

# BUSINESS **IN** UTAH



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## STATE OF UTAH

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Dear Business Leader:

Welcome to *Business in Utah*, a publication of the Governor's Office of Economic Development designed to help you become more familiar with Utah's business friendly environment. The stories contained in this issue were specifically written to showcase the value of the State's collaborative, economic ecosystem.

During my extensive travels around the state, I am repeatedly reminded of the many reasons Utah is regularly praised as a great place to do business. Our preeminence is earned because we work to our unique strengths, we are innovative, and we maintain an attitude of success. With each ranking and accolade we receive, we continue to demonstrate that Utah has the hottest business economy in the nation, as recognized by *Forbes* magazine, which has ranked Utah "Best State for Business and Careers" two years running.

The four cornerstones of Utah's foundation for economic strength are: job creation, education, energy development, and self-determination. These are all keys to Utah's future, and are components that will help companies working and expanding in the state to enjoy long-term success.

Our talented citizens comprise one of the most productive workforces in the country. Companies as diverse as Boeing, Goldman Sachs, Procter & Gamble and Adobe now call Utah home. These companies and many others have expanded their presence even during our nation's downturn. Utah shows signs that our dynamic economy is once again taking off in a number of business sectors, including international export, finance, life sciences, IT, and software development.

Economic development in Utah will remain my top priority, along with a dedication to public and higher education and development of Utah's energy resources. Together, with our business community and our citizens, we have built a strong economic foundation that is a stabilizing force. Utah is ready to grow — today and well into the future.

Sincerely,

Gary R. Herbert  
Governor

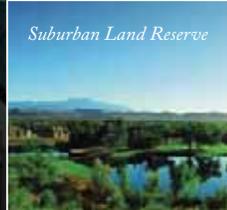


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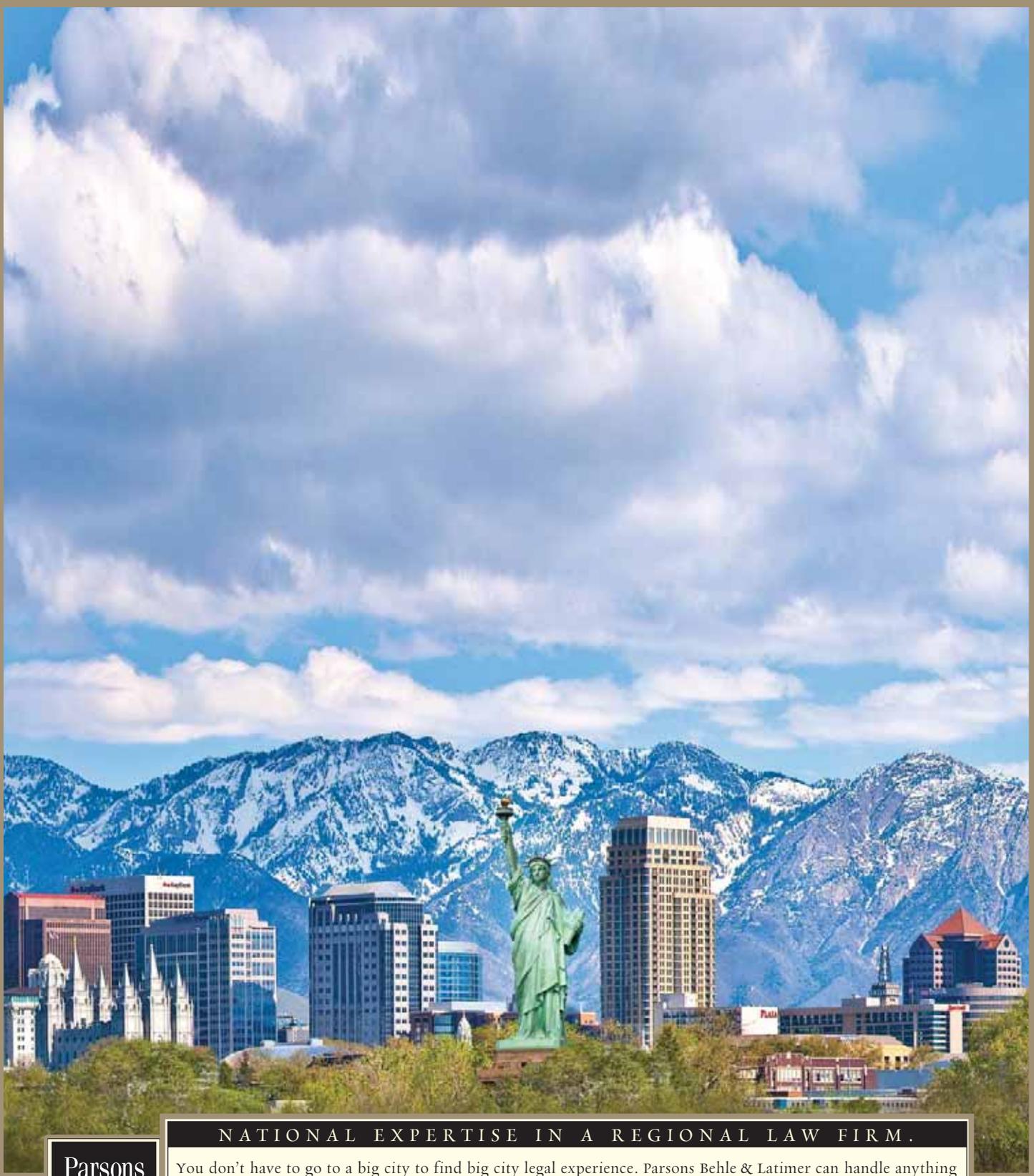
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## 12 COVER STORY

### BUILT TO LEAD

Utah has been a clear leader in sound government based on long-term planning and effective management. Read how Governor Gary Herbert's pro-business vision is fostering economic opportunity and growth.

### PUTTING FAMILIES FIRST

Read about First Lady Jeanette Herbert's Uplift Utah Family initiative.

### FISCAL FITNESS

See how Chief of Staff Derek B. Miller works to sustain Utah's competitive economy through sound fiscal strategies.

### UTAH'S "SECRET SAUCE"

GOED Executive Director Spencer P. Eccles has positioned the State for responsible economic growth through cooperation, collaboration, efficiency and effectiveness.

## FEATURES

### 24 FLYING HIGH ON WINGS OF FIBER

From air travel to space exploration, advances in aerospace have turned ancient dreams into reality. Read how the State of Utah has helped this awe-inspiring industry soar to new heights.

### 32 BIOTECH PIONEERS

Tax incentives and a pro-technology state government have made Utah both a breeding ground and a relocation destination for all types of life science companies.

### 38 A NEW CODE

Utah has a rich software development history—both Novell and WordPerfect were launched in the Beehive State. Today that legacy continues, with companies like Adobe planting roots in the State.

### 44 MADE—AND PLAYED WITH—IN UTAH

From the ski slopes to red rock canyons, Utah's natural playground is the ultimate testing ground for outdoor products companies.

### 50 HEAD OF THE CLASS

State leaders recognize that education is key to sustaining economic growth. See how the State is innovating new education solutions in the classroom.

### 58 A 'CAN-DO' SPIRIT

Utah is home to an innovative and entrepreneurial culture. In fact, the State repeatedly ranks No.1 in terms of patents awarded per capita. Read about Utah's thriving business ecosystem.

### 64 WELCOME TO UTAH

*Forbes* has again recognized Utah as the Best State for Business and Careers. Behind the success is a well-oiled machine that maximizes the State's strengths to recruit some of the world's premier companies.



### 70 GOING GLOBAL

With a focus on enhancing partnerships in global markets, Utah has become a leader among states in exports. Discover the State's secret to international success.

### 76 IF YOU BUILD IT

A solid infrastructure has made doing business in Utah a breeze. Whether it's the interstate or the information superhighway, the State's infrastructure has what it takes to keep businesses buzzing.

### 82 RIGHT ON THE MONEY

The State's financial services industry is remarkably diverse and strong, encompassing large national banks, a network of community banks, thriving credit unions and global industrial loan companies.

### 88 UNDER CONSTRUCTION

While construction has stalled across the nation, buildings are going up across the Beehive State. From the acclaimed City Creek Center to the eBay campus, Utah is under construction.

### 94 A POWER TRIP

Utah is a unique place in numerous ways, but one aspect that makes the Beehive State especially stand out is its abundant natural resources—old and new.

### 106 GOED'S TOOLBOX

The Governor's Office of Economic Development has a well-stocked toolbox that is accessible to all Utah business owners and entrepreneurs.

### 116 MORE THAN MEETS THE EYE

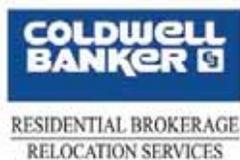
With several luxury resorts and hotels, a stunning mix of National and State Parks, and unparalleled cultural offerings, it's no wonder that industry insiders have put Utah at the top of their travel to-do lists.

### 122 RESOURCES

ECONOMIC DEVELOPMENT AGENCIES BY COUNTY



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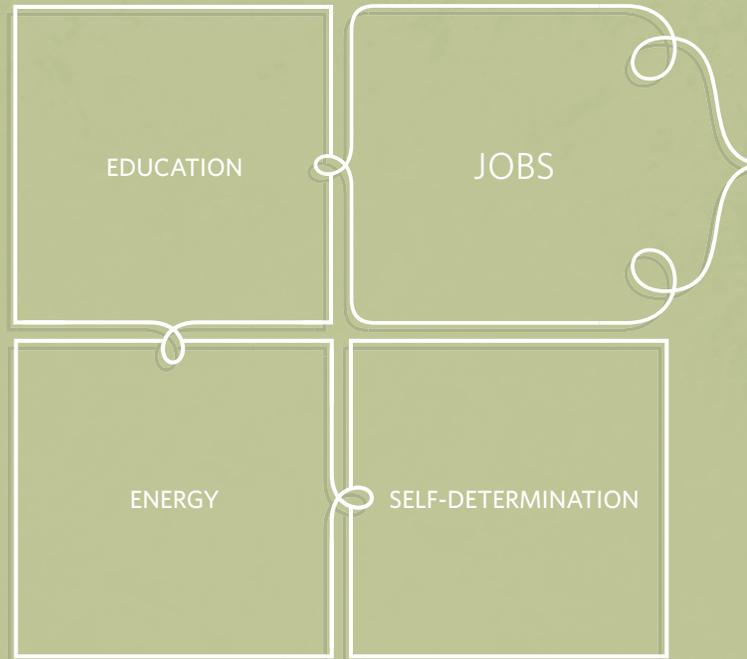
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GOVERNOR GARY HERBERT AND FIRST LADY JEANNETTE HERBERT



# BUILT TO LEAD

HOW UTAH AND ITS FIRST COUPLE ARE POSITIONED TO EXPAND THE **NATION'S MOST DYNAMIC ECONOMY**

PERHAPS NO UTAH GOVERNOR IN MODERN MEMORY COMES TO THE OFFICE WITH A BROADER MIX OF RELEVANT EXPERIENCE IN BOTH THE PRIVATE AND PUBLIC SECTORS THAN GOVERNOR GARY R. HERBERT, THE BEEHIVE STATE'S CURRENT CHIEF EXECUTIVE. GOVERNOR HERBERT CREDITS AN EMPHASIS ON COMMUNITY SERVICE AND STRONG WORK ETHIC FOR PREPARING HIM TO LEAD THE NATION'S MOST DYNAMIC STATE ECONOMY.

BY KIMBALL THOMSON | PHOTOS BY ERIK OSTLING

### FIRMLY PLANTED IN UTAH SOIL

The development of the Governor's vision and identity has been inextricably intertwined with service to his community and state. Gary's family moved to Orem in the early '50s when he was five. He has a clear sense of growing up together with his home town, watching Orem evolve from a sleepy town comprised primarily of orchards to a metropolitan hub of entrepreneurial energy. Though the Herberts lived in a succession of homes, they were all in the same neighborhood. Gary grew from child to adult as a member of the same church congregation, and attended the neighborhood elementary, junior high and high school.

A self-described "proud Orem High Tiger," Governor Herbert was the football quarterback; captain, pitcher and 3rd-baseman for the baseball team; and captain and point guard for the basketball team. After high school, he attended Brigham Young University in the neighboring community of Provo.

Governor Herbert traces his own lifelong public service ethos and drive to his late father's example. "My parents instilled in me the idea that giving back through community service is an essential part of life," he recalls. "My father was my role model. He always wanted to be involved, to give back. They called him 'Mr. Orem' because of all of his contributions to the city of Orem." His father's service ranged from volunteer service with the Orem Chamber of Commerce and the beautification committee to president of the local PTA.

After serving a two-year volunteer mission for the LDS church on the Atlantic Seaboard, Gary Herbert met, fell in love with and married local girl Jeanette Snelson. Shortly after they married, Gary joined the Utah National Guard, where he served six years.

### ENTREPRENEURIAL ROOTS

As the young couple began building their family of six children (three sons, three daughters, 13 grandchildren to date), it became apparent that they also shared a strong entrepreneurial streak. While he built a thriving real estate brokerage, Herbert & Associates, in a tough economy, Jeanette and Gary also launched The Kids Connection, a childcare service that the couple ran for 23 years.

"There is no substitute for competing and succeeding in a free market system, having to hustle to make payroll and deal with business regulations and free-market challenges," he says. "All of this experience gave me a solid foundation for the challenges of statewide office in a time of economic turmoil."

Governor Herbert started his real estate business during the turbulent 80s, when interest rates were 16 percent and the prime rate was 22-22.5 percent—numbers that are almost unthinkable today.

Despite these challenges, he says, "I learned that freedom and opportunity come from the ability to own private property. This ability for people, through industry and drive, to own property is a major reason America's economy has grown so much faster, creates more wealth and includes more of the population than most other countries. We were the first come to grips with giving you and me the right to own a little piece of Mother Earth."

This experience also sensitized Governor Herbert to the need to clear away regulatory burdens that impede or cripple economic opportunity. (See Sidebar on Governor Herbert's vision for Utah.)

### HELPING GROW A REGION

In addition to shaping Governor Herbert's vision of America's opportunity culture, the real estate industry also presented him with his entrance into public service.

Concerned about the "stagflation" (economic stagnation and inflation) then prevalent in the real estate industry, he began lobbying for the Utah Association of Builders.



**"THIS ABILITY FOR PEOPLE THROUGH INDUSTRY AND DRIVE, TO OWN PROPERTY IS A MAJOR REASON AMERICA'S ECONOMY HAS GROWN SO MUCH FASTER, CREATES MORE WEALTH AND INCLUDES MORE OF THE POPULATION THAN MOST OTHER COUNTRIES."**

**GOVERNOR GARY R. HERBERT**

# JEANETTE HERBERT

## UTAH'S FIRST LADY, MANAGER, AND CHAMPION

BY KIMBALL THOMSON

When Gary Herbert assumed the mantle of Utah Governor in 2009, the state's citizens also gained an energetic, accomplished First Lady with a powerful work ethic and a deep commitment to Utah and its families.

While raising six "highly impressive" children, Jeanette Herbert also developed a vibrant entrepreneurial career—establishing a successful commercial preschool and childcare organization, the Kids Connection, which she ran for 23 years. She also served on the Provo-Orem Chamber of Commerce as chair of the Partners in Education committee, on the board of the Utah Private Child Care Association and as vice chair of the Utah County Bicentennial Committee.

### ELEVATING UTAH FAMILIES

Mrs. Herbert's multifaceted life experience taught her that every individual needs to pursue her own interests and make her own contributions. In addition to her current service on the University of Utah's Achievement Rewards for College Scientists and Honorary Chair of the Governor's Commission on Literacy, the First Lady has created the Uplift Utah Families Initiative ([upliftutahfamilies.org](http://upliftutahfamilies.org)).

"This project is designed to enrich parents and families through the development of healthy parenting skills, and to offer support and resources for Utah parents and families," says Mrs. Herbert. "There is nothing more meaningful or important than positive family relationships. Family is the glue that keeps individuals and societies intact and growing."

### PARTNERS IN SERVICE

One of the key roles First Lady Herbert plays in the Governor's office is that of champion, both for her husband and for causes near to her own heart. "I definitely see my role as that of champion—letting the Governor know that I'm behind him. I see how hard he works and how dedicated he is to protecting and improving quality of life for our state and its citizens, and I know him so well I can usually tell when he needs support, or space, or down-time."

The demands of the Governor's office have the potential to consume every ounce of time and energy for an office-holder—16-hour workdays are not uncommon for the Governor or Mrs. Herbert. Accordingly, the First Lady is adamant about managing the Herberts' lives to ensure that they maintain a balance between the personal and the professional. In addition to cultivating golf as a diversion, the couple



spends weekends in Utah County—where all six of their children and 13 grandchildren live—to maintain the sense of comfort, meaning and belonging that their tight-knit family imparts.

