis is certainly grand in size, but it sits on the mountain gracefully, offering spaces to enjoy the natural landscape that flow from one aspect of the grounds to the next. Cozy gathering areas surround fireplaces that overlook the valley or gaze up at the snowy Deer Valley Resort.

Like Utah's other fine properties, The St. Regis owns every possible world-travel award for hotels and resorts, but it is also a locals' favorite, an example of how accessible luxury can be to the people who visit it every day. It is winner of the Park City's Best People's Choice Awards for best wine list, best Bloody Mary and best view, and also ranked for best hotel, chef, bartender, best wedding ceremony venue, spa, après ski and cocktail. The locals clearly love it—and the rest of the world is catching on quickly.



THE ST. REGIS DEER VALLEY

**OTHER STARS IN UTAH'S LUXURY LODGING**

The five hotels highlighted above are only a small sampling of the high-quality accommodations the state has to offer.

Also found in Deer Valley is the Goldener Hirsch Inn, a world-class, Swiss-style boutique hotel. Near Park City is the Waldorf Astoria, known for excellent dining in the Powder Restaurant and for the stellar Golden Door Spa. Hotel Park City was also rated a top ski hotel by Condé Nast Traveler and offers a convenient location to city shopping and dining. On the other side of the mountains, Hotel Monaco offers another sophisticated hotel experience in downtown Salt Lake City with walking access to opera, ballet, festivals and conventions.

In addition to all of these, the state's hotel industry delivers consistent quality through names like Marriot, Hyatt Regency, Sheraton, Hilton and more. There is something for every need and every budget for Utah's many visitors.

Last year, Utah's tourism revenue exceeded \$1 billion. Utah is and always has been a popular destination with magnificent scenery and extravagant sights, and we have the lavish hotel accommodations to match. ■

**DIVINE DINING IN-HOUSE AND BEYOND**



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**ON THE MOUNTAIN:**

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- ST. REGIS: J&G
- MONTAGE: Apex
- THE GRAND AMERICA: The Garden Café
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*Utah is an unparalleled setting for unique experiences, from outdoor recreation to inspiring cultural events. And the state's convention business is, for many, the first introduction to all the Beehive State has to offer.*

Although tourism dollars may not always be attributed to the convention business, they are frequently a result of it and therefore help the state's economy considerably. According to Scott Beck, president and CEO of Visit Salt Lake, 28 percent of attendees of the twice-yearly Outdoor Retailer (OR) show come back to vacation in the state—a direct result of their initial visit during the tradeshow.

First impressions are lasting impressions, and for visitors of Utah, that initial perception keeps them coming back. The first experience many people have with Utah is at a convention held here—like the Salt Lake Comic Con. That experience is what gets them to return.

The direct economic impact is clear when one looks at events like Outdoor Retailer and Salt Lake Comic Con—a twice yearly event that draws more than 85,000 visitors to the city for a no-holds-barred celebration of sci-fi and fantasy culture. Attendees are treated to a sensory festival that includes hundreds of vendors, dozens of high-profile actors and artists, and hordes of elaborately-costumed fans.





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**LOCAL COLOR**

First launched two years ago, the Salt Lake Comic Con was the brain child of local Dan Farr. “I was a vendor at different comic conventions. When I saw the energy there, I wondered why we didn’t have that here in Utah,” said Farr. “It’s a perfect fit.”

For the inaugural convention, Farr booked a hall at the South Towne Expo Center. Not knowing what to expect, he first booked one hall, then two, three, four—and as ticket sales skyrocketed, he realized the convention would need a bigger venue and moved it to the Salt Palace Convention Center.

That first year, the production company expected between 8,000 and 15,000 people at the Salt Lake Comic Con; the convention ended with just over 70,000 attendees. Farr said the Salt Lake Comic Con quickly became the third-largest convention of its kind in the nation. “We have the highest attendance per capita,” he said.

The local community has embraced the unique event with welcome arms. “The Visit Salt Lake crew makes it really easy,” Farr said. “The facility and city support is unmatched. It’s phenomenal what the city will do to support us.” He pointed to the fact that Utah Governor Gary Herbert has picked up Stan Lee, the creator of Spiderman, from the airport for both of the years that the comic book legend and former president of Marvel Comics has come to Utah for Comic Con.

Stars and other guests of Comic Con rave about the warm reception Utah shows them. “Our celebrities always comment about how fans [in Utah] are so amazing and there’s a freshness in the market here. People are excited. That’s a comment that comes across all the time—how friendly and nice people are here,” Farr said.

About half of those who attend the Salt Lake Comic Con are Utahns who live within 50 miles of the Salt Palace. The other half travel from as far away as Europe.



*“The facility and city support is unmatched. It’s phenomenal what the city will do to support us.”*

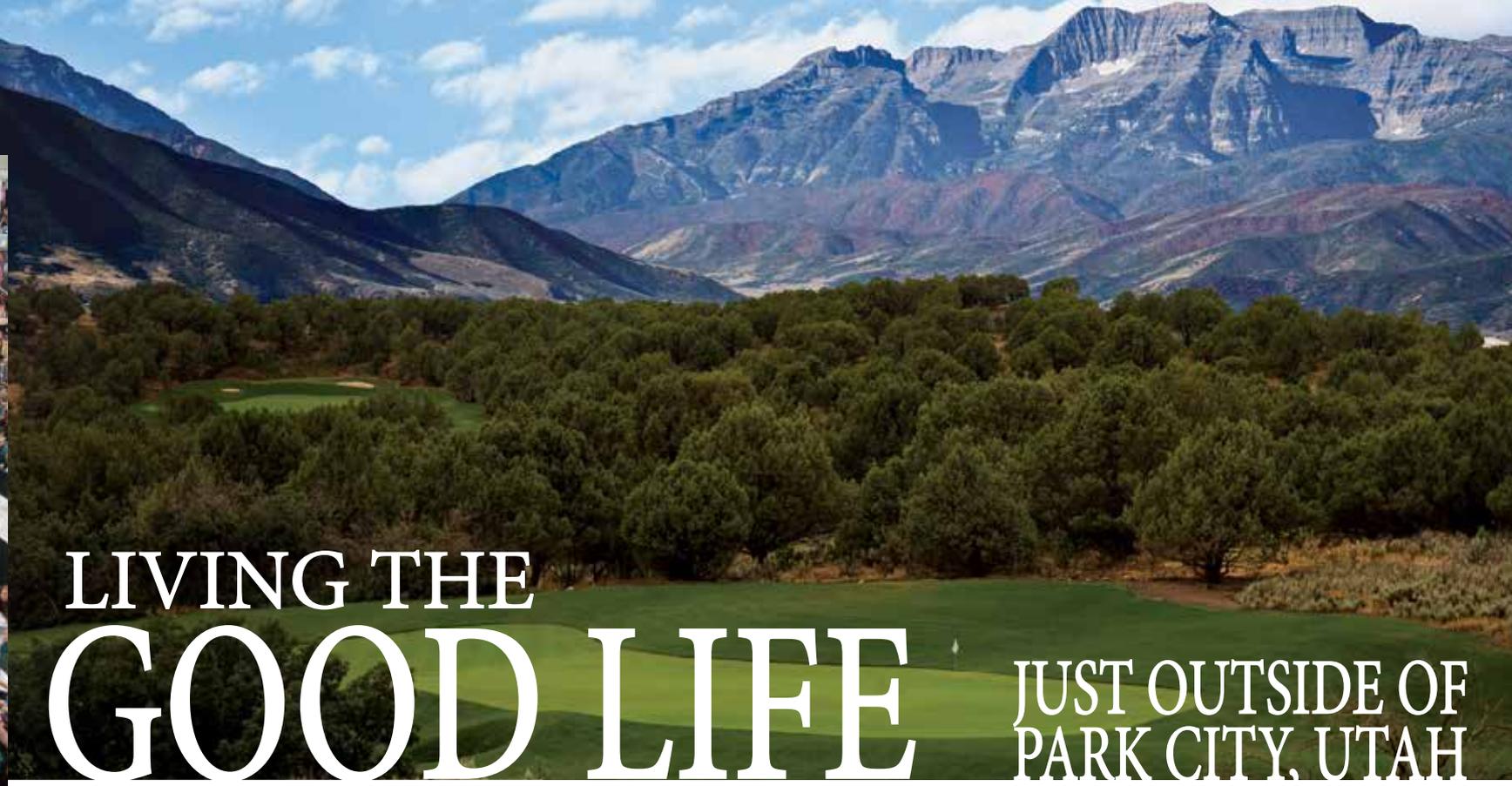
**DAN FARR,**  
FOUNDER OF DAN FARR PRODUCTIONS  
AND SALT LAKE COMIC CON

**FIRST IMPRESSIONS**

When visitors arrive in Salt Lake for a convention, meeting or trade show, the money they spend goes directly back into the community. In fact, the Salt Palace Convention Center is entirely funded from the hotel room tax guests pay. The OR markets bring about 24,000 people per day of the show. Each person in attendance spends, on average, \$923 while in Utah, according to Beck. That money goes to hotels, restaurants, car rentals, shopping, groceries and gas.

“Taxes paid by convention visitors decrease the local tax burden, develop the local economy and grow a vibrant community in Salt Lake County,” said Beck.

The Utah Economic and Business Review, a publication of the Bureau of Business and Economic Research from the David Eccles School of Business at the University of Utah, found that government investment in attracting more non-residential convention and tourism business, “augments and adds dollars to Utah’s economy, while resident spending recirculates dollars already present



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*“Taxes paid by convention visitors decrease the local tax burden, develop the local economy and grow a vibrant community in Salt Lake County.”*

**SCOTT BECK**  
PRESIDENT AND CEO,  
VISIT SALT LAKE



SALT PALACE CONVENTION CENTER

in the state’s economy. Attracting out-of-state visitors to Utah, therefore, boosts Utah’s economy with new dollars.”