That's where the partnership comes in for the Herberts. "We spend a lot of time together and have a strong sense of shared mission," says the First Lady.

### AN ENDURING ROMANCE

Throughout all her activities and achievements, Mrs. Herbert has maintained a vibrant partnership and romance with her husband of 41 years.

The first time Governor Herbert saw the state's current First Lady, she was a diligent 19-year-old window teller at a bank in Orem. He had just returned home from two years of volunteer service in the LDS Atlantic States mission. Young Gary Herbert's first impression of Jeanette was immediate and indelible. "When I saw Jeanette from across the room, I was struck by her warmth and energy, and knew I had to get to know her," he says—so he asked a friend of his who worked with Jeanette at the bank to introduce them.

"I was hard at work so I didn't see him when he came in or when he left, but I did get a peek at his car," recalls the First Lady with a chuckle. "It was a brand-new GTO and I'm a car person."

Based on her co-worker's positive impression of Gary and their shared taste in cars, she agreed to meet him. "I soon learned that it was actually his uncle's car, but by then I liked Gary so much I didn't care," she says. Within six months, they were married.

Six children and thirteen grandchildren later, the Herberts' mutual affection remains unmistakable and infectious. When the Governor arrived at the Governor's Mansion for the First Couple's interview, he took the time to serenade the First Lady with a crisp rendition of "As Time Goes By." Mrs. Herbert describes her husband's displays of affection as "something he does a lot."



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[upliftutahfamilies.org](http://upliftutahfamilies.org)

“Working with Congress through that association was how I first got into politics, and experienced my first taste of how good it felt to make a positive difference for an industry and the people it employs,” says Governor Herbert. With the encouragement of people within and outside the industry, he decided to run for office. In his first run for the Orem City Council he lost a highly competitive race by a total of 36 votes.

“I thought my political career was over after that race,” he recalls. Then in 1990 one of the Utah County Commissioners resigned to run for Congress. “I threw my hat in the ring with about 12 other people in a special election, and was fortunate to be selected.” This was the beginning of more than 14 productive years of service as a Utah County Commissioner.

His multi-faceted experience during this time included service as president of both the Utah Association of Counties and the Utah Association of Realtors, on the board of his hometown Provo-Orem Chamber of Commerce and of the Utah Water Conservancy District. All told, Governor Herbert has served on 28 separate boards, commissions and other organizations. During his tenure as commissioner, Utah County was recognized as the state’s best-managed county by the Utah Taxpayer Association.

The Governor commends local and regional governing as among the most rewarding of all forms of public service.

“I love the idea that community servants on the local level can powerfully impact how a community develops and serves its people—from commerce to education and recreation,” he says. “Some of my favorite memories involve supporting local ballparks and business parks.”

Governor Herbert’s hands-on local and regional government experience provided him with a unique vantage point that prepared him to work collaboratively with local and regional public servants.

“Local government, more than any other level, is where the rubber meets the road,” he says. “The hard-working, heavy-lifting elected officials, such as county commissioners, mayors and folks in city councils, can have an even more direct impact than government leaders on the statewide or national levels. Yet it is quite rare to find people who followed the path that I did, of moving directly from the city and local level to the governor’s office.”

Governor Herbert adds that he hopes this dynamic will change going forward. He believes it is essential for statewide government leaders to recognize local government as the most direct form of democracy, and to empower, them rather than handcuffing them, with top-down mandates. “Too often local government is treated like the poor stepchild to state government, which creates subdivisions and micromanages them from on high,” he says. “We are working diligently to change this pattern.”

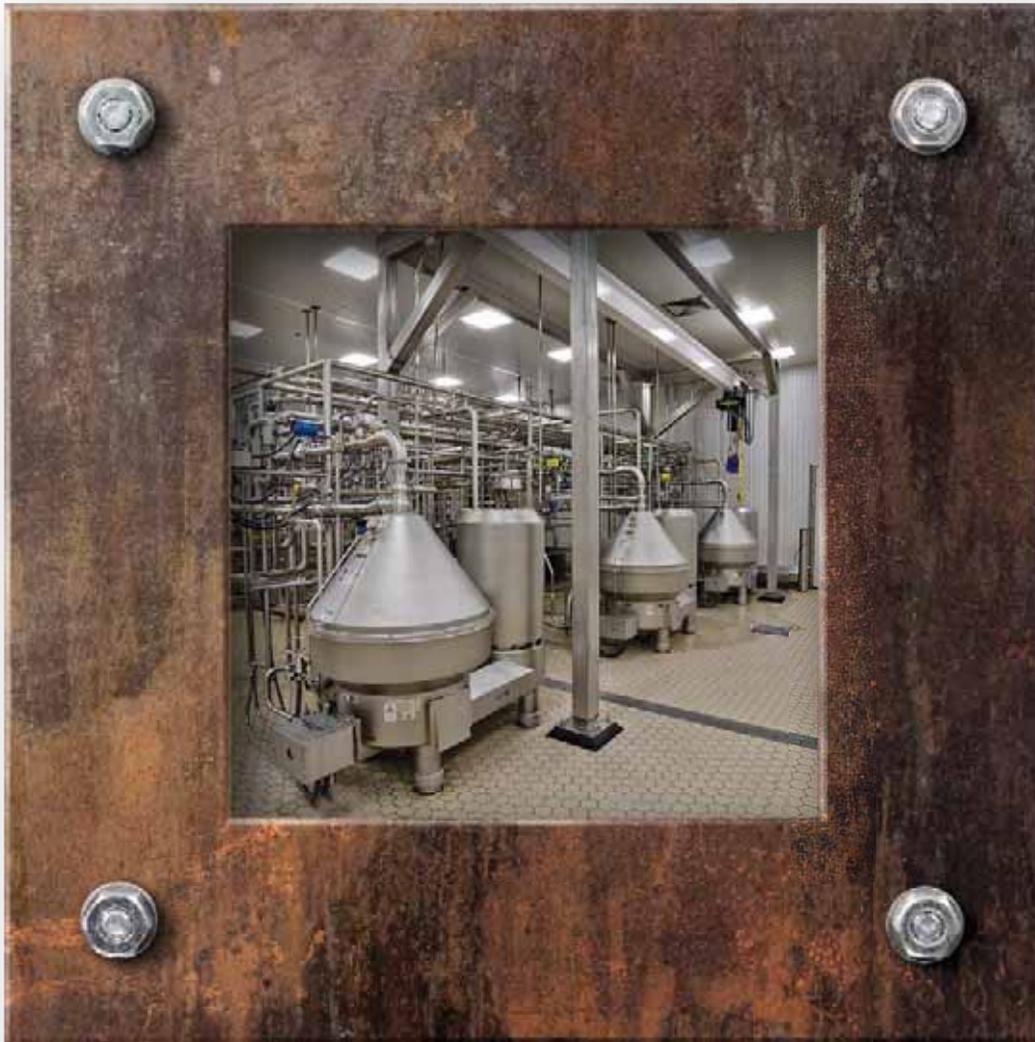
Governor Herbert also points to Utah County’s mix of rural and urban concerns as a true microcosm of Utah’s overall population, effectively preparing him to lead Utah’s diverse populace. He sees Utah County’s blend of urban areas and bucolic rural communities as akin to Utah’s demographic and cultural mix—from the densely-populated narrow ribbon of real estate known as the “Wasatch Front” to the state’s diverse rural communities.

He has worked diligently on both local and regional levels to meet the needs of the people. “My administration is committed to building on Utah’s great legacy of developing innovative, award-winning economic development initiatives that bring quality jobs and careers to our state’s spectacular rural towns, so they don’t have to give up the charm and quality of life they love in order to find sustainable economic opportunities.”



**“I BELIEVE THAT LOCAL GOVERNMENT, MORE THAN ANY OTHER LEVEL, IS WHERE THE RUBBER MEETS THE ROAD.”**

**GOVERNOR GARY R. HERBERT**



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### CULTIVATING A BROADER ROLE

One project dear to Governor Herbert illustrates the continuity in his public service career. As county commissioner, he played a hands-on role in the transition of the former Utah Trade Technical Institute into Utah Valley State College, which conferred associate degrees and prepared students for transfer into universities. Then, as Utah's Lieutenant Governor, he was a key champion in helping the institution attain full university status as Utah Valley University (UVU). UVU is now Utah's largest public university, with a 2011 enrollment of 33,395 students in 66 associate degrees, 58 bachelor degrees, 21 certificate/diploma programs and three masters programs.

"It has been one of the most satisfying experiences I have ever had, helping the school where I once took courses develop into a dynamic institution with innovative professional programs and rigorous research opportunities," says Governor Herbert.

The experience also symbolizes Gary Herbert's steadily broadening influence. In 2004, he joined then-candidate Jon Huntsman, Jr., on the Republican gubernatorial ticket. The Huntsman-Herbert team won the general election with 58 percent of the statewide vote, carrying 25 out of 29 counties.

The Huntsman-Herbert administration garnered a host of accolades for Utah, including recognition as the best-managed state by the Pew Center on the States. In 2008, the team won re-election with an extraordinary 77.7 percent of the vote.

Widely acknowledged as one of the most visible and active lieutenant governors in Utah history, Governor Herbert was positioned to hit the ground running as Governor of the Beehive State.

"I can't imagine better preparation for serving as governor than spending five years as Lieutenant Governor, traveling the state and connecting with business and community leaders about their needs, aspirations and priorities," says Governor Herbert. "I am fully committed to putting all these experiences to work for Utah's citizens and business community."

On August 11, 2009, Gary Herbert took the Oath of Office to become Utah's 17th governor, when Huntsman accepted appointment as U.S. Ambassador to China. In 2010, Governor Herbert won a special gubernatorial election, attracting more than 64 percent of the statewide vote.

### GOVERNING AMERICA'S MOST DYNAMIC ECONOMY

Tempered and steeled by a wealth of influences, Governor Herbert is perhaps ideally equipped to lead a state that under his stewardship has consistently been recognized as the nation's most business friendly state and most dynamic economy. Utah has become a fixture atop national studies of fiscal soundness and other key measures of business dynamism and enlightened governance.

In January 2012, Utah garnered the top spot for economic outlook on the American Legislative Exchange Council (ALEC) report, "Rich States, Poor States: ALEC-Laffer State Economic Competitiveness Index," for the fourth consecutive year. The study analyzes the business environment, including business-friendly legislation and regulation in each U.S. state. Study co-author Jonathan Williams recognized Utah for its pro-business policies, which "span the gamut of tax regulation and labor policy that have a predictable future that makes investment in Utah very attractive for businesses... For years, Utah has gotten things right when it comes to tax policy, regulation and labor policy." The state's pro-growth business policies were further validated by the "State of the Year" ranking from *Business Facilities* magazine.



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**GOVERNOR GARY R. HERBERT**

## CORNERSTONES OF GOVERNOR GARY HERBERT'S VISION FOR UTAH

GOVERNOR HERBERT HAS IDENTIFIED FOUR CORNERSTONES OF HIS VISION TO KEEP UTAH AT THE FOREFRONT OF ECONOMIC SUCCESS, INNOVATION AND DYNAMISM.

### EDUCATION:

AN EDUCATED WORKFORCE IS CRITICAL FOR A PROSPEROUS ECONOMY.

#### GOAL:

SIXTY-SIX PERCENT OF ADULT UTAHNS WILL HAVE A POST-SECONDARY DEGREE OR PROFESSIONAL CERTIFICATION BY 2020.

### JOBS:

PROMOTE PUBLIC POLICIES THAT LEAD TO PRIVATE SECTOR JOB GROWTH.

#### GOAL:

ACCELERATE PRIVATE SECTOR JOB CREATION OF 100,000 JOBS IN 1,000 DAYS.

### ENERGY:

INNOVATION PLUS INITIATIVE EQUALS ENERGY INDEPENDENCE.

#### GOAL:

ENSURE ACCESS TO AFFORDABLE, RELIABLE AND SUSTAINABLE ENERGY BY PRODUCING 25 PERCENT MORE ELECTRICAL ENERGY THAN WE CONSUME BY 2020.

### SELF-DETERMINATION:

CONTINUE TO FIND UTAH SOLUTIONS TO UTAH PROBLEMS.

#### GOAL:

CULTIVATE UTAH SOLUTIONS FOR HEALTH CARE, PUBLIC LANDS, AND IMMIGRATION.

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In Q4 2011, Utah also became the two-time defending champion of the *Forbes* award for “Best State for Business and Careers, and earned the top spot in the most recent *Business Facilities* report for “Best Business Climate,” which recognizes the top national places for company expansion or relocation. In two comprehensive studies (2008 and 2010), the Kauffman Foundation’s State New Economy Index recognized Utah with the top spot in Economic Dynamism. The 2010 iteration of the Kauffman report also ranked the state first in Online Population and E-Government, third in Fastest Growing Firms and fifth for Venture Capital.

Utah’s Governor is a tireless champion of the opportunities his state provides. “I have experienced Utah’s unequalled quality of life firsthand,” he says, “and will always work to ensure and broadcast to the world that Utah is the very best place to live and to grow a business.”

**FOR MORE INFORMATION  
ABOUT GOVERNOR GARY R. HERBERT’S  
VISION FOR UTAH, VISIT  
[governor.utah.gov](http://governor.utah.gov)**

## DEREK B. MILLER

CHIEF OF STAFF TO  
GOVERNOR GARY R. HERBERT

BY STEVE GOOCH

Derek Miller has spent his career working to increase the efficiency of government. He first got a taste for kaizen-ing public entities after graduating from Brigham Young University with Master of Public Administration and Juris Doctor degrees. He spent several years in Washington, D.C., as a management consultant and as legal counsel on Capitol Hill.

“I worked at the nuts-and-bolts, ground level to make government more efficient,” he says. “Finding places where we can trim steps and procedures to make processes run better is key to balancing the budget—both for the state and as a nation.”

That’s not even close to lip service, considering what Miller has accomplished in a relatively short time back in Utah. He was lured away from D.C.’s glitz and tangled political web by former Governor Jon M. Huntsman, who asked Miller to be the director of the Utah Division of Real Estate in 2005. In the wake of his appointment, Miller realigned the divisions and it began posting incredible results. “My team was able to condense the timeframe for processing complicated real estate license applications from five weeks to one day,” he says. “It was a complete process overhaul.”

Now, as Governor Gary R. Herbert’s Chief of Staff, Miller is working to bring a similar increase in efficiency and effectiveness to the wider Utah economic system.

Miller oversees and directs the efforts of the Governor’s Cabinet, ensuring members are focused and working toward the Governor’s goals. “Governor Herbert’s policy is to grow the economy,” says Miller. “A strong economy gives Utahns the ability to determine their own destinies and builds strong families—two critical components of the



Governor’s economic plan. My job is to support the Governor on a daily and hourly basis to stay focused on what’s important.”

The Governor’s Cabinet, to a very real extent, is where the rubber meets the road. The 22 cabinet members oversee critical offices ranging from agriculture to transportation, and the work they do directly impacts Utah’s economic health. Fortunately, says Miller, the cabinet members are all focused on making the Governor’s priorities a reality for Utah’s citizens.

“A lot of people can talk about things, fewer can write them down, even fewer can execute,” he says. “I think on the execution is where this Governor and this Cabinet really succeed.”

At Governor Herbert’s behest, Miller created Utah’s Annual Work Plan, which encompasses the Governor’s vision and economic cornerstones and lays out objectives and action items that will drive the state to meet its annual goals. The plan is a roadmap for the State’s economic progress. Miller meets monthly with the “action officers” who are assigned to each action item to assess their progress and to discover areas where help might be needed.

“You have to continuously improve or you’ll be outdone by your competitors,” says Miller. “That’s what government needs to do to be successful. It’s the execution of the Annual Work Plan that positions Utah as one of the country’s economic leaders.”

Miller’s plan for meeting the Governor’s goals is unique among States—he says he’s unaware of another state having a similar program. Given Utah’s growing reputation for a competitive economy and top rankings in fiscal fitness, it’s clear that Miller’s drive to foster efficiency and effectiveness in the State’s government is bearing sweet fruit.

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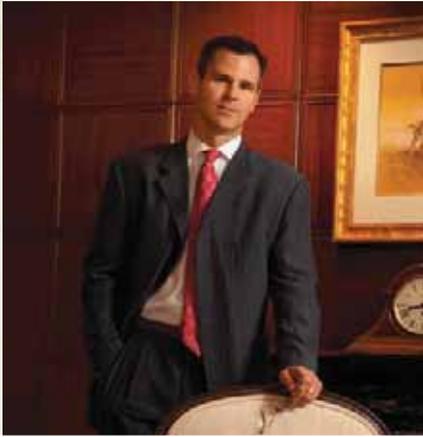
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## SPENCER P. ECCLES

EXECUTIVE DIRECTOR OF THE  
GOVERNOR'S OFFICE OF  
ECONOMIC DEVELOPMENT

BY STEVE GOOCH

**C2+E2 = Success.**

That's a mantra that Spencer Eccles instills in his team at the Governor's Office of Economic Development. It looks like math, but it's actually a more human calculus that relies on interactions and relationships to create the conditions where Utah's economy can grow. The Cs are cooperation and collaboration; the Es are efficiency and effectiveness; the success is Utah's future.

### COOPERATION & COLLABORATION

"Teamwork and cross-collaboration are critical to the way GOED works to bring value to the state," says Eccles. "In a time when the taxpayer's dollar is stretched as far as it can go, it's vital that we use every resource to its fullest. I stress to my team that if you don't know another department's resources, you can't pull them into a situation when you need them."

As executive director of GOED, Eccles is leading the state's already strong collaborative efforts toward new heights. Teams and departments regularly attend the same meetings because they interface so closely on related matters. These meetings are often with companies seeking to relocate or expand their operations in the state. Because such an undertaking can be complicated and wide-ranging, meetings may include specialists from GOED's incentives team, rural development experts, and a representative of one of the State's seven economic clusters.

In March 2012, Eccles spearheaded a move from GOED's old offices into the new City Creek Center downtown. Taking GOED's collaborative efforts outside the agency, the move colocated GOED with three of its regular economic collaborators: the World Trade Center of Utah, the Utah Science Technology and Research initiative and the Department of Energy Development. The agency's other heavyweight collaborator, the Economic Development Corporation of Utah, is just down the street. Together, these organizations represent the "secret sauce" of the state's drive toward increasing public-private collaboration.

### CONNECTING THE DOTS

But collaboration doesn't take place only at the government level, says Eccles: "As a government agency, we have the power to convene." What that means is that when a representative of the Governor's Office calls, people listen.

Two years ago, Gary Harter, the director of GOED's clusters effort, called on several of the state's aerospace companies to discuss the trajectory of Utah's aerospace cluster. Representatives from Boeing, ITT Composites and others met with a GOED team to discover what efficiencies the State might be able to assist with. Discussion turned to the supply chain, and ultimately resulted in Janicki Industries — a precision composites manufacturer that contracted with each company — expanding into the Utah market.

### FUTURE PROSPERITY

Economic development isn't only about bringing already successful companies into the Utah ecosystem — it's predominantly about building and developing the workforce of today and of the future. Building a better workforce means educating and preparing people to succeed in their chosen field, whether they're an automotive mechanic or rocket technician (Utah has plenty of both).

"People are motivated when they see that there's opportunity," says Eccles. "Utah's robust, vibrant economy means that companies in the state are doing good business. When that happens, they need to hire more people. Utahns are among the most motivated people in the country, which is why we have a 97 percent high school graduation rate."

Education is so critical to economic development that GOED works with several other public and private entities as part of the Prosperity 2020 initiative. P2020's aim is that two-thirds of all adult Utahns will have a college degree or skilled trade certificate by 2020. P2020 is itself a public-sector partner of Governor Gary Herbert's own Excellence in Education Commission. By working together, these two organizations have created a focused goal that will prepare our workforce for the future.

### BRINGING IT HOME

But for Eccles, scion of the state's well-known Eccles family, growing Utah's economy isn't just a job, it's more of a personal drive. "My father raised me to leave things better than I found them," he says. "The way we get to better is by working together and having a plan with tangible results."

The ultimate tangible result, he says, is building a Utah economy where every person who wants a job, has a job. Governor Herbert has set a goal to help make that result a reality — he wants to help Utah's business community accelerate the creation of 100,000 jobs in 1,000 days. With a consistently high rate of job growth, it's a reachable goal for the state. Getting across the finish line, however, requires educated Utahns and a continuing business friendly environment.

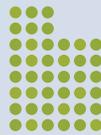
Thanks to Spencer Eccles and his team at the Governor's Office of Economic Development, that stretch goal is definitely within the realm of possibility.

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# FLYING HIGH ON WINGS OF FIBER

✈️ UTAH'S AEROSPACE INDUSTRY SOARS AHEAD ✈️

STORY BY DANIEL DONAHOE





### ART MEETS TECHNOLOGY

Some industries are simply cooler than others. Aerospace reigns supreme among cool industries, because flying brings fantasy into reality. Our fascination with flight is ancient. In Greek mythology, the craftsman Daedalus built wings of wax enabling his son Icarus to fly. In science fiction, Arthur C. Clark conjured human powered flight in a sky-bike. Just as it is said that life mimics art, these dreams of flight have since become reality.

In the most compelling technically focused speech of all time, President Kennedy said “We choose to go to the moon in this decade and do the other things, not because it is easy, but because it is hard.” Who can forget the sense of wonder watching the Apollo 11 landing on the moon in 1969?

From air travel to space exploration, advances in aerospace have turned ancient dreams into reality. This is a gripping story of the serendipitous path of aerospace, and how the State of Utah has helped this awe-inspiring industry soar to new heights.

### TAKING FLIGHT

Utah has a storied legacy in the aerospace industry. From innovations like the James Webb Space Telescope to companies like Jet Blue Airlines, the State has been a leading aerospace player for many decades. Today, Utah is considered

one of the nation’s top states for concentration of aerospace companies and employment. Companies like ATK, Hexcel Corporation, The Boeing Company and L3 Communications have discovered vast opportunities in Utah, ranging from the State’s solid workforce to a healthy business infrastructure to an innovative culture.

Within the aerospace industry, Utah is considered a top leader in the relatively new composites sector. Stronger than steel, composites are replacing the traditional metals found in technology ranging from airplanes to outdoor recreation products.

Utah’s success with composites began largely with ATK, formerly known as Thiokol Corporation, which helped the State stake claim as a national composites leader. The company, now headquartered in Clearfield, Utah, got its start in the late 1920s based on an accidental invention of a polymeric sealant named “Thiokol.” Beginning in 1945, scientists at Cal Tech (now JPL) discovered that Thiokol’s product was the magic component they sought to improve rocket fuel, and Thiokol found itself in the rocket business. The company opened its first Utah-based plant in 1957 to build ICBM rocket motors and has since expanded in the State many times over.

ATK was key to introducing composite structures to the nation’s aerospace industry, initially manufacturing the components to serve as rocket motor cases. At that time, Hercules, initially an explosives manufacturer, competed with Thiokol in Utah. Today, the materials component of Hercules is part of Hexcel, and the structures component is part of ATK. Thus competence in composites aerospace structures began in Utah, and a number of successful companies grew from these beginnings.

“Since the breakthrough of converting polymer to carbon string in the 1950s, Utah has been at the forefront of graphite composite structures,” says Bob

**“As the Utah composite industry grew, several other successful composite companies have spun off of these lightweight and thermally stable products.”**

**BOB HELLEKSON,**  
ATK PROGRAM MANAGER



ATK, HEADQUARTERED IN CLEARFIELD, UTAH

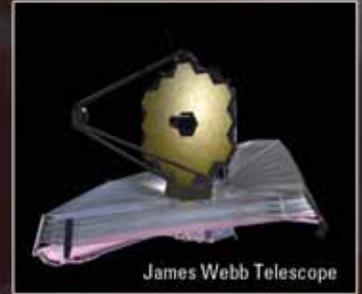
### TOP AEROSPACE COMPANIES IN UTAH

- ATK
- BARNES AEROSPACE
- THE BOEING COMPANY
- HEXCEL
- ITT EXCELIS
- JANICKI INDUSTRIES
- L3 COMMUNICATIONS
- LOCKHEED-MARTIN
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James Webb Telescope



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Hellekson, ATK program manager. “Products such as tennis racket frames, golf club shafts, race car chassis and eventually aerospace structures were developed to sell raw graphite materials owned by ATK (formerly Hercules). As launch vehicle cases, airframe assemblies and spacecraft structures became more viable businesses, ATK began producing flight spacecraft hardware and developing advanced technologies for processing graphite structures.”

### COMPOSITES REACH NEW HEIGHTS

Composites gradually made their way into commercial aircraft, as the industry adopted the technology piece by piece. In 1972, the NASA Aircraft Energy Efficiency Program introduced composites into its aircraft. Today, composites are considered key to modern aerospace. For example, the Boeing 787 Dreamliner is composed of 50 percent composite materials.

As the global demand for composites has skyrocketed, Utah has proven again to be a leader in this innovative industry. There are well over 100 Utah firms in composites, and many firms producing aerospace composites, such as ATK, Hexcel and ITT Excelis, have expanded facilities or made plans to expand in Utah within the 2011–2012 timeframe. Due to Utah’s unique competence in composites and a complete supply chain in place, other firms are spinning off to produce consumer goods made of composites.

Boeing, for example, recently opened a new composite assembly line at its Salt Lake-based facility, where it will build the vertical fin assemblies for the 787 Dreamliner. Composites engineering firm ITT Excelis has plans to add nearly 3,000 highly trained technicians and manufacturers at its Utah-based composites factory. And in 2011, ATK opened a 615,000-square-foot facility where workers will manufacture composite-fiber airframe components to be used on the Airbus A350.

Military aircraft are also transitioning to composite parts, beginning with the F-14 Tomcat and the AV-8B Harrier. Modern fighters are also utilizing composite technology, such as the F-22 Raptor, which has approximately a 60 percent composite structure. Unmanned aircraft, such as the Predator and Reaper, are almost entirely composed of composite structures.

According to Jim Sutton, Director of Plans and Programs at the Ogden Air Logistics Center at Utah’s Hill Air Force Base, the presence of composites in the military is booming.

“Hill Air Force Base’s Ogden Air Logistics Center sits on the cutting edge of these activities as the Air Force’s fighter depot,” says Sutton. “Sustaining the A-10, F-16, F-22 and F-35 fighters puts the maintenance experts at Hill at the forefront of four successive generations of composite laden systems. In addition, Hill’s role as the MRO depot for the all composite Predator and Reaper Remotely Piloted Aircraft is driving innovation in this exploding material science technology.”

In addition to aerospace products, composites are used in sporting equipment such as surf boards, skis, canoes, boats, golf clubs and bicycles. Composites are also used in automobiles and in many industrial applications.

“As the Utah composite industry grew, several other successful composite companies have spun off of these lightweight and thermally stable products,” says ATK’s Hellekson. “In Utah, besides the aerospace industry, there are composite prosthetics, gun barrels, structures for the semi-conductor industry, and ground based military applications. With a composite engineering department at several of the State’s universities, Utah is a great place to work and live with this high technology industry.”

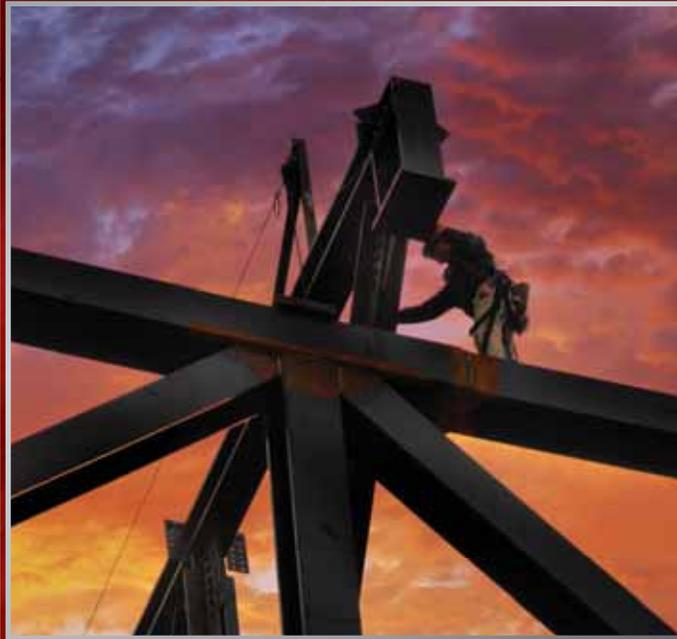
**“With a composites engineering department at several of the State’s universities, Utah is a great place to work with this high technology industry.”**

**BOB HELLEKSON,**  
ATK PROGRAM MANAGER



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## THE RIGHT STUFF

Utah's solid manufacturing industry has helped numerous composites-focused companies reach new heights. For example, Radius Engineering, which builds a special composites manufacturing tool, is headquartered in Salt Lake. And Janicki Industries, located in Layton, Utah, manufactures the molds for the most critical parts of many military and commercial aircraft to make high quality composites.



The Society for the Advancement of Material and Process Engineering (SAMPE) has also been integral to building and sustaining Utah's robust composites manufacturing industry. The SAMPE organization is considered the professional glue that assists the State's composites experts and companies. Larry Peel, a renowned composites researcher and professor at Texas A&M University-Kingsville, says that SAMPE has helped Utah's composites industry reach first-class status.

"The local SAMPE chapter in Utah is much stronger than any of the SAMPE chapters in Texas because of the long history of composites fabrication in Utah, the vigorous exchange of ideas between academia and industry, and the willingness of local SAMPE chapter members to share their time in supporting relevant seminars, conferences, workshops and so on," he says.

Utah's highly educated workforce is also central to the industry's success. Due to the growth of the State's composites industry, Utah has fully invested in composite training in its educational institutions. JoAnn Matern at Davis Advanced Technology Center (DATC) managed a federal grant to create composites programs within Utah for training composites technicians, and her efforts involved several educational institutions and industry leaders.

In 2011, the DATC composite program trained 399 students in its 10,000-square-foot training facility. Utah universities house many distinguished engineers and faculty members, including Brent Strong at Brigham Young University, an expert in composites manufacturing, and Daniel Adams at the University of Utah, an expert in composite mechanics.

According to Mike Therson, Director of Composite Systems at ITT Excelis, Utah's highly trained workforce is essential to the company's success. "We have been in Utah since 1967. We are very pleased with our employees sourced from DATC, Salt Lake Community College and Weber State University. We also pull entry-level engineers from local universities and experienced people from the area," Therson says.

Utah's composites industry is continuing to pave the way for future innovation and growth. Whether aiding the aerospace industry or outdoor products, the Beehive State is the ideal site for companies in the composites business.

IN 2011, THE DAVIS ADVANCED TECHNOLOGY CENTER (DATC) TRAINED 399 STUDENTS IN ITS 10,000-SQUARE-FOOT FACILITY.

### RESOURCES:

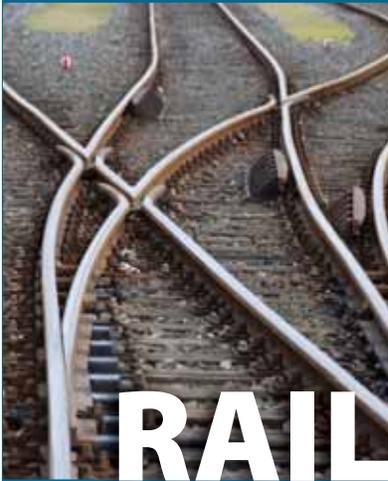
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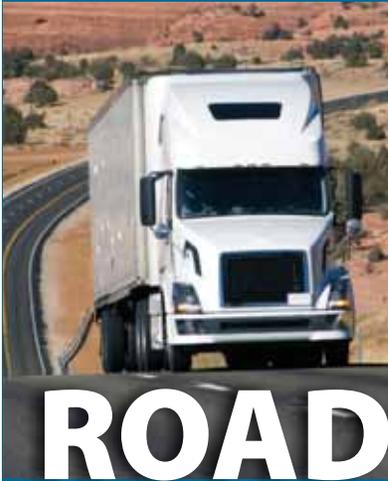
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\*Source: Utah Department of Workforce Services, Workforce Information

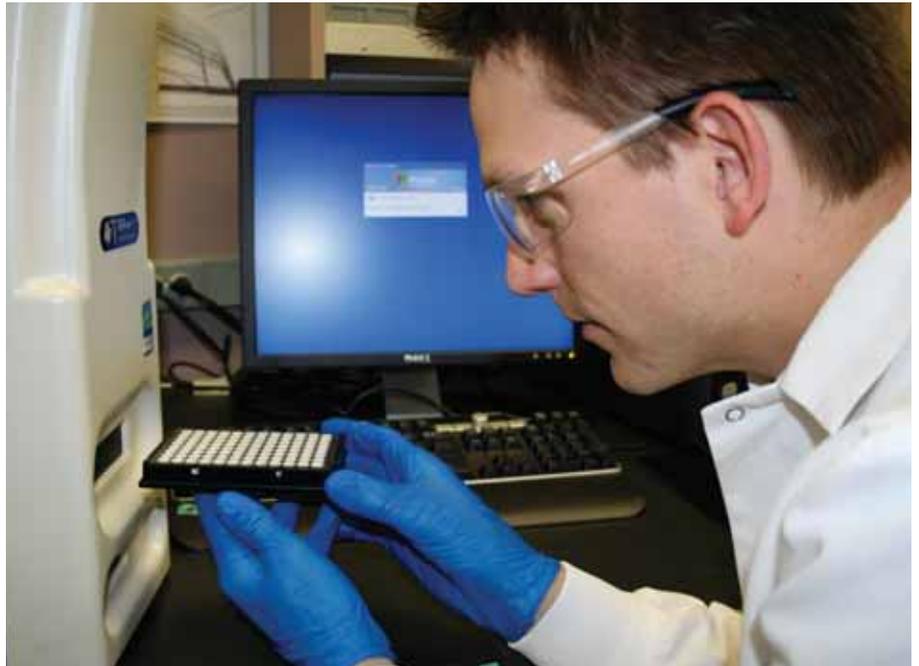
\*\*Forbes 2010, Ogden-Clearfield Metropolitan Area ranked 2<sup>nd</sup>, America's Most Livable Cities

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**2%**  
OF TOTAL WORKFORCE IN UTAH

**PRODUCTION OF DOMAIN SURGICAL'S FMWAND.**



*While many companies have struggled throughout the years of a down-turned economy, Utah's life science industry has found ways to not just stay afloat but to thrive.*

“The life sciences industry in Utah has been growing for the last 10 years,” says Gary Harter, Managing Director for Business Outreach for the Utah Governor’s Office of Economic Development (GOED). “In fact, there has never been a month that we’ve gone down in employment. It’s increasing employees month over month.”