Many of the conventions held at the Salt Palace bring mostly out-of-state attendees. According to Beck, 80 to 90 percent of the convention, meeting and tradeshow attendance at the Salt Palace is from people who live outside Utah. The economic footprint made by the convention business for the state of Utah is a big deal. How big? According to Beck, “The state’s convention business is nearly three times as big as the ski industry.”

The sheer revenue brought in by each industry isn’t the only factor here. While Utah’s ski industry lures an average of 48 percent of out-of-state skiers to Utah’s slopes per year, the convention business attracts 80 percent of its yearly business from non-Utahns, bringing in significantly more new dollars to the state than the ski industry each year.

### **THE GREAT OUTDOOR RETAILER—AND BEYOND**

The Outdoor Retailer Summer and Winter Markets have been a win-win for the show and for Utah—and, as we now know, for the state’s burgeoning convention business. The size and impact of OR has led to repeated investments in the state’s convention infrastructure and has attracted numerous other conventions to Utah.

Utah was a natural fit for OR, said Marisa Nicholson, OR show director and vice president of Emerald Expositions. The state is renowned for its four seasons of recreational opportunities, with an abundance of natural settings to explore. In fact, downtown Salt Lake City is minutes away from several world-class alpine resorts, hiking and biking trails, lakes and rivers, and many more recreational areas where visitors and residents flock to enjoy unprecedented beauty and physical challenges.

“By and large, the people of this state live and breathe the outdoor recreation that makes up our industry; we love that shared lifestyle connection,” Nicholson said.

When OR contracted with the Salt Palace in 1996, Salt Lake’s convention business began a steady and prosperous economic ascent. “OR has a \$22 million impact on the local economy,” said Beck. Each year the show has grown bigger, nudging county planners to expand the Salt Palace several times.

The most recent and biggest expansion of the Salt Palace Convention Center added 154,000 square feet of floor space in 2006. The expansion was meant to retain large vendors like OR and attract more large associations, corporations and other entities to host their events and shows in Utah. The overall impact of OR prompted government leaders to invest in the OR partnership, which has proven to be a wise investment—OR is currently contracted through 2016.

### **GROWING THE BUSINESS**

The Salt Palace now attracts a constantly increasing number of major events requiring more space and continues to successfully host companies like Adobe and USANA and other multinational firms. Dozens of national and international associations and organizations have contracted with the Salt Palace to hold their meetings through 2021.

While many large convention clients are headquartered in Utah, their annual events bring in visitors from all over the world. One such company is Novell.

“The Salt Palace is a great facility and the staff are easy to work with,” said Evan Mason, manager of corporate events for Novell. Mason said his meeting attendees like the city and its offerings—shopping, restaurants, hotels, nearby light rail to other locations, and plenty of things to do make Salt Lake a go-to place for conventions, tradeshow and meetings for many associations and businesses.

# “Best Places to Live”—Money Magazine

20 Minutes from Downtown Salt Lake City and the  
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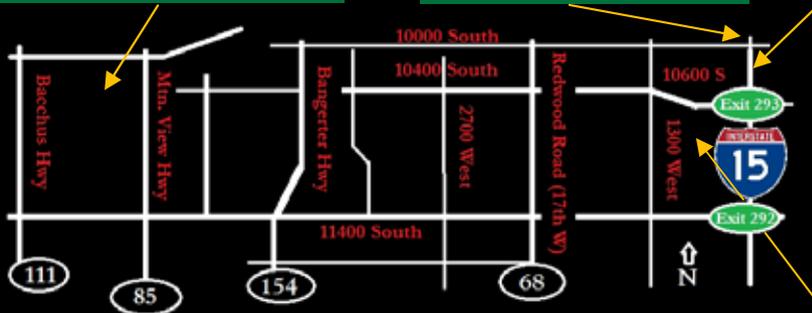
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### THE COMPETITIVE LANDSCAPE

Successful conventions start with a great location. Scouting out a suitable location is often a year-long process for convention and event planners. Beck explained that convention organizers narrow down their choice from an upwards of 30 proposals from different cities and convention centers. Once the competition has been pared down to about three convention locations, site visits are the final test for whether a city and convention center will suit the needs of the convention planners and their event.

This is often where Salt Lake stands out from the competition. According to Beck, the site visit is often the clincher for securing the convention contract.

“The number one comment I keep hearing about Utah from those visiting the state is how friendly everyone is here,” he said.

Friendliness counts, but Salt Lake’s ability to compete with other cities for convention business is based on several other metrics. These include proximity to the airport, ease of travel to and from the airport, convention-quality hotel rooms, walkability, quantity and quality of restaurants, and overall accessibility of amenities that make visitors’ stay here better.

Competing for convention business means Salt Lake City goes head-to-head with other cities in the region, like Denver. So how does Salt Lake stack up? Salt Lake is less than 10 minutes away from the Salt Lake International Airport—with a convenient light rail transportation system that brings visitors directly into the city center. Denver, on the other hand, is a minimum of 30 minutes from Denver International Airport via shuttle, bus or taxi.

Additionally, the Salt Palace Convention Center boasts 679,000 square feet of meeting space, while the Colorado Convention Center has 584,000 square feet. Denver has more convention quality hotel rooms—for now. It’s obvious that Utah’s convention business is booming, and just as with any business, Salt Lake City does everything it can to stay relevant and competitive.

While the Salt Palace has been expanded several times, no new full-service hotel rooms have been added to downtown Salt Lake since 2000, Beck said. However, that is rapidly changing with the addition of several new brand name hotels and major hotel renovations that are going forward as the national economy has recovered.

“The convention business has grown 47 percent over that period of time and a new convention center hotel can keep us in the mix,” he said.

Plans are underway, and a brand new convention hotel will add yet another jewel to the city’s uncontested convention crown. ■



***The Salt Palace Convention Center boasts 679,000 square feet of meeting space.***

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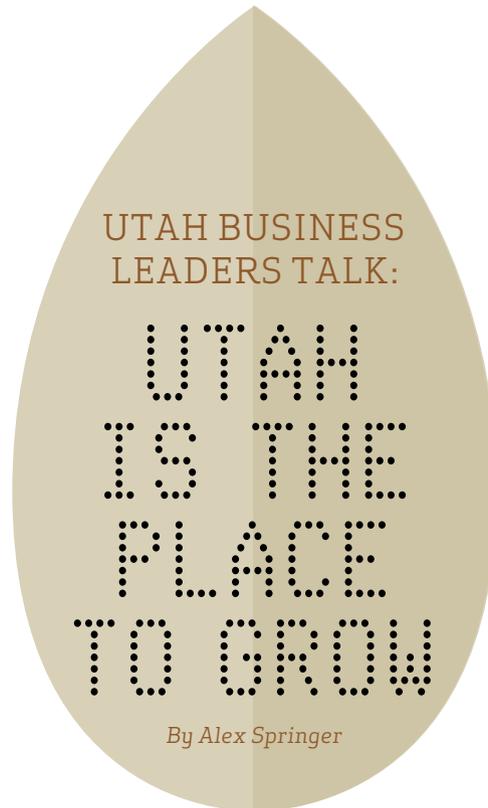
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## FIVE STATE BUSINESS LEADERS REVEAL WHAT IT'S REALLY LIKE TO GROW A BUSINESS HERE

***Recently, Forbes magazine named Utah as the “Best State for Business,” as did Pollina Corporate, and the U.S. Chamber of Commerce called Utah the leading business state in the nation. While it’s a high honor for the Beehive State to be nationally recognized for its positive business climate, it’s also something that those of us who live and work here have known all along.***

The statistics are there—Utah has seen economic growth during a time in which the rest of the country was in decline. On top of that, the state is home to an exponentially increasing number of tech-based startup companies, and has been recognized by *INC Magazine* and, surprisingly, *The New Yorker* as “the next Silicon Valley.” Utah’s government has traditionally championed businesses, acknowledging the positive impact their individual growth has on the state’s overall economy.

A part of Utah’s successful business climate comes from the right balance of reasonable living costs, government-sponsored initiatives, energy costs 26 percent lower than the national average, and state resources such as the Business Resource Centers (BRCs). Additionally, Utah’s higher education institutions like Brigham Young University and the University of Utah have been nationally recognized for their business, law and technology programs. Not only does the state have four research universities, it also has eight applied technology colleges and a host of other private sector colleges and universities with enrollment exceeding 200,000 students. These schools are a hotbed of talent, and their access to a wide variety of local businesses means that many of these fresh graduates are able to find careers with companies that value their abilities. Job growth in Utah is pushing more than 4 percent as the months go on.





But this is the “bird’s eye view,” so to speak. Stats and charts and studies show us that Utah stacks well against other states. More important is the fact that Utah continues to fare well in the eyes of individual business leaders. Many of Utah’s business leaders have owned and operated companies outside of the state, and their time spent in Utah has helped them realize the full potential of their businesses. Not only have they come to enjoy their professional lives here in Utah, but the proximity to some of the nation’s finest ski resorts and camping spots offers fantastic opportunities for recreational downtime and general quality of life.

Five of these business leaders from some of Utah’s most successful companies sat down with *Business in Utah* to discuss the nature of their businesses, their innovative approach to market success, and the ways in which Utah’s positive business environment has enabled them to expand their companies into the formidable corporations that they are today. Allow them to show you how Utah’s accolades and honors are earned where the rubber meets the road.

#### **EMBRACING A CULTURE OF INNOVATION: BLENDTEC**

Since its inception in 1975, Blendtec has thrived on its commitment to innovation in all aspects of the business. The company introduced a category-changing product, and it was among the first to tap into social media for widespread consumer engagement.

Founder Tom Dickson first put the company on the map with the Kitchen Mill, a high-speed wheat grinder that was smaller and more effective than its competitors. Dickson used his engineering expertise and attention to detail to adapt the Kitchen Mill technology into a machine that took the home blending market by storm.

While Blendtec blenders consistently outperform other machines on the market, it was the decision to launch a series of videos entitled “Will it Blend?” on YouTube in 2006 that transformed Blendtec from a manufacturing company into a household name. Well before viral marketing and social media exposure became a crucial part of any modern company’s advertising strategy, Blendtec was using YouTube to promote the power of its product by grinding up everything from marbles to electronic devices.

Since the launch of “Will it Blend?” the company has gathered more than 700,000 YouTube subscribers with more than 200 million total views. This viral campaign resulted in mass media coverage for Blendtec, and Dickson has been featured in *USA Today*, *Forbes*, and *The Wall Street Journal*, as well as several television appearances on *The Today Show* and on *Discovery Channel’s* “You’ve Been Warned.”

Unsatisfied with his time spent working in California, Dickson relocated Blendtec to Utah in 1988.

“We’ve never looked back,” Dickson said. “It’s the most favorable state in the union in which to do business. There’s none better.” Dickson credits his positive business experience in Utah to government leader’s pro-business focus and the state’s dedicated workforce “We have the most qualified workforce from every end of the spectrum,” Dickson said. “From entry-level employees to the brilliant engineers that come out of Utah, they seem to be people who want to progress.”

*“We have the most qualified workforce from every end of the spectrum. From entry-level employees to the brilliant engineers that come out of Utah, they seem to be people who want to progress.”*

**TOM DICKSON,**  
FOUNDER, BLENDTEC



**TOM DICKSON, FOUNDER, BLENDTEC**



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**GROWING THE BUSINESS ECOSYSTEM:  
MOZY AND INSTRUCTURE**

Josh Coates is a serial entrepreneur—not the kind who has a string of failed ventures in his past, but the kind who has a knack for creating success. With a degree in computer science, in 1999 Coates founded Scale Eight, a scalable storage software company that serviced Microsoft and Viacom. His next project was Mozy, a cloud backup service.

“I started Mozy in San Francisco, but decided to move it to Utah because the rat race is really toned down here compared to California,” Coates said. After the relocation, Mozy was eventually sold to EMC for \$76 million.

While volunteering as an adjunct instructor at Brigham Young University, Coates met Brian Whitmer and Devlin Daley, who founded a startup called Instructure as students in his class. In 2010, Coates stepped in as CEO.

“They asked for my help financially, and a few years later, they invited me to run the company. Four years ago, I was their seventh employee. Now we have 530 employees, and things are going really well,” Coates said.

Instructure has defined itself by its creative approach to conducting business. “We use open-source software, and we have a very egalitarian company culture. That’s all considered innovation at other companies, but to us it’s just how we do work. The people here have really embraced the culture of innovation,” Coates said.

As a tech-based company, Instructure has taken advantage of the growing business ecosystem that has developed in Utah over the past 10 years. “There’s always been talent here with graduates of the University of Utah, Brigham Young University and Utah State University, but you can’t just have talent fresh out of school,” Coates said. “You need people who have experience with running businesses, which is something that we have now.”

Since Utah’s tech industry has seen such massive growth, the future of its business climate is very bright. “In the next two years, we could have half a dozen tech IPOs (initial public offerings),” Coates said. “I don’t think there is anywhere in the country, on a per capita basis, that will have anywhere that amount of success. Each IPO will eventually spawn even more startups. Ten years from now, the difference will be unrecognizable, and it’s fun to be here for that.”



JOSH COATES, CEO, INSTRUCTURE

*“In the next two years, we could have half a dozen tech IPOs. I don’t think there is anywhere in the country, on a per capita basis, that will have anywhere that amount of success.”*

JOSH COATES,  
CEO, INSTRUCTURE



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TALLEY GOODSON, CEO, 3FORM

### MANUFACTURING A CLEANER ENVIRONMENT: 3FORM

Few companies have been able to emulate 3Form's keen eye for trendy design aesthetic combined with its passionate focus on sustainability. Founded in 1991, 3Form's mission has been to manufacture some of the most creative architectural components in the country. Since Talley Goodson bought the company in 2002, he has helped the company grow to accommodate more than 500 employees, and it currently owns three factories.

"3Form has become known as the vehicle by which architects and designers can push the limits of what is possible. We're always involved in cutting-edge projects. Our clients are very creative, and they push us to keep up," Goodson said.

Because 3Form controls the manufacturing aspects of its business, Goodson has been able to make some impressive strides toward sustainability and environmental protection. "In the last few years, we've become a zero landfill company and have considerably reduced our carbon footprint," Goodson said. "We've also launched a new initiative called Leaders for Clean Air. We're working together with some other businesses to improve Utah's air quality."

Utah's unique and business-friendly environment has been instrumental in 3Form's continued growth. "I like to say that living in Salt Lake is what people think living in Denver is like. I don't think there's any other city that exists of this scale. We've got a population of over one million people, an international hub airport, great universities and lots of outdoor recreation," Goodson said.



STUART ORGILL, CO-FOUNDER, QUALTRICS

### TAPPING INTO THE LOCAL TALENT: QUALTRICS

As companies have come to rely more heavily on data analysis, it has become paramount to have research software that is geared toward streamlining the data gathering process. Qualtrics has built its brand around the concept of "fast data," and with products like Qualtrics 360 and Site Intercept, the Provo-based company has helped thousands of businesses get the most out of their market research.

"We help organizations become more nimble and make decisions faster," said co-founder Stuart Orgill. Qualtrics's research software has grown alongside the rapidly expanding field of big data, and its products are designed to help companies quickly and efficiently cut to the core of their data samples. Qualtrics also focuses on making its research software accessible and user-friendly to clients from many different industries. "We like to say that our products are sophisticated enough for a Ph.D., but simple enough for an intern," Orgill said.

Because of its innovative approach to creating comprehensive research software, Qualtrics has been able to dedicate more of its resources to improving its products' efficiency while making them increasingly easy to use.

"Rarely do you find a company where their product is ahead of their marketing, and it's given us a lot of runway. Our product's usability has allowed us to expand into different markets," Orgill said.

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Originally from San Antonio, Texas, Orgill has found that doing business in Utah is facilitated by a high concentration of talented people who don't necessarily want to relocate once they graduate or sell their startup companies.

"Utah's a unique place. You've got a lot of bright people that want to stay here, which has been a great thing. A lot of people are figuring that out. The most important thing for Utah's future is that multiple tech companies have to become successful and stay here," he said.

#### STAYING AHEAD OF CHANGE: WORKFRONT

Since 2001, Workfront (formerly AtTask) has been creating project management software in an effort to help enterprise teams more effectively manage their workloads. From the time Eric Morgan took over as CEO in 2011, the company has grown significantly.

"We have over 500 employees and over 1,000 clients," Morgan said. "We have a great product at a time when the market really needs it." During Morgan's tenure, Workfront has been recognized by both local and national publications as not only one of the country's fastest growing companies, but one of the best places to work.

Innovation has played an important role for Workfront as its market is one that can change rapidly in a short amount of time. As companies evolve, so do the needs of their project managers. Workfront designs its project management software with these inevitable changes in mind. "Innovation comes with the nature of your business. Because we've been able to grow, we've had the resources to invest in the creation of new market opportunities and products," Morgan said.

Because Utah offers such an attractive business environment, Workfront has been able to pursue many different opportunities and clients.

"I've been here for eight years, and Utah has a great, supportive business climate. Because of its stable economy, Utah didn't get hit as hard as the other states during the downturn," Morgan said. He credits the state's economic stability to a mixture of rationality, good local talent from Utah's universities, and reasonable costs.

"Utah's a great place to live and work," he said. "It offers a great lifestyle and a strong business environment without having the high cost and high congestion of major cities."

These companies and their leaders are only a snapshot of what Utah truly has to offer the world of business. With a vibrant economic environment that is continuing to thrive and several successful companies already calling Utah home, it's safe to say that the future of business in Utah is bright and filled with opportunity. ■



ERIC MORGAN, CEO, WORKFRONT

*"Utah's a great place to live and work. It offers a great lifestyle and a strong business environment without having the high cost and high congestion of major cities."*

ERIC MORGAN,  
CEO, WORKFRONT

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## IMPROVING THE WORLDWIDE CUSTOMER EXPERIENCE: MARTIZCX

By Heather Stewart

In late 2014, Carine Clark, a tech industry veteran, led the creation of customer experience (CX) software and services firm MartizCX. The company was formed through the acquisition of Utah-based startup Allegiance by Missouri-based Maritz Research, Inc. Even though Allegiance was a mid-size company with 130 employees, and Martiz possessed four decades of industry experience and a global footprint, Clark chose to headquarter the newly created company in Utah.

The reason? The state's burgeoning tech sector, combined with some of the best business conditions in the country.

Post-merger, MartizCX has nearly 1,000 full-time employees, along with about 2,000 part-time/contract employees in 18 offices and five global regions. The company boasts patented technology, data and research science, deep vertical market expertise, and managed program services. Its million users come from 100 countries and speak more than 60 languages.

MartizCX aims to help companies overcome the problem of customer churn, or the loss of customers. "If you look at a large-scale communications carrier and service providers, which are very acquisition and customer conversion dependent, a 1 percent increase in acquired customers represents \$1 billion in top line revenue," Clark said. "The stakes are big, the opportunity is big and the potential market for MartizCX is big."