That growth—thanks in no small part to industry heavyweights like Merit Medical, Fresenius and Edwards Lifescience—has totaled about 6,000 new jobs over the past decade. The 26,000 Utahns working in the life sciences sector now account for more than 2 percent of the state’s total workforce.

More important than the number of jobs is the type of jobs the industry creates. “Employees in this sector earn almost 45 percent more than the average Utah wage,” Harter says. “Because there is more money available to the employees, more money is pushed into the economy in the form of housing, discretionary spending and the arts. That’s a bonus for everyone.”

While tax incentives and a pro-technology state government have made Utah both a breeding ground and a relocation destination for all types of life science companies, the state’s culture of research, innovation and collaboration plays the biggest role in the industry’s enduring success.

**GOING BACK TO COLLEGE**

Idaho Technology is one of the many Utah-based companies that has a strong connection to the state’s universities. “We’re basically a University of Utah spin-out,” says Randy Rasmussen, President and COO of the pathogen identification and DNA analysis company.

Idaho Technology couldn’t resist the draw of being in Salt Lake, near the University. “The location—next to the University of Utah and the collaborators there, and the graduates coming out of the University of Utah and Brigham Young University—was really compelling,” Rasmussen says. “There’s a strong molecular program at the University that produces the sort of biochemists that we need to develop new products.”

One of those new products is called FilmArray, a human diagnostic tool used for determining respiratory infections. Because of its overwhelming success, Rasmussen says Idaho Technology is busy “hiring like crazy” to keep up with the demand.

“In the very recent past, only very highly complex laboratories could do DNA or RNA testing for viruses or bacteria,” Rasmussen explains. As a result, hospitals would have to send their patients’ samples to a central reference laboratory to be tested.

**BY SPENCER SUTHERLAND**



**DOMAIN SURGICAL'S FMWAND FERROMAGNETIC SURGICAL HANDPIECE'S FIRST PROCEDURE AT THE UNIVERSITY OF UTAH.**

Idaho Technology wanted to simplify that process. “We came up with a system that can be run easily in the hospital labs by less-trained personnel,” Rasmussen says. “Now that sample, instead of having to go across town or to another state, can be tested right in the building while the patient waits. [That means] the patient can immediately get the results and then get a prescription, get admitted or get sent home, depending on what’s appropriate.”

The new product has not only caught the attention of hospitals but the science community as well. In fact, FilmArray was recently ranked third on *The Scientist* magazine’s list of 2011’s top innovations. Idaho technology is also working on other easy-to-use tests used to determine the cause of blood poisoning and gastrointestinal disease.

### SERVING THE SECTOR

With so many Utah companies manufacturing medical supplies, there becomes a real need for someone to supply the supplier. Salt Lake City-based Biomerics got its start manufacturing polymer solutions for large players in the market, including Bard Access Systems, BD Medical and Stryker.

“Our business started with these technologies and has grown into the leading OEM [original equipment manufacturer] in the state,” says Travis Sessions, President and CEO at Biomerics. “Today we operate a 95,000-square-foot facility and include compounding, molding, extrusion and assembly services.”

Biomerics’ client list has also grown over the years, and now the company manufactures biomaterials and other products for many of the world’s leading medical devices. “With operations in Utah and Rhode Island, over 150 medical companies depend on our technologies,” Session says.

That doesn’t mean that the company has lost track of its roots. Just this past year, Biomerics launched new products with several Utah companies, including Salt Lake City start-up Domain Surgical and Orem-based medical device manufacturer Aribex. These and other projects have helped Biomerics achieve double-digit growth each of the past three years and to continue to create new jobs.

### BRINGING INNOVATION TO PATIENTS

It’s not only Utah’s for-profit companies that are focusing on medical research and innovations. Nonprofit hospital systems throughout the state are also quickly becoming hotbeds for advancement in areas ranging from heart care to cancer treatment.

Salt Lake City-based Intermountain Healthcare performs research in nearly all medical specialty areas, often in collaboration with partners at the University of Utah and other institutions throughout the country.

Intermountain recently helped discover 13 new genetic markers for heart disease, more than doubling the known database of 10. The hospital system has also developed a maternal-fetal mapping system to better know when a baby is stressed inside the womb so physicians can determine whether a mother needs a c-section.

“We’ve also found connections between Alzheimer’s and cardiac problems, been the first in the nation to insert a heart pump during a cardiac catheterization and currently have 52 research trials underway in the area of cancer alone,” says Jason Burgess, spokesperson for Intermountain Healthcare. “In total, we have 1,340 research studies underway.” The reason for all of the research, which comes at no small cost to the organization, is simple, Burgess says. “It means better care. It helps patients live healthier lives.”

**“The life sciences industry in Utah has been growing for the last 10 year. In fact, there has never been a month that we’ve gone down in employment. It’s increasing employees month over month.”**

**GARY HARTER,**  
MANAGING DIRECTOR FOR BUSINESS  
OUTREACH, GOVERNOR’S OFFICE  
OF ECONOMIC DEVELOPMENT



**BIOMERICS HAS RECENTLY LAUNCHED NEW PRODUCTS WITH SEVERAL UTAH COMPANIES WHILE ACHIEVING DOUBLE-DIGIT GROWTH EACH OF THE PAST THREE YEARS.**

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## ALIGNING EDUCATION AND ECONOMY

While the success of Utah's life science industry is driven by new ideas and an entrepreneurial spirit, it also enjoys a solid foundation of support from a wide range of state agencies.

In the early 2000s, the state received a \$5 million federal grant as part of the Workforce Innovations in Regional Economic Development (WIRED) initiative. The state has used those dollars to provide workforce development support to the life science industry.

"The WIRED initiative was focused on bringing in partners that may not have had a working relationship prior to the grant, including public education, higher education, industry, government and nonprofits," explains Dr. Tami Goetz, GOED's State Science Advisor.

WIRED targets both K-12 and college students, exposing them to many areas of science, technology, engineering and math. Adding hands-on experience to conceptual learning leads to graduates who are workforce ready.

Goetz says the initiative is a win-win for both students and the life science industry. "Whatever the industry, you need to be concerned with talent—whether you have access to an adequate amount of talent, and talent that is well trained and ready to go into the workforce. If you can't find the right kind of talent, you're not going to grow."

At the time of the initiative, the state looked at its programs to see if its students were competitive in the life sciences, and then made changes to meet the current and projected needs of the industry.

"From a student's point of view, being aware of all the options that are available once you graduate impacts the choices that you make throughout your

education," Goetz says. "We work to let our students know that if they get a four-year biotechnology degree from Utah Valley University, there will be jobs for them when they're done."

Utah business and community leaders are also working to help solidify the link between education and economic development. Led by local chambers of commerce, the Prosperity 2020 movement was recently created to advance educational investment and innovation. The movement wants the state to reach two goals: 90 percent of elementary students achieving math and reading proficiency; and two-thirds of Utahns achieving post-secondary training by 2020.

Lane Beattie, President and CEO of the Salt Lake Chamber explains the importance of the initiative. "Utah busi-

nesses—those that start here and those that come here—can only grow with a first-class workforce. Our ability to educate our students and prepare them for the jobs of tomorrow's economy will determine our economic strength and our life quality for decades to come." Whether in the life sciences or any other sector, he adds, "It is critical that we raise the bar of expectation and that we increase our level of investment and innovation in education."

**"Our ability to educate our students and prepare them for the jobs of tomorrow's economy will determine our economic strength and our life quality for decades to come."**

**LANE BEATTIE,**  
PRESIDENT AND CEO,  
SALT LAKE CHAMBER

### RESOURCES:

- **Idaho Technology – Film Array**  
[idahotech.com](http://idahotech.com)
- **The Scientist magazine – Film Array**  
[http://the-scientist.com/2012/01/01/top-ten-innovations-2011/www.youtube.com/watch?v=7Vq4S9\\_EHHg](http://the-scientist.com/2012/01/01/top-ten-innovations-2011/www.youtube.com/watch?v=7Vq4S9_EHHg)
- **Domain Surgical**  
[domainsurgical.com](http://domainsurgical.com)
- **Aribex**  
[aribex.com](http://aribex.com)
- **Intermountain Healthcare**  
[intermountainhealthcare.org](http://intermountainhealthcare.org)
- **Intermountain Healthcare Research Studies**  
<http://intermountainhealthcare.org/sites/healing/breakthroughs2012.aspx>
- **Prosperity 2020**  
[prosperity2020.com](http://prosperity2020.com)
- **Biomerics**  
[biomerics.com](http://biomerics.com)



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*How significant is software development and IT to Utah's economy? Industry veteran David Bradford likes to remind people that two of the four largest software companies in the world in the 1980s and early 1990s—Novell and WordPerfect—once were located within five miles of each other in Utah. He says these two Provo-based companies, and Salt Lake City's computer graphics firm Evans & Sutherland, were the three early pioneers that triggered the IT and software development industry in the state and in the world!*

# 01 A 0 NEW 1 CODE 0

## SOFTWARE AND IT INDUSTRIES ARE EMBEDDED IN UTAH'S TECH COMMUNITY

Currently the CEO of Hirevue, a Draper-based startup that promises to revolutionize human resources through the use of digital video, Bradford is former CEO of Fusion-io, Salt Lake City's storage memory innovator that recently went public on the New York Stock Exchange and can claim one Steve Wozniak as its Chief Scientist (and where Bradford remains Advisory Board Chair), and former Senior Vice President and General Counsel at Novell, which to this day has significant operations in Provo.

The impact of those three pioneering companies continues to reverberate through the industry. "What we have now is that legacy of tremendous software programming talent that has not left the state in any way, shape or form," says Bradford. "They just morphed into other technologies and other companies."

### A STRONG PULSE

Every year, Richard Nelson, President and CEO of the Utah Technology Council (UTC), takes an informal survey to assess the health of the State's tech industry. He says in 2011, more than 80 percent of respondents reported that revenues were "growing" or "thriving." Further, he says that there are thousands of job openings at Utah technology companies, most of them in IT and software development.

"Most other markets with grass roots communities like UTC don't have the same vibrant growth in IT," he says. "We're one of the best places to have a startup in the country. Look at all the management teams we've got in place. You can't import entrepreneurial talent—that's an enormous strength we have here."

One testament to the value of what Utah-bred companies started is the number of outside companies that have chosen to locate all or parts of their operations here or that have acquired companies and chosen to continue to grow them here. In recent years, EMC Corporation, eBay, Science Applications International Corporation (SAIC) and IM Flash Technologies are just four examples of companies that have established and increased their Utah presence:

**BY JOHN BLODGETT**

**"What we have now is that legacy of tremendous software programming talent that has not left the state in any way, shape or form. They just morphed into other technologies and other companies."**

**DAVID BRADFORD,**  
CEO, HIREVUE



COLLABORATION AT ELECTRONIC ART'S STATE-OF-THE-ART, CUSTOM-DESIGNED SALT LAKE STUDIO.

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RENDERING OF FUTURE EBAY CAMPUS IN DRAPER, UTAH. COURTESY EBAY INC.

■ **EMC CORPORATION** says its new customer support center, to be built in Draper, will create 500 new jobs by the end of 2015.

■ **EBAY**, which employs about 1,500 people in the state, announced plans for up to 2,200 new jobs in Utah over the next 20 years and the building of a new facility in Draper.

■ **SAIC**, a Fortune 500 company, announced plans to add 200 new jobs, more than doubling the company's in-state workforce at nine locations statewide.

■ **IM FLASH TECHNOLOGIES**, the joint venture between Micron Technology and Intel Corporation, plans to add 200 jobs over a 10-year period and expand production capacity at its Lehi flash memory fabrication plant.

#### A CONTINUING LEGACY

Josh James was in his 20s when he co-founded Omniture (formerly MyComputer), a pioneering online marketing and web analytics firm, in Orem in 1996. The company once made the *Inc.* 500 list of fastest-growing private companies in America before going public in 2006; in late 2009, Adobe purchased it for \$1.8 billion. James is now Founder, CEO and Chairman of the Board of Domo, a Lindon-based startup that promises to offer customers "a new form of business intelligence."

There are two primary advantages to running a business in Utah, according to James. "The first is the workforce," he says. "Utah has one of the most productive workforces in America; it is also one of the best educated, talented and loyal." The second advantage, he says, is the cost of doing business in Utah. "Our state is very pro business and doesn't bog down businesses with costly regulations. We have lower taxes and energy costs than most parts of the country."

Omniture, now a business unit of Adobe, remains very much a fixture of Utah. "With the acquisition of Omniture several years ago, the greater Adobe organization has embraced the Utah team as an integral part of the overall business vision," says Brad Rencher, Senior Vice President and General Manager, Digital Marketing, Adobe Systems. "Just this year, our CEO, Shantanu Narayen, announced our plans to focus on core pieces of what was the Omniture business strategy. It is exhilarating to see the impact our dedicated team has had on a global business that is leading the industry with innovative technologies. We will continue to grow our teams here in Utah as the business grows worldwide."

**"It is exhilarating to see the impact our dedicated team has had on a global business that is leading the industry with innovative technologies. We will continue to grow our teams here in Utah as the business grows worldwide."**

**BRAD RENCHER,**  
SENIOR VICE PRESIDENT AND  
GENERAL MANAGER, DIGITAL  
MARKETING, ADOBE SYSTEMS



IM FLASH 300MM SEMICONDUCTOR MANUFACTURING FACILITY IN LEHI, UTAH.



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### UTAH'S GOT (VIDEO) GAME

Video gaming is a global industry, and the best game designers can work anywhere on that global stage, according to Jon Dean, Vice President and Executive Producer for Electronic Arts Interactive. So it's saying a lot that one of EA's primary studios is located in downtown Salt Lake City. "Utah offers a real quality of life," he says. "[It has] four great seasons, mountain air, incredible outdoor activities, welcoming and diverse communities. The culture here is terrific for creative people, too, [with the city's] great art, music and theatrical scenes."

It also helps that Atari founder Nolan Bushnell—"perhaps the grandfather of videogames"—attended the University of Utah. Dean says EA finds the local universities "open to working with the video gaming industry to develop partnerships and future curriculum so that they turn out qualified candidates for our future needs."

### SILICON VALLEY TAKES NOTICE

David Bradford has found himself in Silicon Valley numerous times over the years, attempting to raise funds for one Utah-based venture or another. He says it's not as difficult as it once was, and suggests that the success of the software development and IT cluster has played a role in that. "People used to say, 'Utah? Why Utah?' Now I never get that. It is no longer a question in the minds of out-of-state VCs that Utah is a place to invest. It speaks to the fact that we have a momentum in this state."