Clark's analysis of the potential market is proving accurate; MartizCX has been profitable right out of the gate, with nearly \$200 million in revenue in its first year, and the company is poised to continue on a steep growth curve. MartizCX's patented Spotlight Data Mining solution helps companies easily detect critical patterns in customer data, while its Dashboard 2 enables them to share insights with ultra-modern visualizations.

To put it simply, Clark has taken the longtime research expertise of a well-established company and combined it with the innovation of an impressive startup, and it is quickly paying off. These results, along with her demonstrable leadership, helped her earn her title as CEO of the Year from Utah Business magazine earlier this year.

Clark harbors a passionate commitment to the company's vision—a passion she communicates to the entire organization.

"We believe in better customer service for all, because life is really too short to have crappy customer service," she said. "We get to be on the frontlines of building better customer experience for our customers and their customers." ■



CARINE CLARK, CEO, MARTIZCX

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## IN THE SPOTLIGHT: WORKFORCE DEVELOPMENT

Workforce development is so critical to our future economic prosperity that the following three stories emphasize how local corporations support the current workforce, how increased business expectations are changing perceptions for the incoming workforce, and how Utah is responding by building the workforce of the future.

*“My goal is to have a labor force in Utah that is second to none in America—that is second to none in the world. Education is what will drive our economy for decades to come. Nothing is more important to Utah’s continued success than education.”*

GOVERNOR GARY R. HERBERT

THE RIGHT FIT, RIGHT NOW, PAGE 114  
THE NEW WHITE COLLAR, PAGE 122  
FILLING THE PIPELINE, PAGE 130

## LOCAL CORPORATIONS SUPPORT THE CURRENT WORKFORCE

By Jeff Vanek

*According to various national studies, employing the right people with the right skills is one of the most important factors that contribute to revenue growth and profits. One of the greatest challenges that can face a company is a lack of skilled labor—be it college-degreed positions such as software developers and computer engineers or skilled technical positions such as machinists, medical lab techs and assemblers.*

For every one job that requires a master’s degree, there are two jobs that require a bachelor’s and seven jobs that require a two-year certificate, according to the Utah College of Applied Technology (UCAT). Many of those jobs are found in the state’s manufacturing industry. What most people may not realize is that although there is a need for traditional positions like welders and machinists in today’s manufacturing environment, there is a rapidly growing need for lab technicians, information technology specialists, and people skilled in automation processes and composite technologies. It is not uncommon to talk about cleanrooms, composite materials and medical devices when referring to manufacturing.



For example, take Fresenius Medical Care, which manufactures kidney dialysis services and renal care products in Ogden. It also has a research and development facility in the state.

“We need employees in a variety of roles,” said Steven Marler, senior director of operations and general plant manager. “We have need of electrical, mechanical and chemical engineers, as well as scientists. But we also need lab technicians, electrical technicians and skilled production people at the associate degree level who understand medical device production.”

Companies like Hexcel Corporation, which manufactures high-performance carbon fiber, continue to expand their operations in the state and employ both engineers and technicians. Other companies, such as ITT Exelis, use the composites manufactured by Hexcel to make components for commercial and military aircraft structures and are also in need of highly skilled technicians.

According to Mike Blair, vice president and general manager of Aerostructures at Exelis, Utah has become an epicenter of the composites industry. Exelis’ Utah facilities design and build parts for Boeing’s 7-series family, the Airbus A380 aircraft, as well as the Sikorsky S-76 helicopter.

“We are growing in terms of employees, about 30 percent each year in the state, and have a wide variety of skill sets needed beyond engineers and scientists,” said Blair.



GOVERNOR GARY R. HERBERT VISITING EXELIS.

### THE NEW “WHITE COLLAR”

“Manufacturing often suffers from an image problem—dark, dirty, and dangerous,” said Todd Bingham, president of the Utah Manufacturers Association. “It’s time to change that image to reflect the realities of what manufacturing means in the 21st Century and in the state. Jobs in manufacturing are not low-tech, low paying, or low education. This is not your grandfather’s or even your father’s industry anymore. There is a great need for engineers as well as highly skilled technicians.”

Manufacturing in Utah includes many companies that span a wide range of industries from high-tech to low-tech and include computer products, electronics, microchips, scientific instruments, medical devices, metals, composites, as well as food and beverages. A very short list of companies that “make things” in the state includes Intel/Micron, IM Flash, Merit Medical, Fresenius, Edwards Lifesciences, Varian Medical Systems, Boeing, L-3, Lifetime, Blendtec, Pepsi, Boeing and ATK. As is readily apparent from this list, manufacturing spans a wide range of industries and employs people in a wide range of jobs.

In an effort to ensure the state has a well-prepared workforce, a wide coalition consisting of the Governor’s office, the legislature, chambers of commerce, educational boards and many industrial associations created Utah’s Prosperity 2020 campaign. One of the campaign’s primary goals is to ensure that Utah will rank among the top 10 states for percentage of adults with a postsecondary certificate or degree by the year 2020. Although a part of obtaining this goal will come from graduating students at the traditional four year colleges and universities in the state, a large part of it will be fulfilled by those who seek a less traditional route of education.

This less traditional route is where a vast amount of jobs can be found. Companies are either creating their own in-house training programs, like Vivint, Adobe

*“Jobs in manufacturing are not low-tech, low paying, or low education. This is not your grandfather’s or even your father’s industry anymore. There is a great need for engineers as well as highly skilled technicians.”*

**TODD BINGHAM,**  
PRESIDENT OF THE UTAH MANUFACTURERS ASSOCIATION

and Boeing have done, or they must rely on the technical and trade schools to supply them with qualified candidates.

Vivint has three main lines of business: home security and automation, data management and wireless internet service. Its employment needs fall into five large categories—sales people, customer service, field technicians, innovation and technology workers, and corporate support personnel.

“We do a great deal on internal training in all of these areas,” said Starr Fowler, vice president of human resources. “We have developed training programs to give our people the skills they need.”

For leadership skills, Adobe created and launched a new development program called “Leading@Adobe.” The program is designed to be practical, engaging, collaborative, available 24/7, and combines both digital and live learning. In addition, Adobe is implementing a new learning management system to significantly improve the way employees learn, consume and engage with career development resources.

Boeing has two principal businesses in the state. The largest manufactures major structural components for Boeing’s commercial jetliners and their military derivatives and is based in Salt Lake County. Boeing’s second facility in Ogden supports the U.S. Air Force’s ICBM Program. The skills needed at these facilities include light metal structure assembly, hardware design and fabrication, composite fabrication and structure assembly, as well as engineering, software development and testing, quality assurance and general production support.

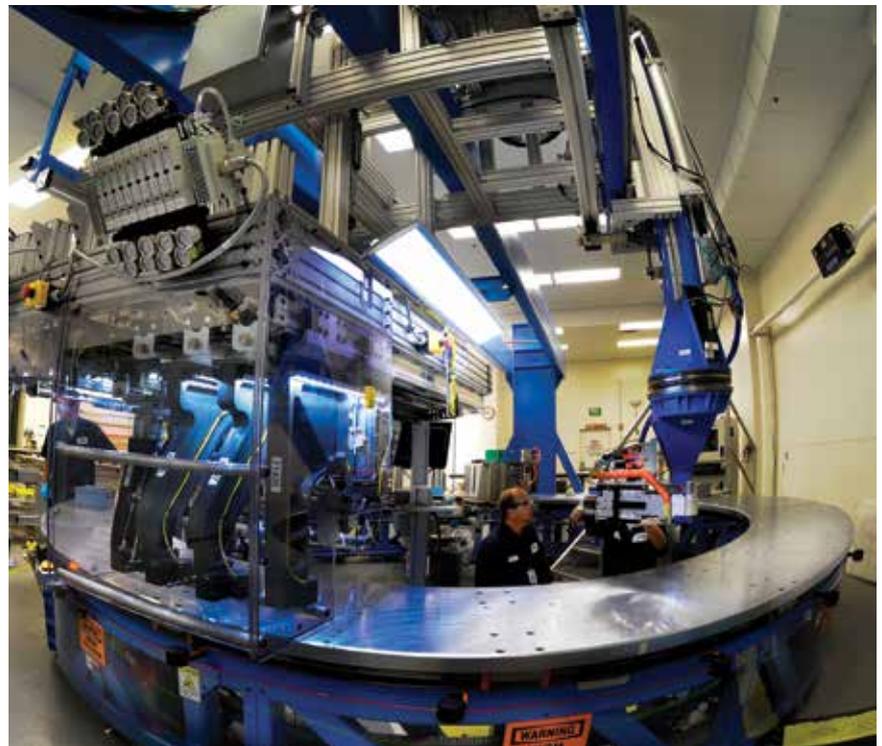
“We look for employees who value being lifelong learners,” said Larry Coughlin, Boeing Salt Lake general manager. “The local advanced technical colleges and universities have been a great resource for training Boeing employees who want to expand their skills and move to a higher level within Boeing. Utah schools help fuel our company’s future. It starts with the state’s investment in early learning and rolls all the way up to higher education. Throughout the year, we also provide our team with in-house training to supplement our machining, assembly, policy and procedure and information technology requirements.”

### EDUCATING TODAY’S WORKFORCE

The dual nature of the need for highly trained workers in the state, including those with college degrees and those with certificates in technical areas, is illustrated by the types of employees needed by L-3 Communications Systems-West. L-3 is a supplier of wideband data links and mobile surface and airborne satellite terminals for military applications throughout the world. The company’s major customers are the Department of Defense, the Department of Homeland Security, and other government agencies including allied governments.

“The company is always looking for both engineers—primarily electrical and computer engineers—on the one end, and highly trained technical and trades professionals with electromechanical assembly and electronics testing skills, on the other,” said Ci Ci Compton, human resources and community relations representative at L-3. “We design and manufacture many different products so we don’t have redundant assembly environments. We have to constantly improve and modify our products to meet our customers’ needs.”

L-3 engages in a number of internal and external programs to cultivate the



ATK

skills needed by its employees. For example, in 2011 the company partnered with Salt Lake Community College (SLCC) to create the University of Manufacturing. As part of this agreement, SLCC offered classroom space for training sessions and to teach coursework by their certified professors. L-3 outfitted the SLCC space with all the equipment and materials needed to hold the classes. L-3 subject matter experts trained and certified both students and professors.

SLCC offers certificate programs as well as Custom Fit training programs to meet the needs of employers. Often the college will partner with organizations such as the Manufacturing Extension Partnership (MEP), a national organization with a state chapter, to create training programs for business. Hunter Douglas for example, which fabricates high-end window coverings, partnered with both the college and the MEP to make sure its growing workforce was properly trained.

MEP has been instrumental in providing a wide range of specialized training for a number of companies, such as weBoost, Halverson and Tahitian Noni. Training has included a wider range of skill sets, everything from skills in communication to leadership to increasing the effectiveness of sales processes to Lean 101 Manufacturing.

The state educational system takes technology training for the future very seriously. With eight regional campuses, the Utah Colleges of Applied Technology (UCAT) offers well over 300 certificate programs in more than 70 areas of training. Student completion and job placement were both near 90 percent in 2014. The vast majority of its students are adults who are seeking new skills to obtain employment or currently employed workers who are upgrading their skills.

“Most of the people who complete a certificate program obtain employment,” said Jordan Rushton, director of public relations at UCAT. “This is because we work very closely with industry and local businesses to make sure our programs are actually meeting the needs of businesses. We consider our number one client to be the businesses that employ our students. Each program is overseen by an employer advisory committee made up of the CEOs, executives and owners of the businesses we serve.”

In addition to the regular established certificate programs at UCAT, the colleges also offer Custom Fit Training programs for industry. Custom Fit programs are customized state-of-the-art training programs. A part of the cost of the program is born by the business and part of the cost is born by the state as an investment in the economy.

According to Rushton, SyberJet Aircraft in Cedar City manufactures one of the world’s fastest and longest range seven-seat light business jets. It will be using a Custom Fit program to train over 1,200 employees.

It is not only big employers that use the Custom Fit program. Last year more than 1,200 businesses in the state used the program to train more than 14,000 employees. Programs covered certificate areas for professional development, trades skills, and topics in health and safety. They also covered technical skills for manufacturing and professional careers, as well as employee and business development skill-sets.

BOEING 787 FLIGHT DECK



*“We look for employees who value being lifelong learners. The local advanced technical colleges and universities have been a great resource for training Boeing employees who want to expand their skills and move to a higher level within Boeing. Utah schools help fuel our company’s future.”*

**LARRY COUGHLIN,**  
GENERAL MANAGER, BOEING SALT LAKE



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## STEM EDUCATION AND THE WORKFORCE OF TOMORROW

Many jobs, regardless of industry, now require some knowledge or skills in science, technology, engineering or math—often referred to as STEM. STEM jobs don't just include engineers and scientists. The competencies needed in science, technology, engineering and math have become essential in every industry and profession—from manufacturing to finance. For this reason, the state created the STEM Action Center and funded it with \$30 million. STEM AC coordinates STEM education in the state and is housed in the Governor's Office of Economic Development (GOED).

"We are more than just a math center," said Tami Goetz, executive director of the STEM AC. "Our job is to coordinate and sponsor STEM-related curricula and activities between state government, private industry and education. Our initial focus has been K-12 education but as our funding and success has expanded, we are focusing on adult education as well."

One important initiative of the STEM AC is the STEM Utah Coalition. Consisting of more than 25 leading Utah companies and organizations, the coalition launched a media campaign entitled "Curiosity Unleashed" to increase awareness of the importance of STEM education among parents in the community and to increase the "cool" factor among students. Sponsors represent a wide range of industries and organizations that include Goldman Sachs, Fidelity Investments, Chevron, Adobe, Comcast, doTerra, eBay, Rocky Mountain Power, the Larry H. Miller Group of Companies, Regence BlueCross BlueShield of Utah, IM Flash Technologies, Utah Department of Workforce Services, Utah Technology Council, Merit Medical Boeing, L-3, ATK and JPMorgan Chase.

Benjamin Hart, former director of employer initiatives in the Department of Workforce Services, who has now joined GOED as a managing director of urban and rural business services, explained that, "a few years ago during the big recession, we were concerned about job creation. These days, we are concerned with filling jobs. This is why we are working with the STEM Action Center, Utah Technology Council, Utah Manufacturers Association and the Utah College of Applied Technology to create a skilled workforce that can fill those jobs."

Utah's economy is thriving and continues to grow. With job growth breaking 4 percent and unemployment heading toward 3 percent, the challenge the state faces isn't a lack of business and industries wanting to locate here. The challenge is supplying those businesses with the skilled employees they need now. However, Utah is well-poised to meet that challenge. The state is aggressively preparing its incumbent workforce with improved skills and recruiting talent who want to enjoy the family-friendly communities and incredible quality of life. And, most importantly, Utah is focused on highly educating its more than 665,000 K-12 students to be well-prepared as the workforce of the future.

Todd Riesterer, senior vice president of talent acceleration at InsideSales.com put it simply: "The state has an amazing infrastructure in place. The lifestyle here is terrific. We are often able to find or train the people we need. Not that there aren't some challenges, but we are very pleased with what is happening here. It feels like the Silicon Valley of 30 years ago—vital and on the cusp of huge growth." ■



THE STEM ACTION CENTER, WITH HELP FROM GOLDMAN SACHS, THE UTAH TECHNOLOGY COUNCIL, COMCAST AND REAL SALT LAKE ARE HOSTING A STEM UTAH CORPORATE SOCCER TOURNAMENT, SEPTEMBER 22 FROM 2 P.M.-4P.M. AT RIO TINTO STADIUM, IN A JOINT EFFORT TO SUPPORT MARKETING THE STUDY OF SCIENCE, TECHNOLOGY, ENGINEERING AND MATH (STEM) TO UTAH'S SCHOOL POPULATION.

*"We work very closely with industry and local businesses to make sure our programs are actually meeting the needs of businesses. We consider our number one client to be the businesses that employ our students."*

**JORDAN RUSHTON,**  
DIRECTOR OF PUBLIC RELATIONS,  
UTAH COLLEGE OF APPLIED TECHNOLOGY



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# The New White Collar

## INCREASED BUSINESS EXPECTATIONS ARE CHANGING PERCEPTIONS: TECH TRAINING IS WHERE IT'S AT

*By Rachel Madison*

***What is it that companies look for in new employees? Technical skills?  
A four-year degree? Years of experience?***

While all of those issues are important, the answer is more basic than that. Employers simply want job candidates who can communicate and think critically.

That's according to a 2014 study conducted by the Sandy Area Chamber of Commerce, along with Zions Bank and The Cicero Group. For the study, more than 80 company executives and high-level managers from more than 30 companies were interviewed about what they look for in an employee and what their needed skill sets are.

“The interesting thing is that the No. 1 need was communication skills and the No. 2 was critical thinking,” said Stan Parrish, president and CEO of the Sandy Area Chamber of Commerce. “If they could find students who had those skill sets, then they said they could train them in other skills.”

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Considering that a person's working years can span up to five decades—or more—today's employees can expect their careers to evolve over time. Technology changes rapidly, and so whole industries can grow and die just as quickly. Not to mention that life has a way of throwing curve balls that may call for a career change—and additional education.

The key to being successful in this labor market is flexibility and an ongoing approach to education, along with a solid base of critical thinking and communication.

This way of thinking about education and the labor market has led to a new interest in two-year associate degrees.

These degrees used to be the first big step for students who were on their way to earning a bachelor's degree, but because Utah's job market is ever changing, an associate's degree is no longer just a stepping stone—it comes with its own set of unique merits.

"We have to give a lot more respect to associate degrees these days," said Parrish, who also pointed out that a traditional, two-year associate degree provides those all-important communication and critical thinking skills.

"It really doesn't matter what field you're in—if you can solve problems and you can communicate, you can find a job," said Val Hale, executive director of the Governor's Office of Economic Development. "Every employer is looking for someone with those skills."

That's why he believes associate degrees are such a valuable option. "Many people don't understand the value of a two-year degree and what they can do to prepare you for a good profession," he said. "There are a lot of great jobs that people can get with two-year degrees. You don't always need to have a four-year degree."

Hale said the community college route is a great option for people who want to earn a two-year degree but need affordability. "For people who have a hard time funding their education, it's so much less expensive to go to a community college like Salt Lake Community College (SLCC) for two years," he said. "You can still get your four-year degree if that's your goal, but you've got the option to go to a community college such as SLCC and get your associate degree first."

**A QUICK CHANGE**

Whether students start with an associate degree or jump right into a bachelor's program, the most important thing is an attitude of flexibility and the pursuit of ongoing education. Education and skill certificates can be stacked up continuously as a worker's needs and goals change or as the needs of industry change.

In fact, the most flexible component of an education may be the oft-overlooked certificate of a specialized skill. In today's marketplace the "stackable credential" has become a useful key to career advancement. A person can add one or more certificates of advanced study to their resume over the years they are in the workforce.