### RESOURCES:

- UVU College of Technology & Computing  
[uvu.edu/tc](http://uvu.edu/tc)
- BYU Center for Animation  
[animation.byu.edu/frontpage](http://animation.byu.edu/frontpage)
- USU Management Information Systems  
[huntsman.usu.edu/mis](http://huntsman.usu.edu/mis)
- U of U Lassonde New Venture Development Center  
[lassonde.utah.edu](http://lassonde.utah.edu)
- HireVue  
[hirevue.com](http://hirevue.com)
- Adobe  
[adobe.com](http://adobe.com)
- Utah Technology Council  
[utahtechcouncil.org](http://utahtechcouncil.org)
- Utah Broadband Project  
[broadband.utah.gov](http://broadband.utah.gov)
- Silicon Slopes  
[siliconslopes.com](http://siliconslopes.com)



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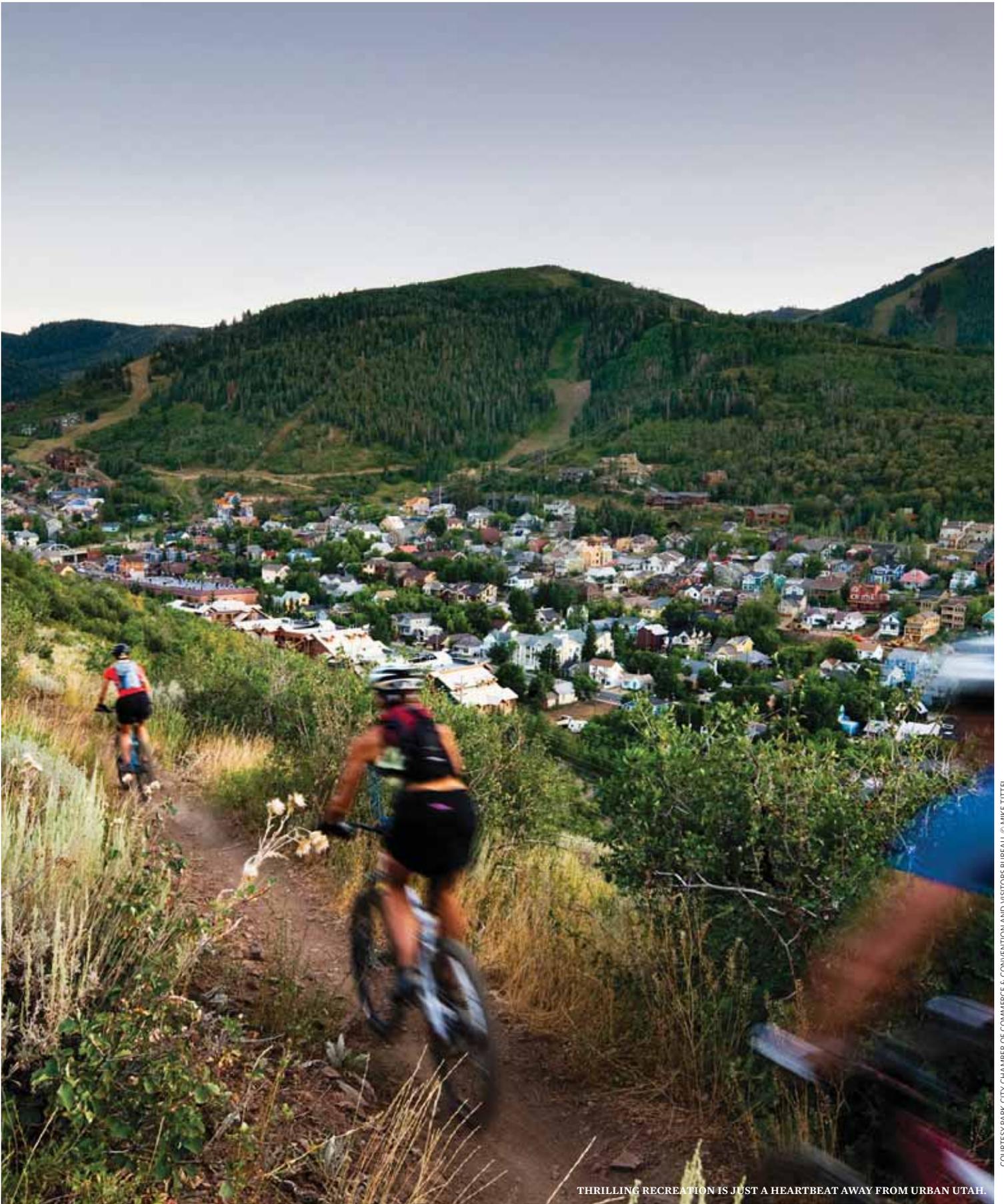
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COURTESY PARK CITY CHAMBER OF COMMERCE & CONVENTION AND VISITORS BUREAU. © MIKE TITTEL

THRILLING RECREATION IS JUST A HEARTBEAT AWAY FROM URBAN UTAH.

# MADE —AND PLAYED WITH— IN UTAH

UTAH IS THE ULTIMATE TESTING GROUND  
FOR OUTDOOR PRODUCTS COMPANIES

*Utah's great outdoors is great for locals, tourists—and for manufacturing. The State's wealth of outdoor offerings drew 20.2 million visitors in 2010, and they spent \$6.5 billion while pursuing the four-season recreation opportunities like skiing, cycling, climbing, camping and much more.*

While these high-adventure activities bring tourists, they also bring a plethora of outdoor recreation companies that rely on easy access to a real-world testing ground.

“Those who vacation in Utah, particularly those from the outdoor products industry, find that they can test what they develop, right in their own backyard,” says Leigh von der Esch, Managing Director of the Utah Office of Tourism. “No one has product testing opportunities for the outdoor industry as close to their business as Utah.”

Black Diamond Equipment, Specialized Bicycle and Petzl are just a few of the powerhouse brands with operations in the state, and more are setting up shop. Indeed, the outdoor products industry is reaching critical mass in Utah.

One example is the growing presence of small ski manufacturers like 4FRNT, DPS and Bluehouse Skis. Many of the people behind these innovative startups have worked for other local ski manufacturers, including Evolution Ski Company, which was sold after the 2002 Winter Games.

Though some of the companies rely upon overseas manufacturers for some production, others are building skis right in Salt Lake City. “Where else can you make skis and test them within the same day or two?” says Riley Cutler, Director of Outdoor Products for the Governor’s Office of Economic Development (GOED).

It happens that Utah is an “amazing” testing ground for more than just skis, says Cutler, who points to the wide variety of outdoor gear that is produced by Utah companies, including kayaks, backpacks, camping equipment and much more.

“We’re in Utah for a reason,” says Michael Beverly, Global Sales Manager for Easton Mountain Products, a Salt Lake City-based manufacturer of trekking poles, tents and snowshoes. “Our facility is surrounded by potential outdoor experiences.”

BY JOHN BLODGETT

## A YEAR ROUND DESTINATION

### VISITORS

20.2 MILLION  
IN 2010

### SPENT

\$6.5 BILLION  
PURSUING RECREATION

**“The easy accessibility of the Salt Lake area from virtually everywhere in North America and the proximity of all the world class resorts we engage with along the Wasatch front make this even easier than we imagined it would be when we relocated here.”**

**JIM HUNTER,**  
CFO, ROSSIGNOL USA

Two primary benefits arise from this fact. First, client meetings can take place during an outdoor activity such as hiking or skiing. “We get to experience something with them that’s not just around a conference table,” explains Beverly. “That creates a bond and a loyalty to our brand and to us.”

Second, the Wasatch Front is ideal for product testing. “We don’t have an official product testing team, but we know our heavy users, and wherever they’re going they’re taking our product.”

### WORK HARD, PLAY HARD

Amer Sports, whose brands include Atomic, Salomon and Suunto, made headlines when it moved its North American headquarters to Ogden in 2007. General Manager and President Mike Dowse, whose downtown office has an unimpeded view of the backside of Snowbasin Resort, says Ogden beat out Portland, Seattle, and Denver as a place to locate in part because Utah was “by far” the easiest state to work with. Incentives offered by GOED made the move “more or less” cost neutral, while Utah’s affordability helped the company achieve its goal of reducing overhead costs.

Sara Toliver, President and CEO of the Ogden/Weber Convention & Visitors Bureau, says there are many facets to the impact the outdoor products and recreation cluster has had on the Ogden area. “It’s not only people [Amer Sports] brings into town, but also the exposure,” she says. “Their moving here garnered the Ogden area so much great press. It’s really been a huge piece of the transformation of Ogden over the past 10 years or so.”

Rossignol USA, whose parent company relocated its headquarters to Park City in 2006, is also reaping the benefits of a mountainland location. CFO Jim Hunter anticipates a more than 20 percent increase in net sales for the 2011/2012 season and the “best bottom line in many years.” Successful product launches have played a part, and so has running a business in Utah.

“In the past year, we have hosted every one of our top 10 U.S. customers in Park City at least once, as well as a number of others and many of our top Canadian customers,” says Hunter. “The easy accessibility of the Salt Lake area from virtually everywhere in North America and the proximity of all the world class resorts we engage with along the Wasatch front make this even easier than we imagined it would be when we relocated here.”



QUALITY BICYCLE PRODUCTS' SADDLEDRIVE IS A UNIQUE EVENT HELD DURING THE 24TH OF JULY WEEKEND WHERE CUSTOMERS CAN INTERACT WITH QBP'S VENDORS.

### TOURISM BY THE NUMBERS

According to preliminary facts and figures compiled by the Utah Office of Tourism, in 2010:

TRAVELER AND TOURIST SPENDING INCREASED BY 4.7 PERCENT TO **\$6.525 BILLION.**

DIRECT STATE AND LOCAL TAXES GENERATED BY TRAVELER SPENDING INCREASED BY 4.4 PERCENT TO **\$841 MILLION.**

THE NUMBER OF DOMESTIC AND INTERNATIONAL VISITORS INCREASED BY 4.2 PERCENT TO **20.2 MILLION.**

• NATIONAL PARK VISITS INCREASED BY 1.2 PERCENT TO **6 MILLION;**

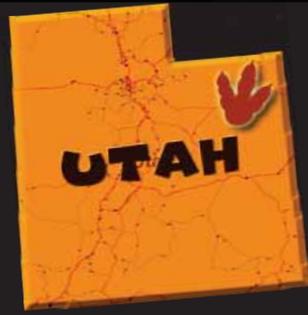
STATE PARK VISITS INCREASED BY 1.3 PERCENT TO **4.8 MILLION.**

EMPLOYMENT RELATED TO TRAVEL AND RECREATION INCREASED BY 2.2 PERCENT TO **122,839 JOBS.**

**“Those who vacation in Utah, particularly those from the outdoor products industry, find that they can test what they develop, right in their own backyard.”**

**LEIGH VON DER ESCH,**  
MANAGING DIRECTOR, UTAH OFFICE  
OF TOURISM

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### AT THE CROSSROADS

That easy accessibility is a hallmark of the state. Long known as the crossroads of the West, Utah has easy access to an international airport that is a Delta hub, two interstates and plenty of railroad tracks. This infrastructure provides distribution opportunities attractive to suppliers such as Minnesota-based Quality Bicycle Parts.

Easy access also brings outdoor convention goers to Utah in droves. A record number of outdoor industry manufacturers, retailers and suppliers—nearly 21,000—attended the Outdoor Retailer Winter Market 2012 expo in Salt Lake City in January. Its size is catching up to the Outdoor Retailer Summer Market, which attracted 23,000 attendees in August 2011. Held at the Salt Palace Convention Center since 1997, these industry shows have found tremendous success in Salt Lake, which is a short 20 minutes from mountain slopes.

Dowse cites the presence of and proximity to both Outdoor Retailer events as yet another “huge benefit” of doing business in Utah, but stresses perhaps the biggest benefit of all. “We wanted to be closer to our core consumers for insight into skis, footwear and apparel,” he explains. “We’re starting to see the fruits of that effort.”

He says 2011 was the company’s best year since relocating: Atomic and Salomon both had record years in the American market, while huge gains were made in sales of apparel and trail running footwear, the latter benefitting from extensive and rigorous product testing on Ogden’s stretch of the Bonneville Shoreline Trail.

It’s no surprise, then, that the majority of Amer Sports’ North American product launches are done in Ogden. “No company wants to be where they don’t have retail customers,” says Cutler.

**“We’re in Utah for a reason. Our facility is surrounded by potential outdoor experiences.”**

**MICHAEL BEVERLY,**  
GLOBAL SALES MANAGER, EASTON  
MOUNTAIN PRODUCTS

**RESOURCES:**

- **Ski Utah**  
skiutah.com
- **St. George Area Convention and Visitor Bureau**  
atozion.com
- **Ogden/Weber Convention & Visitors Bureau**  
visitogden.com
- **Visit Salt Lake**  
visitsaltlake.com
- **Amer Sports**  
amersports.com
- **Rossignol**  
rossignol.com
- **Easton Mountain Products**  
eastonmountainproducts.com
- **Utah Office of Tourism**  
visitutah.com
- **Outdoor Retailer**  
outdoorretailer.com



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[businessinutah.utah.gov/outdoor](http://businessinutah.utah.gov/outdoor)

### THE POWDER AND THE GLORY

From both a skier and a business perspective, the 2010/2011 ski season was “phenomenal,” says Nathan Rafferty, President and CEO of Ski Utah and member of the State’s Board of Tourism Development. “It was just dump after dump after dump, a powder skier’s delight,” he says. To top it off it was Utah’s second best season on record at 4.23 million skier days. (The 2007/2008 ski season ranked No. 1 at 4.25 million.)

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have lots of land for companies in need of a large footprint, and our permitting process is convenient and fast. Our quality of life is extraordinary with picturesque valleys, mountains and the Great Salt Lake. We're also home for the world-famous Miller Motorsports Park, and Utah's renowned ski resorts are less than an hour away. For businesses searching for the strategic site, the choice is Tooele County, Utah—where industry and opportunity meet every day.



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Tooele County Economic Development  
47 S. Main St.,  
Tooele, UT 84074  
[www.tooeleeconomicdevelopment.com](http://www.tooeleconomicdevelopment.com)  
[www.ExploreTooele.com](http://www.ExploreTooele.com)

Aerial view of Tooele City,  
Utah Industrial Depot  
and the Oquirrh Mountains

# HEAD OF THE CLASS

UTAH INNOVATES TO REACH BIG GOALS IN EDUCATION

*In Utah, a place reputed for its creative and hard-working people, business leaders know that a strong work ethic isn't enough in today's flattened marketplace. Education is a key prerequisite for workers to remain competitive in an increasingly complex and globally interconnected economy.*

"There's been a sea change," says William Sederburg, Utah's Commissioner of Higher Education. "The issue is retooling society for new expectations. We're in the midst of reshaping education to meet these new needs."

At the center of this retooling is Prosperity 2020, a coalition of industry leaders who want two-thirds of Utah adults to hold a college diploma or vocational certificate by decade's end. It's no arbitrary goal: Georgetown University recently published a study indicating that fully 66 percent of Utah jobs will require some post-secondary training by 2020.

"Prosperity 2020 is an effort at improving outcomes. Businesspeople understand that outcomes like value and earnings are paramount. Education understands this, too, and now we're bringing a goals-intensive approach to aligning our efforts," says Mark Bouchard, a Utah commercial real estate executive and chair of Prosperity 2020.

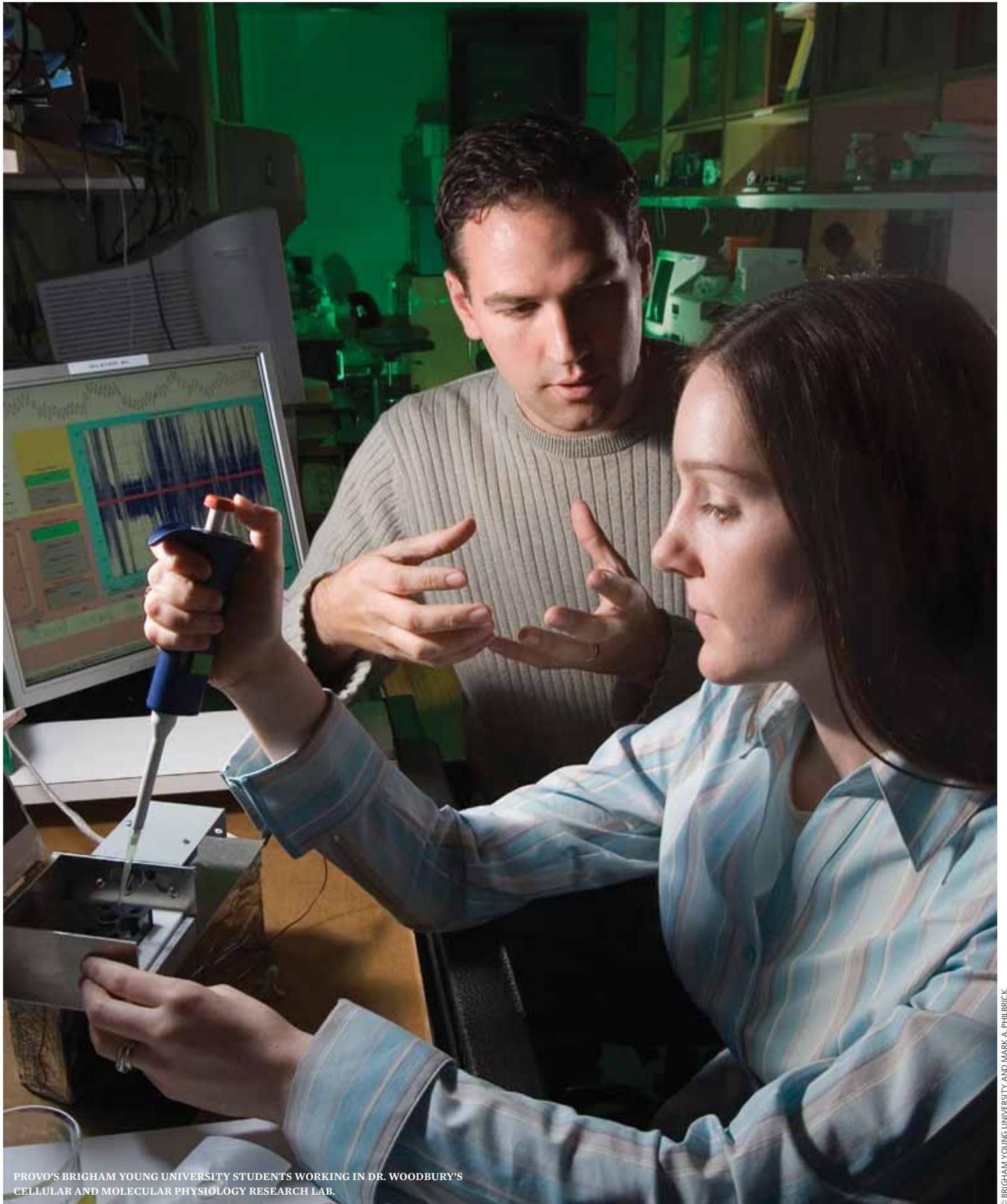
The Prosperity 2020 movement underscores an educational revolution that's happening in Utah. Government and industry have linked arms with the educational community to work toward the common goal of making education a priority. With unprecedented collaboration and innovative thinking as a foundation, Utah is poised to turn a renewed educational focus into legitimate, sustainable economic power.