When Grantsville resident Wanda Held starting working on her medical assistant certificate at Tooele Applied Technology College (ATC) in early 2014, she knew her life was about to get significantly better. Held had endured a long list of difficult situations in the last year—from her husband leaving her and their three children to being hospitalized for a serious illness to losing her job—and she was in dire need of a change for the better.

"I was in a very difficult situation and [the ATC] got me out of that situation," she said. "I needed to get back to work fast, but I was a middle-aged woman who didn't have a degree. When I lost my husband, it became extremely important for me to get an education at an affordable rate very quickly."

A traditional four-year degree used to be the main avenue people would consider when they thought of higher education, but the options students have today reach far past that and provide jobs that are just as lucrative and appealing.

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**VAL HALE,**  
EXECUTIVE DIRECTOR OF THE GOVERNOR'S OFFICE  
OF ECONOMIC DEVELOPMENT



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**WANDA HELD,**  
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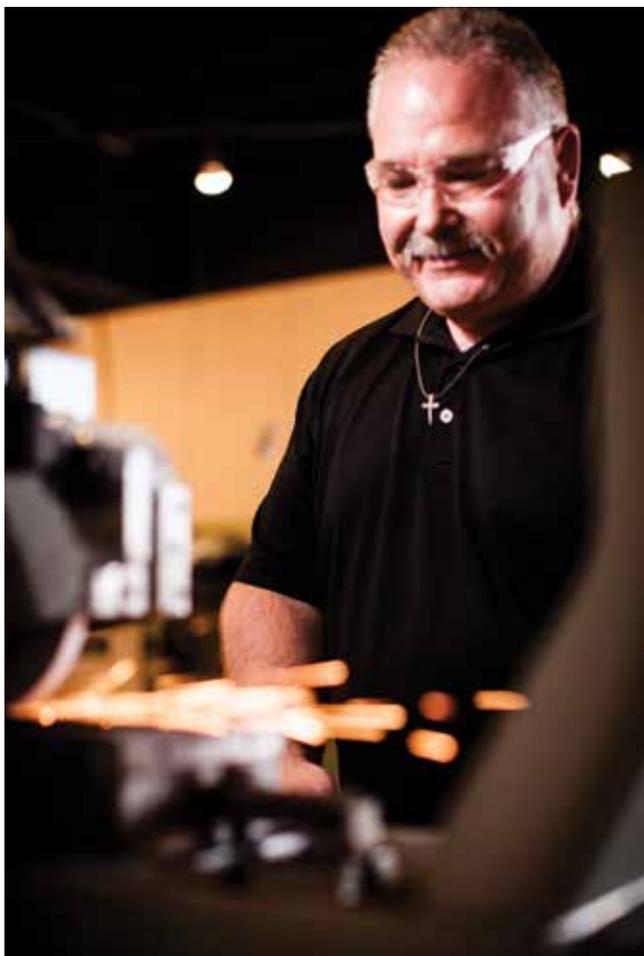
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DIXIE ATC GRADUATE

***“We’re seeing a trend where people are realizing the benefit of short-term technical education, not just because it’s short and affordable, but because the jobs that people are able to get upon completion are often as high paying as people graduating with a bachelor’s degree.”***

**ROBERT BREMS,**  
PRESIDENT OF THE UTAH COLLEGE  
OF APPLIED TECHNOLOGY

Hale researched going to a traditional university, but after learning about the flexibility, affordability and successful placement rates at the Tooele ATC, she quickly decided that was the path for her.

“It was very appealing to me that I was able to manipulate my own education and set it up the way I wanted it set up,” she said. “I got to pick when I was in school, when I was going to graduate, and I built my own education from the ground up. Being a single mom, it was important to me to be home for my kids before and after school. I was also able to speed up my graduation rate a lot. I went from start to finish and got a job in nine months.”

#### **WORKFORCE ALIGNMENT**

Hale explained that workforce development is at the forefront of everyone’s minds, and the key to a great workforce is education.

“If we want our economy to continue to grow for the long term, we need to produce students who are prepared for the workforce when they come out of high school and college,” he said, adding that local universities are increasingly aligning themselves with Utah’s workforce needs, so they don’t have students graduating who aren’t able to get a job. “They’re trying to make sure their output is relevant with the jobs out there.”

Robert Brems, president of the Utah College of Applied Technology (UCAT) believes that Utah has a great educational system in both public and higher education. But several years ago, Utah leaders recognized the state would also benefit from targeting a part of its educational system to the workforce and employers’ specific needs. That’s when technical college campuses began to spring up. UCAT oversees all of the state’s ATCs.

Today, Utah is home to eight ATCs that span from Logan to St. George, all with the same mission to provide highly-skilled technical workers and to meet the needs of the state’s businesses.

“Certificates are different from a college degree,” Brems said. “It’s focused on exactly what the competencies are that employers indicate to us are needed for someone to come into the workplace and be successful.”

That’s why each of Utah’s ATCs provides their own unique set of advanced certification programs. In fact, at the end of FY2014, UCAT had a total of 389 programs across its campuses. A group of more than 1,300 employer representatives who serve on advisory committees across the UCAT system provide direction to the colleges so the certificate programs directly match with employer needs.

“We don’t make the decisions by ourselves,” Brems said. “We allow employers to tell us what training needs to take place. We really rely upon on their expertise, and sometimes a program that has the same name in one region might be a longer or shorter program in another region simply because employers are doing something different there.”

Employers are turning to their local ATCs more and more because it’s a perfect way to obtain specially trained employees. “Employers say, ‘If you will work with us to develop a customized certificate program that meets our needs, we will certainly be hiring these people,’” Brems said.

Currently, about one-fourth of students enrolled at Utah’s ATCs are high school students. They’re able to attend their local ATC during high school and graduate with a certificate at the same time they graduate with their high school diploma. They’re also able to attend tuition free. According to Jordan Rushton, director of public relations at UCAT, “It allows them to get a great deal of training finished before high school graduation, and it’s easier for them to find a job.”

UCAT is also working with local colleges and universities to have credit hours from certificate programs become transferable for college credit.



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“We are all striving to fulfill Governor Herbert’s goal, which is 66 percent of people with certificates or degrees by 2020,” Brems said. “UCAT is working to contribute as many certificates as we can to that goal.” In FY2014, UCAT’s eight ATCs contributed 7,904 certificates—6,971 that were program certificates and 933 that were occupational upgrades.

**SHIFTING TRENDS**

“We’re seeing a trend where people are realizing the benefit of short-term technical education, not just because it’s short and affordable, but because the jobs that people are able to get upon completion are often as high paying as people graduating with a bachelor’s degree,” Brems said.

Rushton added that even if someone has a goal to earn a master’s degree, they can still start their education at an applied technology college, where in three to nine months they can earn a certificate that will help them land a high-demand, high-paying job to help fund the rest of their education.

One new trend is to start with an associate degree to gain those valuable critical thinking and communication skills, then, instead of going for a four-year degree, turning to an ATC to earn a highly-specialized, advanced certificate. Some now call these “AC degrees” because they often take up to two years to complete, just as academic majors require two years of study following completion of general course studies. The workforce demands a high skill level, and it’s turning up the heat for tech training programs to produce true professionals. In fact, some even say that these jobs can be classified as the “new white collar.”

As yet another option, those who already have degrees can use their local ATC as an avenue to switch career paths, like Layton resident Ty Jarry recently did.

Jarry already has a bachelor’s degree in management and spent more than two decades working as an electronics engineer in the U.S. Air Force, but he decided when he retired from the military that he wanted to go in a different direction.

Enter the Davis ATC. Jarry was able to earn a nursing assistant certificate, which he graduated with in April 2013, and then he moved on to earn a national certification in surgical technologies. Soon after starting the program, Jarry was diagnosed with cancer and had to quit attending school for about nine months. But when he entered remission and regained his strength, he started the program once again. Currently, he is working on the first of two externships and hopes to graduate with the certificate by April 2015.

“The flexibility the programs offered is tremendously helpful for busy individuals or people who are sick or have any unforeseen circumstances,” he said.

Jarry is completing his first 300-hour externship at Ogden Regional Medical Center, where he works as a scrub technician. His second will be done at the University of Utah Hospital.

“Ogden Regional is already asking me if I’d be interested in staying with them [after I graduate],” Jarry said “They put me right in the operating room on day one, but I was able to swim when they threw me in the lake because my education and training was great.” ■



UNITA BASIN ATC GRADUATE

*The workforce demands a high skill level, and it’s turning up the heat for tech training programs to produce true professionals. In fact, some even say that these jobs can be classified as the “new white collar.”*