**BY BRAD PLOTHOW**

## HIGHER EDUCATION

STUDIES INDICATE

**66 PERCENT**  
OF UTAH JOBS WILL REQUIRE  
POST—SECONDARY EDUCATION  
**BY 2020**



PROVO'S BRIGHAM YOUNG UNIVERSITY STUDENTS WORKING IN DR. WOODBURY'S CELLULAR AND MOLECULAR PHYSIOLOGY RESEARCH LAB.

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## A NIMBLE INFRASTRUCTURE

The Prosperity 2020 vision begins with a robust public education system, and it relies heavily on a seamless handoff to Utah's institutions of higher education. Utah benefits from a strong collection of public and private colleges and universities. The University of Utah, the State's flagship public university located in Salt Lake City, is growing its reputation as one of the country's premier research institutions, has a top-25 MBA program, administers an extensive healthcare and medical research network, and its recent addition to the PAC-12 athletic conference has risen the institution's national profile.



UNIVERSITY OF UTAH  
CAMPUS

On the private side, Brigham Young University in Provo is a proven commodity with an international flair. BYU's accounting, entrepreneurship and public relations programs rank among the top five nationally, and the institution has one of the most impressive international portfolios of any U.S. university. About 70 percent of BYU students are fluent in a second language, and the university boasts the 15th-largest study abroad program in the country.

Utah's higher education system consists of eight institutions that play specific roles in the larger organism. Salt Lake Community College is the State's only community college, but many other institutions play a similar role. The

State's eight applied technology colleges offer skilled training in high-demand vocational areas, and regional state colleges such as Snow College in the east and Dixie State College in the south provide open access to career training as well as select baccalaureate degrees. As the State's land-grant institution, Utah State University offers programs across the State through an extension footprint that reaches into rural Utah.

Weber State University and Utah Valley University are innovative hybrids. Both institutions offer programs ranging from vocational training to high-demand graduate studies, but they are also open-admission institutions. In this way, they play the community college role in their service regions but offer the added benefit of giving students a route to baccalaureate and graduate degrees without transferring. This model, innovated in Utah, has given more students access to higher education without duplicating costs for administration and buildings that would come with a separate community college system.

If enrollment growth is an indication, the experiment is working. WSU has grown by 40 percent since 2006 to more than 25,000 students, and UVU has added nearly 10,000 students since attaining university status in 2008 and is now Utah's largest public institution with more than 33,000 students.

## BRIDGING GAPS

While not immune to the impact of the ongoing economic doldrums, Utah's educational infrastructure hasn't had to endure the truly crippling budget crises captured by stark newspaper headlines in other states. In part, this is due to a culture of collaboration and innovation, and Prosperity 2020 is Exhibit A. The Governor's Education Excellence Commission is another example of collaboration that cuts across the sectors. Comprised of educational, government and business leaders, the commission launched in 2010 with the goal of establishing "a roadmap for success toward building educational excellence in Utah."

Utah's emphasis on innovation is illustrated by a current dialogue about how to measure and deliver education. At the higher ed level, there's considerable discussion about "the tuning process," which involves taking a critical look at even the most basic elements of the educational machine. Should the conferral of degrees be based on time (credits earned) or knowledge acquired (demonstration of

**"There's been a sea change. The issue is retooling society for new expectations. We're in the midst of reshaping education to meet these new needs."**

**WILLIAM SEDERBURG,**  
COMMISSIONER OF HIGHER  
EDUCATION

### STATE RESOURCES:

- Dixie State College of Utah  
[dixie.edu](http://dixie.edu)
- Salt Lake Community College  
[slcc.edu](http://slcc.edu)
- Snow College  
[snow.edu](http://snow.edu)
- Southern Utah University  
[suu.edu](http://suu.edu)
- University of Utah  
[utah.edu](http://utah.edu)
- Utah College of Applied Technology  
[ucat.edu](http://ucat.edu)
- Utah State University  
[usu.edu](http://usu.edu)
- Utah State University -  
College of Eastern Utah  
[ceu.edu](http://ceu.edu)
- Utah Valley University  
[uvu.edu](http://uvu.edu)
- Weber State University  
[weber.edu](http://weber.edu)
- Prosperity 2020  
[prosperity2020.com](http://prosperity2020.com)



# The number **ONE** university in the nation for startup companies

The Pierre Lassonde Entrepreneur Center gives University of Utah students the power to transform an idea into a business. On the campus of the university ranked number one for technology startups, the Lassonde Center is the collaborative hub for students to engage with successful entrepreneurs, witness the creation of a new technology and lead the formation of a new business.

The Pierre Lassonde Entrepreneur Center is proud to celebrate 10 years of entrepreneur success by students at the University of Utah. Discover more at [business.utah.edu/lassonde](http://business.utah.edu/lassonde).

essential outcomes)? And how can the educational structure be more cognizant of regional employers, graduate institutions and the handoff between public and higher ed? The tuning dialogue addresses these and other key questions.

Utah institutions also employ traditional methods of bridging the gap between public and higher education — a key aspect in reaching the Prosperity 2020 goal. Each institution administers active career pathways programs to help students determine professional interests from an early age, and initiatives such as the K-16 alliance signal that education doesn't end at high school graduation.

Underprivileged groups receive support through programs such as SLCC's Partnerships for Accessing Education or WSU's Dream Weber initiative. The SLCC program offers two-year scholarships to students who come from disadvantaged circumstances and connects them to summer internships and employment opportunities with local businesses. Dream Weber provides free tuition each year to hundreds of students from low-income households or those who are the first in their families to pursue higher education.

### ENGINES OF GROWTH

Utah's educational institutions take an active approach to spurring economic growth. There isn't a technology commercialization enterprise in the nation more successful than the University of Utah's in recent years. After nipping at its heels for some time, the U surpassed the vaunted Massachusetts Institute of Technology in the number of spinoff companies it produced in 2009 and held the No. 1 spot in 2010 as well.

Down the road in Provo, BYU's technology commercialization operation ranks No. 1 nationally in key areas such as patent applications, spinoff companies and licenses executed per \$1 million in research expenditures.

One of the driving factors in the technology commercialization process is attracting world-class research faculty, which is the role of the Utah Science Technology and Research (USTAR) initiative. Codified into State law in 2006, USTAR has provided funding and support to build a physical and intellectual framework in Utah that helped maximize the unique research strengths of the University of Utah and USU, in particular.

"The important input for our success is the number of inventions produced by our faculty, and this is where USTAR is important," says Jack Brittain, vice president for technology venture development at the University of Utah. "By helping us hire the top faculty inventors in the world, we are increasing the number of opportunities we have to support commercial success. We are currently running at a rate of about 10 percent of our inventions turning into start-ups (we license another 30 percent to existing companies), and we do not see this ratio of success changing."

The Utah Cluster Acceleration Partnership (UCAP) provides another mechanism for leveraging the State's colleges and universities to grow the economic pie. Whereas USTAR's focus is on developing new technologies and industries, UCAP is designed to accelerate existing Utah industries through applied research. A joint initiative of the Utah Department of Workforce Services, the Governor's Office of Economic Development and the higher education system, UCAP uses the State's institutions of higher learning as regional bases to bring concentrated energy to developing key industries such as aerospace, digital media, energy, financial services and life sciences.



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BRIGHAM YOUNG UNIVERSITY'S JOSEPH F. SMITH BUILDING QUAD WITH THE HARRIS FINE ARTS CENTER IN THE BACKGROUND.



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CHAIR, PROSPERITY 2020; AND MANAGING PARTNER, CB RICHARD ELLIS



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10 N Main St. • Cedar City, UT 84720

Director, Brennan M. Wood

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## PUBLIC. PRIVATE. PARTNERS.

Formal education doesn't have to be limited to The Academy. For proof, look no further than these examples of public and private organizations that partner on educational initiatives.

**BiInnovations Gateway:** This program brings together public and private resources to create an incubator for emerging technologies in the biotech and medical device industries. Located within the Granite Technical Institute, the incubator provides learning opportunities for students and contract research services for industry.

**Young Women in Science:** ATK saw the lack of women entering aerospace fields as a strategic business issue, so the company launched a bi-annual immersive educational experience for girls in grades six through nine. Today, ATK's Young Women in Science event attracts some 700-900 girls at two events in Utah each year.

**L3 University of Manufacturing:** Who says higher education isn't nimble? Responding to a specific local need, Salt Lake Community College developed a custom electronics technician program to train employees at L3 Communications. The eight-week program is now a template for other custom training sessions that may be developed in the future.



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# A 'CAN-DO' SPIRIT

THE BEEHIVE STATE HUMS WITH INNOVATION  
AND ENTREPRENEURIAL ACTIVITY

*Utah has a long, colorful history of innovation and entrepreneurship. Within a few short years of the pioneers first settling in the Salt Lake Valley, the capital city was bustling with merchants and bankers. From early innovators like John Browning and his repeating rifle to tech companies like WordPerfect and Novell, Utah has proved fertile ground for inventors and entrepreneurs.*

“A pioneering spirit is a legacy of Utah’s history, and that attitude and spirit permeate this culture in Utah to this day,” says John Richards, Co-Managing Partner of BoomStartup, a mentorship-driven investment program, and Managing Partner of the UtahAngel investing group.

Utah’s business ecosystem is alive with activity in industries ranging from arts and crafts to medical devices, and from high-tech manufacturing to outdoor recreation. In fact, the Kauffman Foundation in 2010 ranked Utah No. 1 in terms of patents awarded per capita. Utah produced 22 patents per million residents, while the No. 2 state, Oregon, came in with a distant 14.4 patents.

While the Beehive State is renowned for its contributions to research and technology, entrepreneurs have made waves in numerous industries. Lifetime Products, for example, has become a leader in outdoor lifestyle products like playground equipment, sheds, and plastic tables and chairs. Launched in a garage in 1973, the company now employs more than 1,500 people in Clearfield, Utah.

Futura Industries has created a niche with its innovative aluminum extrusion processes, and Blendtec put its name on the map with patented, industrial-quality blenders.

“Utah is unbelievably rich with people who have done incredible things,” says Alan Martin, Founder and CEO of CampusBookRentals.com, a company that provides rental textbooks to college students. Launched in 2007, CampusBookRentals.com was recently named one of Forbes’ “Americas Most Promising Companies.”

BY HEATHER STEWART

## PATENTS AWARDED

UTAH NO. 1 STATE

22 PATENTS

PER MILLION RESIDENTS

**“A pioneering spirit is a legacy of Utah’s history, and that attitude and spirit permeate this culture in Utah to this day.”**

**JOHN RICHARDS**, CO-MANAGING PARTNER, BOOMSTARTUP; AND MANAGING PARTNER OF UTAHANGELS

Martin and his partners bootstrapped the company from nothing into a major player with more than 5,000 campuses signed on as clients. The company initially operated out of Martin's basement, but he soon connected with a business incubator, the eStation, which provided support in the form of mentoring, inexpensive rent, meeting rooms and other services. The eStation is located on the campus of the Davis Applied Technology College and can serve up to 40 entrepreneurs at a time.

Eventually, CampusBookRentals.com connected with equity investors who enabled the company to continue its strong growth trajectory.

"I can't imagine a better place than Utah to start and grow a business," says Martin, who cites the favorable labor market, business-friendly government and access to mentors who are generous with their time and knowledge as the decisive factors that have kept his company in Utah.

### RECIPE FOR SUCCESS

Part of Utah's "secret sauce" is the tremendous array of resources available to local entrepreneurs. While there are plenty of "self-made" business leaders, many more point to various forms of support, from mentoring and education to financial investments.

The Rollins Center for Entrepreneurship and Technology at Brigham Young University is a prime example. The center is affiliated with more than 150 "Founders," time-tested entrepreneurs who contribute their expertise to help guide students through the startup phase. These founders provide "massive doses of mentoring," says Richards, who is Associate Director of the center.

Due in part to this mentoring, the center's students are among the best prepared to launch startups, according to a study published in *Entrepreneur* magazine. The Rollins Center for Entrepreneurship graduate and undergraduate programs came in at No. 2 and No. 7, respectively, in the study.

The University of Utah also has an innovative program to help launch successful entrepreneurs. Sponsored by the David Eccles School of Business, the Foundry helps would-be entrepreneurs learn how to identify and pursue viable business ideas. On average, seven out of 10 businesses fail—the point of the Foundry is to help students learn to set aside or alter their initial ideas before entering the startup phase.

Foundry students have achieved remarkable success with the business ideas that do make it into development. The first cohort of students developed 15 companies that generated just under \$800,000 in revenue within six months. The second cohort produced eight or nine companies that, in total, were earning well over \$1 million in revenue within four months.

While students have a plethora of mentoring opportunities, those outside of the academic world also have access to valuable resources. BoomStartup, for instance, is a mentorship-driven investment program that helps selected entrepreneurs use a "lean startup" model to quickly and effectively launch companies. Entrepreneurs who are accepted into the program receive investment and operating capital, mentoring, peer interaction, and free services like legal and accounting expertise, as well as connections and introductions for follow-on sources of investment.

More than 50 percent of BoomStartup alumni end up garnering additional angel funding after completing the program.

The State of Utah also supports small businesses and startups with several Business Resource Centers located across the state. BRCs serve as "one-stop shops" for business owners looking for access to funding, training and networking, among other things.

**"Utah is unbelievably rich with people who have done incredible things."**

**ALAN MARTIN,**  
FOUNDER AND CEO,  
CAMPUSBOOKRENTALS.COM



BRIGHAM YOUNG UNIVERSITY'S ROLLINS CENTER FOR ENTREPRENEURSHIP & TECHNOLOGY'S ENTREPRENEUR & VENTURE ECOSYSTEM NIGHT (EVE NIGHT) WAS THE LARGEST-EVER NETWORKING EVENT IN UTAH INVOLVING STUDENTS AND PROFESSIONAL ENTREPRENEURS.

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## IN THE PIPELINE

Utah's leaders are aggressive about promoting innovation and helping to launch ground-breaking ventures. The Utah Science Technology and Research initiative (USTAR) was developed to spur research at the local universities and turn that research into commercial ventures.

Through targeted funding, USTAR helps recruit top-level researchers to state universities, build state-of-the-art research and development facilities, and form commercialization teams.

Launched in 2006, USTAR has achieved notable results. So far, it has recruited more than 40 researchers away from top-tier institutions like Harvard and MIT. And these researchers have snagged more than \$90 million in federal and other grant funding.

The commercialization pipeline is starting to flow, with 121 invention disclosures and 46 provisional patents filed as a result of USTAR research. Teams have created four companies with more than 20 other projects under development.

Other state efforts to spur innovation and economic development include the state's Technology Commercialization and Innovation Program (TCIP) that is specifically geared to address the critical transition from the lab to the marketplace. The program provides grant funding to researchers or technology licensees who are working to build viable businesses around cutting-edge university research.

Grant applicants must "take that original research and prove they can apply it in a commercial application," explains David Bradford, Director, IT/Software Cluster and Innovation for the Governor's Office of Economic Development. The

program reviews and approves grant applications three times a year and can award funds up to \$80,000 total in two tranches. Overall, the program awards about 40 grants each year.