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# FILLING THE PIPELINE

# PIPELINE

By Emma Penrod

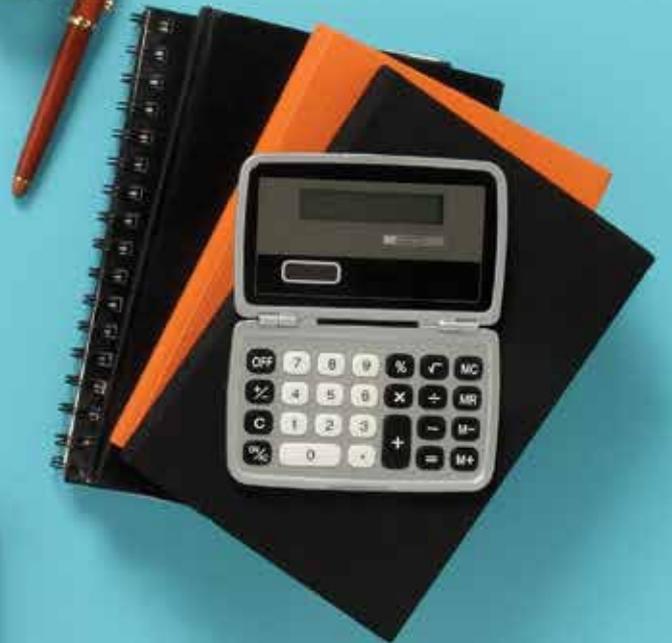
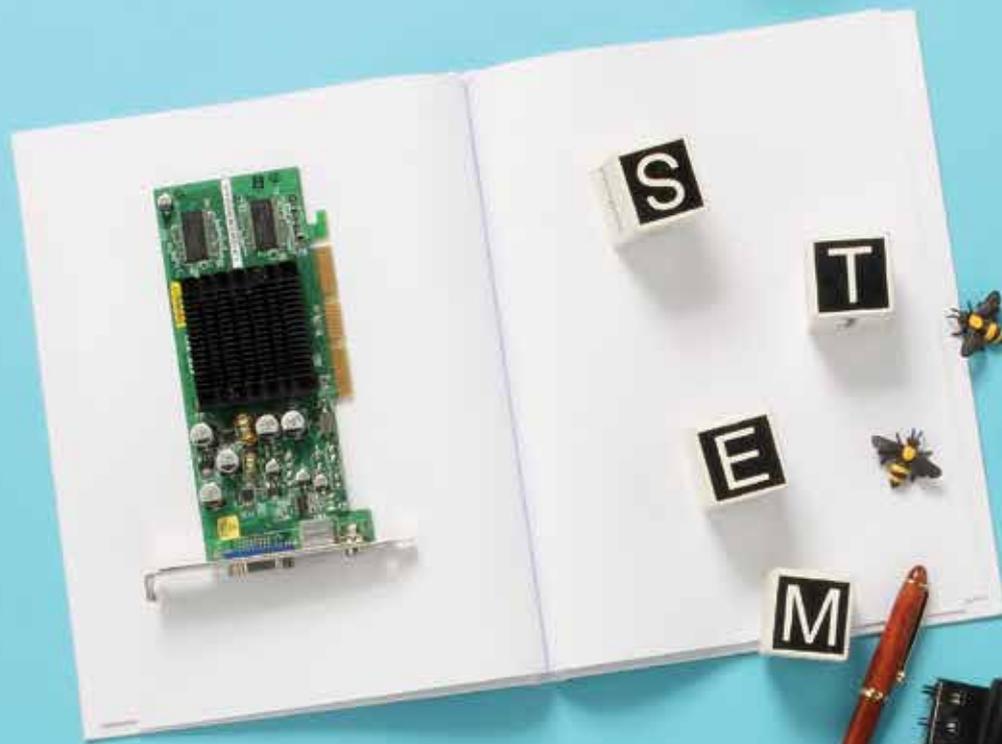
## UTAH IS BUILDING

*Business. Most of the time, we think of it as a verb—something that you do. Or as a noun—a place of business, a company, a store or an office.*

But business is also very much about the *who*. Businesses need skilled employees to make their products and services a reality, and yet there is a growing disconnect between the thousands of available jobs and the thousands of young people looking to fill them.

The need to bridge that gap has led Utah's business men and women to invest directly in their future employees by supporting the state's STEM (science, technology, engineering and math) education initiatives financially as well as in person. This time, it's not just about pocket books—business leaders have joined education's frontlines right beside the teachers.

## THE WORKFORCE OF THE FUTURE



### UNFILLED JOBS, UNEMPLOYED GRADUATES

Across the nation, businesses and industries face a growing problem: a shortage of skilled, educated laborers to fill thousands, if not millions, of available jobs.

A recent survey conducted by the Utah Technology Council found more than 1,800 unfilled job positions dispersed among 38 Utah businesses; another informal survey, taken at a meeting of state business leaders last November, had some 40 CEOs also reporting nearly 2,000 positions they had been unable to fill.

Nationwide, the numbers are even more dramatic: an estimated 2 million unfilled jobs in tech-related sectors—jobs with salaries averaging \$80,000 a year, according to Chet Linton, CEO and president of School Improvement Network and chairman of the Utah Technology Council. And there's another 1 million similar jobs available in manufacturing.

“That’s 3 million jobs that Americans aren’t qualified for,” Linton said. In Utah, the number averages out to two or three jobs for every resident with the technical skills to fill them.

Yet at the same time, Linton said, 52 percent of last year’s collegiate graduating class remains either unemployed or underemployed.

Both problems come from the same set of circumstances. The first contributing factor is an issue of demographics, according to Kimberly Henrie, deputy director and COO of the Governor’s Office of Economic Development (GOED). The Great Recession caused many experienced workers to delay retirement, decreasing the number of jobs available to new graduates. Consequently, the improving economy has begun to unleash a backlog of retirees, which in turn creates a jobs vacuum across all sectors of the U.S. economy. This increases the number of job openings above and beyond what is typical, even in periods of growth. This trend is expected to continue for the next five to 10 years.

Meanwhile, Linton said, there is a noticeable disconnect between the skills needed by modern, technology-driven businesses and industries, and the skills recent graduates acquired during their education.

### BRINGING BUSINESS AND EDUCATION TOGETHER

Because business and industry leaders consistently identify the skilled workforce shortage as their No. 1 concern, Linton said the State of Utah is committed to creating a partnership between businesses and educators to help prepare Utah’s youth—all 665,000 kids K-12 and all 200,000 college students—for the workforce of the future.

In 2013, an act of the Utah legislature created the STEM Action Center to research and implement best practices for improving instruction in science, technology, engineering and math. The \$10 million in funding appropriated in 2013 was further expanded the next year, making nearly \$30 million available to the center to further prepare and educate youth for their future careers.

Most of that funding has been invested directly in the classroom to support educators as they strive to develop and implement new teaching methods to improve their students’ skills, particularly in math. Between fiscal years 2015 and 2016, Utah has invested \$8.5 million to improve math education for the 7-12 grades, and another \$5 million for K-6.

These funds help train teachers, develop and implement new curricula, and even help put new technology and software into the hands of kids as early as kindergarten. Education in the classroom has become more technology-centric, more hands-on and more collaborative.



*Between fiscal years 2015 and 2016, Utah has invested \$8.5 million to improve math education for the 7-12 grades, and another \$5 million for K-6.*



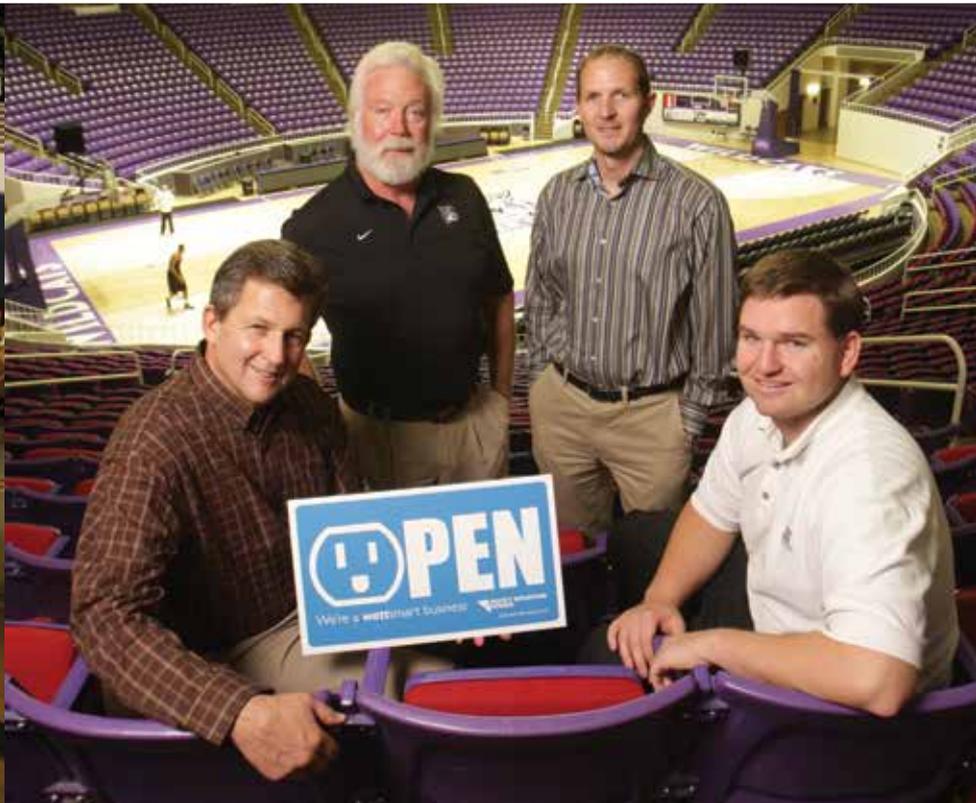
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*Let's turn the answers on.*



*Though the startups themselves often provide necessary training, BioInnovations Gateway also includes an educational component where the students are taught skills necessary to bridge the gap between a classroom education and the positions available with the startup companies.*



GRANITE SCHOOL DISTRICT STUDENT INTERNS WORK WITH AN ENGINEERING INTERN INSTRUCTOR AT BIOINNOVATIONS GATEWAY.

But what's happening in the classroom, while exciting, often isn't enough, because students need more than math skills to succeed in today's economy, said Henrie, whose office supports the STEM Action Center.

"There is demand for students who can be critical thinkers and who can communicate," she said. To learn how to apply those skills, she added, children need to be exposed to what the workforce actually looks like as early as kindergarten.

"We find that the earlier they are exposed to [STEM careers], the more likely they are to pursue it later in life," Henrie said. That exposure is especially important for girls.