For Bradford, a significant aspect of TCIP is the way it helps position the startups to catch the eye of investors. "We love the idea that we're a preparatory fund—other angel investors or seed funds can pick up where we leave off and continue to fund these great spinoffs."

Sera Prognostics, for example, started as a collaboration between researchers at the University of Utah and Brigham Young University. The fledgling company received a TCIP grant to further the commercialization of its predictive blood test for preterm labor and other pregnancy complications. The company went on to raise \$19 million in Series A venture funding and is still thriving and growing in Utah's tremendous entrepreneurial ecosystem.



USTAR SCIENCE FAIR

## NOTABLE USTAR RESULTS (SINCE 2006)

### RECRUITED

**40**  
**RESEARCHERS**  
FROM TOP-TIER INSTITUTIONS

### FUNDING

**\$90 MILLION**  
FEDERAL AND OTHER GRANT FUNDING

### INVENTION DISCLOSURES

**121**

### PROVISIONAL PATENTS FILED

**46**

## RESOURCES:

- **BoomStartUp**  
boomstartup.com
- **CampusBookRentals.com**
- **BYU Rollins Center for Entrepreneurship and Technology**  
marriottschool.byu.edu/cet
- **U of U - The Foundry**  
business.utah.edu/foundry
- **USTAR**  
innovationutah.com
- **TCIP**  
goed.utah.gov/programs/coe



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Number of suppliers in the state

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# Welcome to UTAH

UNPRECEDENTED PARTNERSHIPS  
MAKE THE STATE BEST FOR BUSINESS AND CAREERS

## BEST STATE FOR BUSINESS & CAREERS

### ENERGY COSTS

**31% BELOW**  
NATIONAL AVERAGE

### EMPLOYMENT GROWTH (SINCE 2005)

**+0.6%**  
NATIONAL AVERAGE -0.6%

### TAX BURDEN

**10<sup>TH</sup> LOWEST**  
STATES

### BUSINESS COSTS

**10% BELOW**  
NATIONAL AVERAGE

*In November, Forbes released its sixth annual look at the business climates of the 50 states. And like its 2010 review, Forbes picked Utah as the “Best State for Business and Careers.”*

Why? “No state can match the consistent performance of Utah. It is the only state that ranks among the top 15 states in each of the six main categories we rate the states on,” says Forbes.

What factors make Utah the best state for business? Energy costs 31 percent below the national average; employment growth averaging 0.6 percent for the past five years (for the United States as a whole, job growth has averaged negative 0.6 percent since 2005); a tax burden among the 10 lowest; overall business costs that are 10 percent below the national average; and population growth that is one of the fastest in the country, providing a burgeoning workforce.

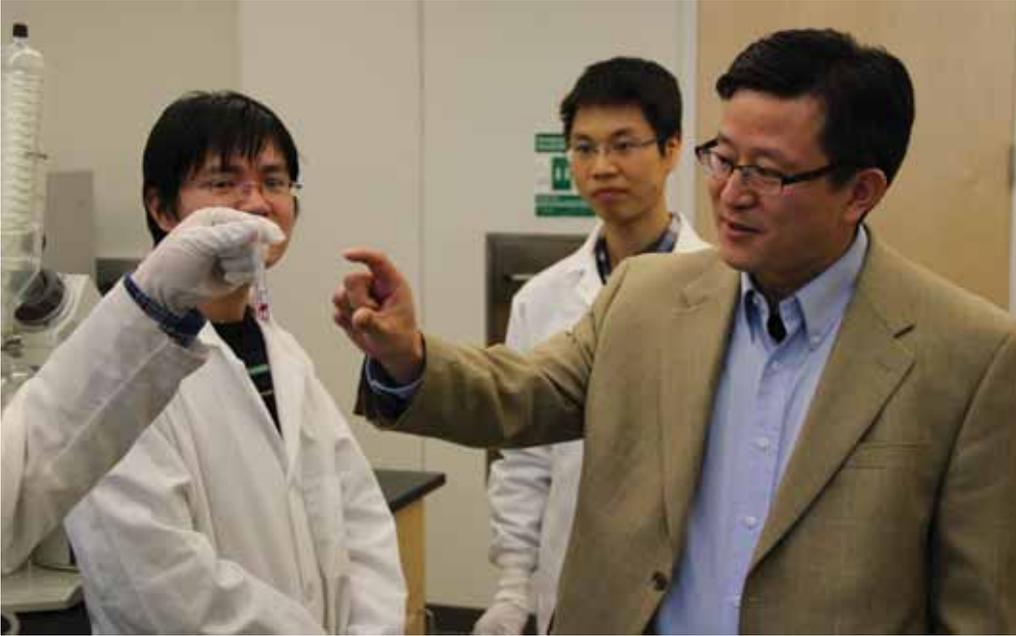
“Businesses are getting the message on Utah. Procter & Gamble, ITT, Home Depot and Boeing all announced expansions in Utah this year. The Goldman Sachs office in Salt Lake City is its second biggest in the Americas with more 1,000 employees and significant expansion expected over the next four years,” Forbes adds.

Another factor that businesses outside the Beehive State are beginning to notice is the willingness of Utah’s residents, government, business and civic leaders to work together—to collaborate and cooperate. It’s Utah’s “secret sauce,” a phrase Spencer P. Eccles, Executive Director of the Governor’s Office of Economic Development (GOED), uses to describe the unprecedented partnerships that enhance Utah’s business-friendly environment.

Ian H. Solomon, U.S. Executive Director for The World Bank Group, tasted that “secret sauce” in January when he dined in Salt Lake City with government and business leaders representing organizations such as GOED, World Trade Center Utah, the Economic Development Corporation of Utah (EDCUtah), the Utah Fund of Funds and the Salt Lake Chamber of Commerce.

“I am impressed with the level of collaboration of state, civic and business leaders in Utah and believe this is one of the principal reasons the Salt Lake Chamber was selected to host a World Bank Private Sector Liaison Office,” says Solomon. “It is our hope that this partnership will make businesses in Utah and across the United States more competitive for World Bank procurement contracts, so they can create jobs here in the U.S. while helping the World Bank with its mission of fighting poverty in the developing world.”

**BY GAYLEN WEBB**



DEVELOPED BY DR. LING ZANG AT THE UNIVERSITY OF UTAH, NANOFIBERS ACT AS A SUPER FINE NET THAT "CATCH" EXPLOSIVE VAPORS FROM THE AIR. USTAR AND GOED SUPPORTED DR. ZANG'S TECHNOLOGY THROUGH A STRATEGIC GRANT AND COMMERCIALIZATION ACCELERATION. COURTESY VAPORSENS.

THE UNIVERSITY OF UTAH'S RECENTLY COMPLETED JAMES L. SORENSON MOLECULAR BIOTECHNOLOGY BUILDING IS THE SECOND STATE-OF-THE-ART INTERDISCIPLINARY RESEARCH FACILITY OF THE UTAH SCIENCE TECHNOLOGY AND RESEARCH INITIATIVE.



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UTAH CHAMBERS OF COMMERCE AND BUSINESS ASSOCIATIONS HAVE PARTNERED IN "PROSPERITY 2020" TO STRENGTHEN UTAH'S ECONOMY BY IMPROVING EDUCATION.

## COMMITMENT TO COLLABORATION

The partnership between the Salt Lake Chamber and The World Bank Group is one example of the many unprecedented partnerships that make Utah so unique. World Trade Center Utah CEO Lew Cramer says if you boil the “sauce” down to its three key ingredients, you will find that it is made of collaboration, cooperation and communication—the three Cs—which are essential for leveraging public and private sector resources to advance the State’s economy.

“Part of what makes Utah such an appealing place to do business is the fact that everyone interacts: elected officials, community and business leaders, organizations like the Chambers of Commerce, the Utah Science Technology and Research initiative (USTAR), the Utah Technology Council, the Utah Fund of Funds, the Utah Sports Commission, the Utah Alliance for Economic Development, EDCUtah, World Trade Center Utah, higher education, the Utah Cluster Acceleration Partnership and countless other entities,” says Riley Cutler, Director of GOED’s Outdoor Products Cluster. “There is no in-fighting, no fiefdoms, no turf wars—only a focus on building the economy.”

That interaction is also what makes GOED successful. “We all work together,” Cutler says. Communication and collaboration at GOED is a daily occurrence across the entire organization, which spans Business Development, International Trade and Diplomacy, Technology Commercialization and Innovation, Procurement Technical Assistance, Corporate Recruitment and Incentives, Rural Development, the Utah Broadband Project, Consumer Health Services (which manages the Utah Health Exchange portal), the Utah Office of Tourism and the Utah Film Commission.

“Everybody interacts. It is part of our ‘one-stop shop’ mentality,” he explains. For example, Cutler may encounter an outdoor business interested in relocating or expanding in the State. If the company is interested in export support, connections are made with GOED’s Office of International Trade and Diplomacy and with World Trade Center Utah. If the company seeks assistance with government contract procurement, connections are made with GOED’s Procurement Technical Assistance Center. If the company desires workforce training assistance, connections are with the Utah Department of Workforce Services and with Utah’s institutions of higher education. If the company is interested in applying for one of Utah’s economic development incentives, GOED’s Corporate Recruitment and Incentives team gets involved.

Further, Cutler says the business lead will be passed on to economic developers at EDCUtah, where the collaboration, cooperation and communication continue. EDCUtah works in partnership with GOED to centralize the economic development effort, managing RFP responses that will be provided by local economic developers, setting up site visits (which often include visits with the mayors and business leaders from the locations of interest), providing research information and, if schedules permit, arranging visits for company leaders with Gov. Gary R. Herbert.

“Economic development in Utah is truly unique,” says EDCUtah President & CEO Jeff Edwards. “We work in partnership with GOED and with city and county economic developers to represent nearly every aspect of economic development in the State. We make it much less complicated for businesses to evaluate Utah locations and resources, and extend our expertise to the local level where limited budgets and manpower may preclude some of our smaller communities from participating in economic development projects.”



**“I am impressed with the level of collaboration of state, civic and business leaders in Utah.”**

**IAN H. SOLOMON,**  
U.S. EXECUTIVE DIRECTOR,  
THE WORLD BANK GROUP

### RESOURCES:

- **Governor’s Office of Economic Development**  
[business.utah.gov](http://business.utah.gov)
- **Economic Development Corporation of Utah**  
[edcutah.org](http://edcutah.org)
- **World Trade Center Utah**  
[wtcut.com](http://wtcut.com)
- **Utah Technology Council**  
[utahtechcouncil.org](http://utahtechcouncil.org)
- **Utah Alliance for Economic Development**  
[utahalliance.com](http://utahalliance.com)
- **Utah Broadband Project**  
[broadband.utah.gov](http://broadband.utah.gov)
- **Salt Lake Chamber**  
[slchamber.com](http://slchamber.com)



# Because of I can hike again.

**Two years ago, she could barely climb the stairs.**

Michelle loves to hike. She's trekked in Kashmir, backpacked in Alaska and conquered the Alps. But for more than 30 years, she suffered from atrial fibrillation, a serious heart condition that gradually took away her strength. Doctors assumed she didn't qualify for a special procedure that would heal her. Until she found a solution.

Using a new MRI technique, Doctor Nassir Marrouche at University of Utah Health Care demonstrated that she really was a candidate for the surgery. And now, fully healed, Michelle has conquered the Alps once again.



## STATEWIDE PARTNERSHIPS

The “secret sauce” certainly sweetens business development across the State, from rural Utah to the State’s urban core. The partnerships begin at the top of State government, where Gov. Herbert is working hard to remove needless restrictions on business and industry. He is also focused on making State government more efficient.

The partnerships extend to educational relationships between business, industry and higher education to produce the skilled workforce needed for an increasing number of high-tech jobs in the State. For example, an effort called the Utah Cluster Acceleration Partnership (UCAP) is aligning business, government and education leaders to meet the workforce demands of specific industries, such as aerospace, digital media and renewable energy.

In another area, Gov. Herbert’s new Economic Development Coordinating Council, a 12-member panel of government, business and industry leaders, is working to empower the private sector to grow 100,000 jobs in 1,000 days. Meanwhile, in rural Utah, economic developers and business leaders have collaborated to deploy a new Business Expansion and Retention (BEAR) program to support the growth and development of local businesses.

Business creation and expansion in Utah is further augmented through a network of business resource centers and the support of organizations like the Utah Alliance for Economic Development and the Utah Technology Council. The business resource centers are located strategically throughout the state. Many of the centers have co-located with SBA Small Business Development Centers (SBDCs), SCORE chapters, U.S. Export Assistance Centers and Manufacturing Extension Partnerships.

Furthermore, business and industry organizations like the Salt Lake Chamber and the Utah Technology Council serve to build and maintain relationships between business, industry and government leaders to foster economic growth across the State. The partnerships and collaboration that take place in Utah are truly phenomenal. The Utah Broadband Project is another example. In a joint effort, GOED, the Utah Public Service Commission and the Utah Department of Technology Services’ Automated Geographic Reference Center partnered to develop a statewide map of available broadband services and a plan to increase broadband adoption and deployment in the State.

“Every broadband service provider in the State assisted in the project,” says Tara Thue, GOED Project Manager. “It was simply amazing.”

“We communicate, collaborate and cooperate to a degree that I have not seen in the 35 years I have been in business,” says Cramer. “It makes an enormous difference. I have so many foreigners, internationalists and non-Utah people say to me, ‘You guys actually cooperate. You like each other.’ We do like each other and we do cooperate and collaborate. We are a small State so we have to be together on economic development. We’re not interested in turf wars. We want to see businesses grow and flourish and that is a team effort.”

Perhaps that’s why *Forbes*, in ranking Utah No. 1 for business and careers, said “the Utah story is far from over.”

**“There is no in-fighting, no fiefdoms, no turf wars—only a focus on building the economy.”**

**RILEY CUTLER,**  
OUTDOOR PRODUCTS DIRECTOR, GOVERNOR’S  
OFFICE OF ECONOMIC DEVELOPMENT



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3. CANADA  
\$1,346,271,066

1. UNITED KINGDOM  
\$6,639,279,833

# GOING GLOBAL

## UTAH PROGRAMS GIVE COMPANIES A LEG UP IN EXPORTING

7. MEXICO  
\$515,518,262

*Franz Kolb knows what he's supposed to do: "The role of government is to create the international business environment and then step back and let business do business," he says.*

It's this attitude that helped set the stage for the boom in international trade and exporting Utah has seen in the last few years, says Kolb, Regional Director of International Trade and Diplomacy for the Governor's Office of Economic Development (GOED).

The business-friendly State government works hard to set the stage for success and then let companies grow.

**BY DI LEWIS**



MONITORING PARTS ON A ROLL FORM MACHINE AT LIFETIME PRODUCT'S UTAH-BASED MANUFACTURING FACILITY.

10. GERMANY  
\$283,372,553

2. GREATER CHINA  
(HONG KONG, TAIWAN, CHINA, MACAU)  
\$5,022,483,904

2011 UTAH EXPORTS

18.93 BILLION

9. JAPAN  
\$407,849,244

6. INDIA  
\$565,822,979

4. THAILAND  
\$707,597,555

5. SINGAPORE  
\$570,284,690

**"The role of government is to create the international business environment and then step back and let business do business."**

**FRANZ KOLB,**  
REGIONAL DIRECTOR OF INTERNATIONAL  
TRADE AND DIPLOMACY, GOED

8. AUSTRALIA  
\$494,038,953

2011 EXPORTS TO THE WORLD BY CATEGORY

PRIMARY METAL MANUFACTURING	64.0%
COMPUTER AND ELECTRONIC PRODUCTS	11.6%
CHEMICALS	3.8%
TRANSPORTATION EQUIPMENT	3.5%
ALL OTHERS	17.1%

## HOME-GROWN STRENGTHS

Ask business owners why Utah is such a great place to be and the first answer from most is a government that understands and works with business.

When it comes to exporting, there's even more to the story. Starting with the pioneers that came to Utah, residents of the State have an underlying entrepreneurial spirit, says Miguel Rovira, Regional Director of International Trade and Diplomacy for GOED. "Utah is a predominantly entrepreneurial culture," he says, "which is permeated by a Western pioneer mentality."

That mindset allows Utahns to take calculated risks to achieve a greater goal. The world was introduced to the State's culture during the 2002 Winter Olympics, Kolb says, and it helped build international bridges. By putting Salt Lake City on the map worldwide, Utah businesses have an edge on the competition.

But international awareness alone won't cover everything. Having a large portion of the State able to speak two or more languages really gives companies an advantage. "One-quarter of the population is bilingual," Rovira says. "That allows us a breadth that higher-population states don't have."

International trade, more so than domestic sales, relies on strong relationships, says Benjamin Card, President of Arlington Scientific, Inc (ASI). Having someone who can communicate with guests and export partners in their own language is a big asset.