This is where the education-business partnerships become critical. The STEM Action Center not only collaborates with Utah's business and industry leaders to create new curricula for students and new training opportunities for teachers, but in many cases the businesses themselves have become directly involved in the education process. These STEM business partners put their own funds and time on the line by facilitating field trips, job shadow and internship opportunities, or by taking hands-on learning directly into the classroom with presentations and in-class projects.

#### **PARTNERSHIP IN ACTION**

BioInnovations Gateway in the Granite School District has been called a quintessential example of this type of business-education partnership, one that not only develops student's skills, but also helps new biotech businesses get off the ground.

BiG serves as a full-time incubator space for new businesses in life science and biotechnology—important economic sectors where entrepreneurs face steep barriers to entry because they often need access to full-scale laboratories and expensive equipment.

But BiG also has a multi-million dollar laboratory, a full-scale machine shop, all the latest technologies and a fleet of teens from Granite schools that are ready and able to work as interns.

Scott Marland, executive director of BioInnovations Gateway, said he has high school students performing light manufacturing and assembly work, and even working in the lab's clean room to assist with everything from building new medical devices to developing new cancer drugs.

Biotechnical research may not seem like the most intuitive after-school job for a teen, but Marland has found his students able and willing to contribute. Though the startups themselves often provide necessary training, the Gateway also includes an educational component where the students are taught skills necessary to bridge the gap between a classroom education and the positions available with the startup companies.

For example, a tech company might require interns capable of doing some soldering, so BiG will take interested students and teach them to solder. From there, it's possible for the student to pursue and acquire certification in that skill, which they could then turn into a career straight out of high school, or, as many BiG alumni have, use that skill to pay for further education.

But the greatest benefit for the students, Marland said, is not the on-the-job skill training. It's the opportunity to explore careers to which many of these students have never been exposed.

BiG serves as a window into what really goes on inside science- and technology-based businesses. And when students can see what working in the sciences really looks like, they are better able to envision a future of their own.

"I want them to leave our program with excitement about their future, whatever that is," he said. "I want them to come in and experience things that are going to guide them into a career."



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### EMPOWERING STUDENTS

While hands-on STEM initiatives such as the BioInnovations Gateway are about encouraging youth to pursue technical careers, Marland, Linton and others say it's not just about getting students out of the classroom and into the lab. Their main goal is to give students the tools they need to make educated decisions about their own careers.

"What we're hoping is that this is something that could really be impactful, if we can help students learn about jobs they could get passionate about," Linton said.

In many cases, Linton said, students who don't discover their passion during their primary education often end up casting about later in life. These are bright students who go to college after high school, but who may enter their university studies with an undeclared major. Eventually they pick a major just to "fill in the blank," he said, and then perhaps go on to advanced training.

This is where the trouble of "mismatched skills" tends to arise, because in many cases the students who follow this path cannot find jobs after graduation.

Another more successful path occurs when students discover a career that gets them excited early in life, Linton said. When they have that passion and that direction early on, they are better able to make choices about their education and training. After graduation, these students have less trouble finding jobs and often land higher-paying jobs and lead more successful careers than their late-blooming peers.

"It's very important for these kids to understand what the real workforce is like," said Benjamin Hart, former director of employer initiatives for the Utah Department of Workforce Services and current managing director of urban and rural business services at GOED. "Being in a real workforce setting really allows kids the opportunity to understand that it's not just about a specific curriculum or the skills they have."

When children see real workforce scenarios in action and begin to understand what their future career might actually look like, they are empowered to make decisions about their own educational path, Hart said. The end goal is to expose kids to a variety of career options, especially those little-known STEM opportunities, so they have the knowledge and experience necessary to take control of their future.

### EDUCATING EDUCATORS

This kind of talk of young children choosing a career often invokes a feeling of fear for American parents, Linton said. But that is also part of the state's goals—to dispel some of the misconceptions and to educate parents, teachers and school counselors as well as the students.

One of the great benefits of educators partnering directly with the businesses, Hart said, is that it also allows the teachers and counselors who guide students to see how the business world really functions. "When they understand what those business needs are really like, they can better help guide students to their chosen career paths," he said.

Sometimes, the education necessary is as simple as exposing educators to the same opportunities as the students. Many teachers have come away from business-educator conferences saying they were unaware that such jobs even existed, said Linton.



A GRANITE SCHOOL DISTRICT STUDENT INTERN WORKS ON PURIFYING SAMPLES AT BIOINNOVATIONS GATEWAY.

*"I want them to leave our program with excitement about their future, whatever that is. I want them to come in and experience things that are going to guide them into a career."*

**SCOTT MARLAND,**  
EXECUTIVE DIRECTOR, BIOINNOVATIONS GATEWAY

But he said it is also important to address beliefs that math is scary and that the skills necessary for STEM careers are difficult to acquire. “I’ve talked to a lot of teachers who teach elementary who say they wanted to teach elementary because they didn’t want to do the math,” he said. “These perceptions trickle down to the students.”

The state also aims to demonstrate to educators and parents that certain industrial sectors, such as manufacturing, have evolved beyond what they were in the past. Manufacturing, for example, is now a technical, high-paying field, but still suffers from the perception that work in that sector is dirty and undesirable, leading parents and educators to steer youth away from those careers, Henrie said. It is important that social perceptions of CTE-type education and careers change.

As students begin to realize the vast opportunities available in the world of science, technology and engineering, Hart said he hopes Utahns will realize that the economy of the future has a place for everyone—yes, for the doctor and the research scientist and software programmer, but also for the welder, the machinist and even the writer.

“We have to teach kids to think critically and adapt their skills,” Hart said. “It’s difficult to keep up in this economy, but we do see education rising to meet that challenge. Kids seem better prepared than in the past, and I think we’re seeing more kids getting prepared—we’re losing less.” ■

*“Being in a real workforce setting really allows kids the opportunity to understand that it’s not just about a specific curriculum or the skills they have.”*

**BENJAMIN HART,**  
GOVERNOR’S OFFICE OF ECONOMIC DEVELOPMENT



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Duchesne County  
Economic Development  
50 East 200 South  
Roosevelt, UT 84066  
435-722-4598  
[uintabasin.org](http://uintabasin.org)

## EMERY

Emery County  
Economic Development  
95 East Main Street #297  
Castle Dale, UT 84513  
435-381-5576  
[emerycounty.com](http://emerycounty.com)

## GARFIELD

Garfield County  
Economic Development  
55 South Main Street  
Panguitch, UT 84759  
435-676-1100  
[garfield.utah.gov](http://garfield.utah.gov)

## GRAND

City of Moab  
Economic Development  
217 East Center Street  
Moab, UT 84532  
435-355-0644  
[moabcity.org](http://moabcity.org)

## IRON

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

## JUAB

Juab County Economic  
Development Agency  
160 North Main Street  
Nephi, UT 84648  
435-623-3415  
[juabbusiness.com](http://juabbusiness.com)

## KANE

Kane County  
Economic Development  
30 North Main Street, Suite 201  
Kanab, UT 84741  
435-616-5858  
[kane.utah.gov](http://kane.utah.gov)

## MILLARD

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

## MORGAN

Better City  
1100 Country Hills Drive, #300  
Ogden, UT 84403  
801-920-0000  
<http://bettercity.us/our-team/>

## PIUTE

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

## RICH

Rich County – Bear Lake  
Regional Commission  
69 North Paradise Parkway, Building B  
P.O. Box 472  
Garden City, UT 84028  
435-946-2198  
[bearlakeregionalcommission.org](http://bearlakeregionalcommission.org)

## SALT LAKE

Salt Lake County  
Economic Development  
2001 South State Street, Suite S-2100  
Salt Lake City, UT 84114  
385-468-4866  
[upgrade.slco.org](http://upgrade.slco.org)

## SAN JUAN

San Juan County  
Economic Development  
P.O. Box 490  
117 South Main Street  
Monticello, UT 84535  
435-587-3235  
[utahscanyoncountry.com](http://utahscanyoncountry.com)

## SANPETE

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

## SEVIER

Sevier County  
Economic Development  
250 North Main Street, Room 116  
Richfield, UT 84701  
435-893-0454  
[sevierutah.net](http://sevierutah.net)

## SUMMIT

Summit County  
Economic Development  
P.O. Box 128  
Coalville, UT 84017  
435-336-3220  
[summitcounty.org](http://summitcounty.org)

## TOOELE

Tooele County  
Economic Development  
47 South Main Street  
Tooele, UT 84074  
435-843-3150  
[www.co.tooele.ut.us](http://www.co.tooele.ut.us)

## UINTAH

Uintah County  
Economic Development  
152 East 100 North  
Vernal, UT 84078  
435-781-6767  
[vernalutah.org](http://vernalutah.org)

## UTAH

Utah County  
Economic Development  
815 West 1250 South  
Business Resource Center  
Orem, UT 84058  
801-863-7546  
[utahvalleydata.com](http://utahvalleydata.com)

## WASATCH

Heber Valley  
Tourism and Economic Development  
475 North Main Street  
Heber City, UT 84032  
435-654-3666  
[gohebertvalley.com](http://gohebertvalley.com)

## WASHINGTON

Washington County  
Site Select Plus Business Resource Center  
1071 East 100 South, Building C, Suite 7  
St. George, UT 84770  
435-652-7750  
[siteselectplus.com](http://siteselectplus.com)

## WAYNE

Wayne County  
Economic Development  
P.O. Box 189  
18 South Main  
Loa, UT 84747  
435-836-1315  
[waynecountyutah.org](http://waynecountyutah.org)

## WEBER

Weber Economic Development Partnership  
2380 Washington Boulevard, Suite 250  
Ogden, UT 84401  
801-399-8586  
[weberedp.com](http://weberedp.com)

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