Card moved ASI to Utah from Texas for quality of life reasons, but soon discovered the many other business perks the State affords.

One of the best advantages exporters have is how well the State government works with other organizations and the federal government to promote exporting, says Lew Cramer, World Trade Center Utah (WTC Utah) President and CEO. WTC Utah is a public/private entity that works very closely with universities, local chambers of commerce, GOED and the Economic Development Corporation Utah (EDCUtah).

"The only way we know this can work is if we collaborate, cooperate and communicate together. We really are partners with other folks here," Cramer says.

Kolb agrees, saying, "We're the envy of larger states that aren't able to do that because they are too big."

The cooperation between state and federal government is very strong, Card says, and it's helpful to have them partner to advance international trade in Utah.

## A HELPING HAND

Building on an already strong foundation for international trade, GOED offers a variety of services to companies interested in exporting for the first time or expanding existing international trade activities.

Only about 3,000 of the more than 300,000 businesses in Utah are exporters. Of those 3,000, 56 percent export to only one country. That creates a two-fold mission, Cramer says. His organization works on getting companies that have never exported into the international marketplace while also taking companies that are only in one country into multiple countries.

Cramer says many people are too intimidated to try exporting and don't take advantage of the seminars, advice, connections and trade missions that can help them make an easy transition into international markets.

GOED is in its third year of offering monthly seminars on exporting, Rovira says. The seminars are co-hosted with GOED partner agencies and provide timely, fundamental advice on international trade as well as cultural briefings for specific countries.

In addition to seminars, roundtables and other group activities, individual consulting is available.

"What's important for companies when they go international is that they

**"One-quarter of the population is bilingual. That allows us a breadth that higher-population states don't have."**

**MIGUEL ROVIRA,**  
REGIONAL DIRECTOR OF INTERNATIONAL TRADE  
AND DIPLOMACY, GOED

LONDON-BASED RIO TINTO



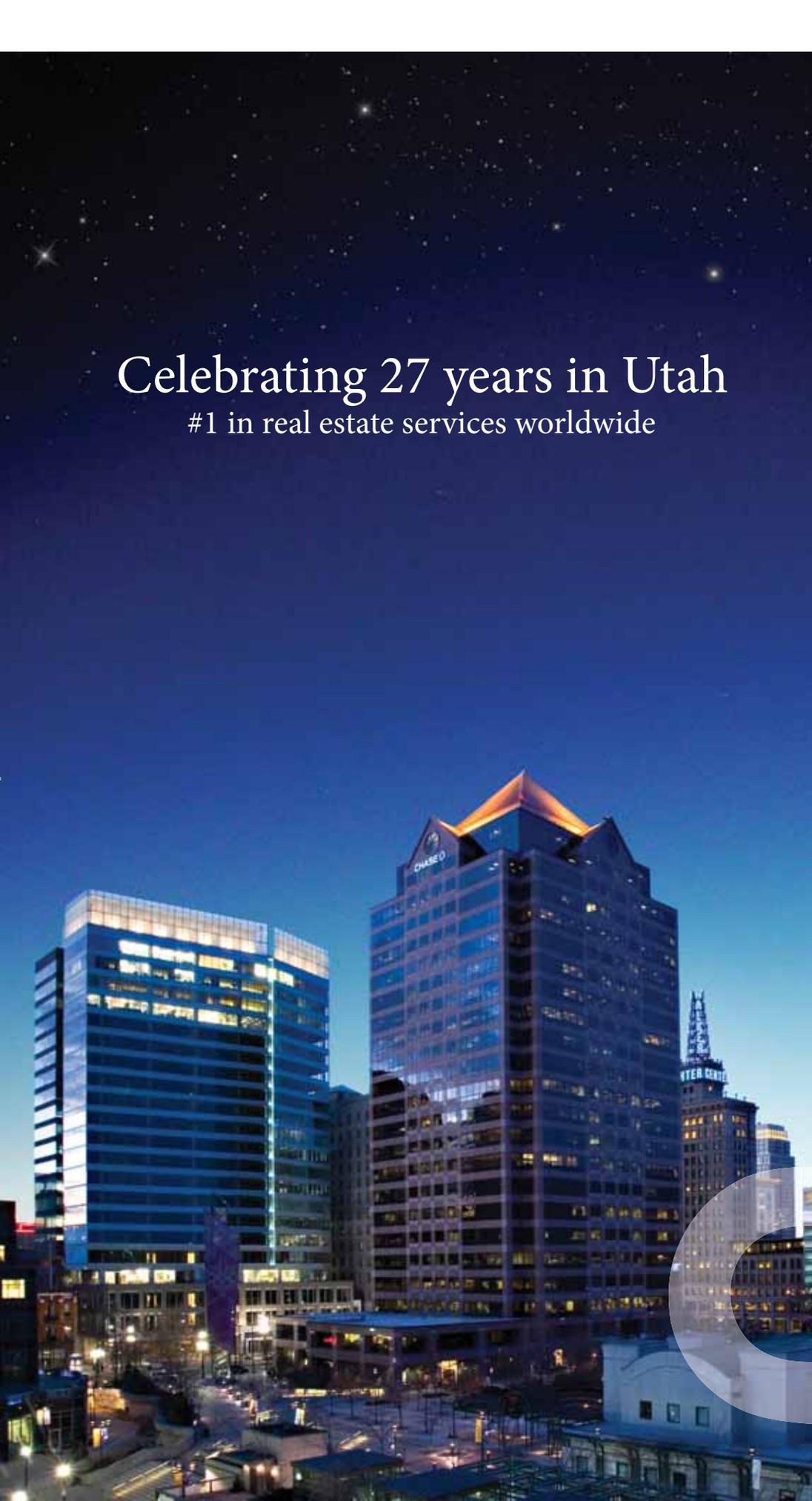
## FOREIGN DIRECT INVESTMENT

In addition to sending its resources abroad, Utah has also been the recipient of international investments. The state has seen the benefit of foreign direct investment, which is a physical investment, such as factories, mines or land, from a foreign country.

The U.S. is the world's largest recipient of foreign direct investment, totaling \$194 billion in 2010. By globalizing the economy, the United States strengthens international ties and diversifies the economy.

Utah's economy gets the same advantage. Like London-based Rio Tinto, foreign companies with investments in the state bring high-paying jobs and more international trade, says Franz Kolb, Regional Director of International Trade and Diplomacy for the Governor's Office of Economic Development (GOED).

The influx of jobs and payroll from foreign businesses are not only helpful because they directly bring money and jobs. Foreign direct investment also has the added benefit of increasing U.S. exports because of better access to multinational distribution networks, he says.



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**CBRE**

have a mentor,” Kolb says. That kind of personal advice and attention is invaluable in the beginning. Companies can get off on the right foot by getting involved with the experts right from the start.

While advice and planning is essential, relationships are equally important, Card says. Domestically, doing business is more scheduled and hurried. Internationally, it’s about understanding the culture, making connections and spending time with people.

Having a government employee making introductions confers a seal of approval that can really open doors, Card says. It provides credibility to the relationship that wouldn’t otherwise be there.

Especially in the early days of exporting, having help from groups like GOED or WTC Utah can be invaluable in finding distributors and other international support, says Richard Hendrickson, President of Lifetime Products. “Those first few steps, those first few contacts—it’s really important that you do your homework.”

Hendrickson praises the Governor’s office, saying during all the decades Lifetime Products has been in business, Utah governors have been very helpful. Not only do they provide encouragement and incentives for businesses to be in Utah, they are very willing to work diplomatically for companies.

“There’s always been a focus on and commitment to international trade,” Kolb says. “How many states have a governor that becomes ambassador to China?” But former Gov. Jon Huntsman is not the only one with an eye abroad. Kolb says all the Utah governors have understood the importance of exports and supported the work by doing things like trade missions.

Trade missions can be an invaluable asset for companies, Rovira says. “We do focused trade missions with a small enough scope that companies get the benefit.”



ARLINGTON SCIENTIFIC

### POSITIONED FOR SUCCESS

Utah has used its strong foundation and many export resources to set the stage for future growth. The State has more than doubled exports from \$6.8 billion in 2006 to \$13.57 billion in 2010. Kolb says one of the reasons Utah was successful when other states struggled was because it was strongly positioned for international business.

The hard work and pro-business planning is paying off. In 2011, Utah had its best year yet with nearly \$19 billion in exports. It helps that Utah’s primary exports are in industries that are growing in price or demand.

“Our number one export sector for 120 years is primary metals—gold, molybdenum, copper—and the price is going up. And the second-leading export is high-tech products. That’s our fastest-growing area and that’s where we think our real growth will be,” Cramer says.

Utah’s exports “come from mines and minds,” he says, adding that the State’s support of tech companies is setting the State up for even greater growth in a global market.

### TAKE THE PLUNGE

It can be intimidating for companies to consider entering the international arena. The expense, knowledge gap and regulatory hurdles can make anybody second-guess the effort. But by making a solid plan, investigating overseas markets, asking for help and making sure the dedication is there, exporting doesn’t have to be cause for worry.

Businesses can’t see exports as just gravy, says Rovira. They have to have a solid international business plan that comes from the management level and is grounded in realistic expectations.

However, because of the help available from public and private organizations, strong government support of business, and the many advantages the State offers, the future of Utah exports is golden.



**RESOURCES:**

- World Trade Center Utah  
wtcut.com
- Economic Development Corporation Utah  
edcutah.org
- Governor’s Office of Economic Development  
business.utah.gov
- Salt Lake Chamber  
slchamber.org
- Utah State Chamber of Commerce  
utahstatechamber.org
- Arlington Scientific  
arlingtonscientific.com
- Lifetime Products  
lifetime.com

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When it comes to "Best Of" lists, it's good to be on top. And for the last two years in a row, that's where Utah ended up on Forbes Magazine's list of Best States for Business.

But there's one list where Utah consistently ranks dead last – the amount business and residential customers pay for their natural gas service. Questar Gas, Utah's natural gas utility, has the lowest rates in the nation, a big reason why Utah's energy costs are 31% below the national average.

At Questar, we've been discovering, transporting and delivering natural gas – safely and affordably – for more than 80 years. Find out how being at the bottom can help put your business on top at [www.questar.com](http://www.questar.com).

\*Source: Energy Information Administration/Natural Gas Monthly August 2011

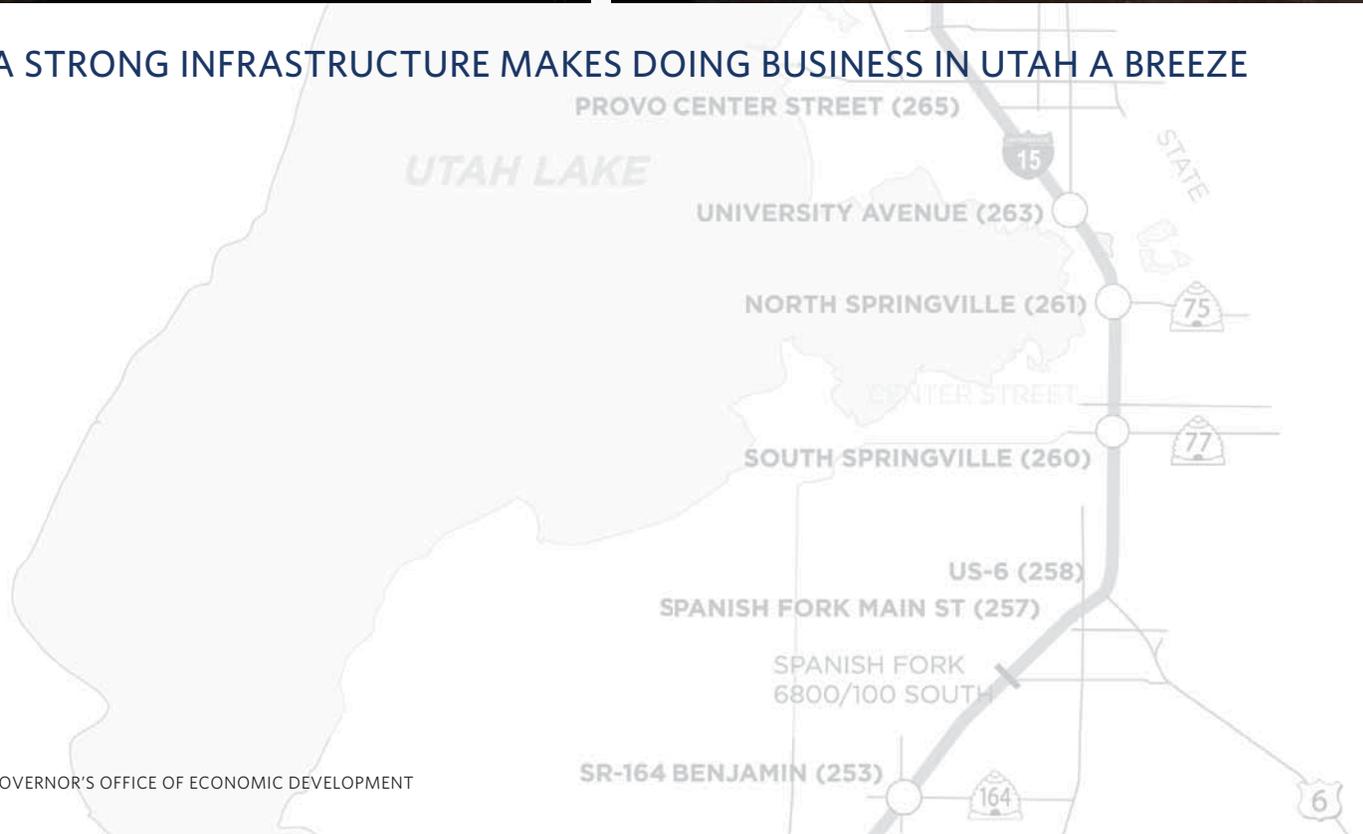
# IF YOU BUILD IT



\$2.5 BILLION RECONSTRUCTION OF THE I-15 CORE.



## A STRONG INFRASTRUCTURE MAKES DOING BUSINESS IN UTAH A BREEZE



*Whether it's the interstate or the information superhighway, the Beehive State's infrastructure has what it takes to keep businesses buzzing, and the Utah Legislature is maintaining its investment in roads and IT to ensure that companies continue to find a business-friendly landscape.*

## PLUGGED IN

Almost three-quarters of Utah homes are equipped with broadband, according to a 2010 U.S. Department of Commerce Report. In addition to making Utah the national leader in this area, it also bodes well for businesses.

“Where there are higher speeds available for residential services, there are higher speeds available for businesses, too,” says Tara Thue, Manager of the Utah Broadband Project.

The project is a joint effort between the Governor's Office of Economic Development (GOED), the Public Services Commission and the Department of Technology Services' Automated Geographic Reference Center. Started two years ago, the project is meant to develop a map of broadband services available in Utah and to devise a plan to increase broadband throughout the State.

Currently, Utah is second in the nation for gigabit-to-the-home broadband download speeds, with 95 percent of Utahns having access to download speeds of more than 6Mbps, according to the 2011 National Broadband Map.

“What we've found since we've been doing the mapping is that Utah is highly deployed with broadband services,” Thue says. “It's pretty uncommon that you can put a pin on any city on our map and not have some broadband service there.”

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BY MARIE MISCHERL

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UTAH BROADBAND PROJECT ON DISPLAY IN THE CAPITOL ROTUNDA.



**“Utah is highly deployed with broadband services. It's pretty uncommon that you can put a pin on any city on our map and not have some broadband service there.”**

**TARA THUE,**  
MANAGER, UTAH BROADBAND PROJECT



SALT LAKE CITY-BASED PARVUS CORPORATION SUPPLIES RUGGED COMMUNICATION AND COMPUTER SYSTEMS TO A DIVERSE GROUP OF MILITARY AND COMMERCIAL PRIME AND SUBCONTRACTORS.

That's critical for attracting high-tech businesses, says Richard Nelson, president and CEO of the Utah Technology Council. "You can never have enough broadband access and speed. It drives opportunity. Fortunately, we're a state that is very internet savvy."

This is a discovery that's already been made by companies such as Adobe, eBay and Oracle. "A lot of businesses—especially tech-related businesses—are coming to Utah because of the broadband infrastructure we have in place," Thue points out. "It is well-equipped to handle high capacity, especially the Wasatch Front area. Companies are able to build facilities and get the connectivity they need through connections that are already available."

### WORKER BEES

"Workforce is probably the No. 1 business resource that we bring to the table," says Jeff Edwards, CEO of the Economic Development Corporation of Utah (EDCUtah).

Gary Harter, Managing Director of Business Outreach and International Trade at GOED, agrees, saying that when he talks to CEOs about why they are locating their companies in Utah, "one of the top two things they tell us is the workforce."

About 30,000 people are employed in Utah's IT industry in companies such as Novell, which began in Provo in 1979, and Iomega, which has been in Roy since 1998. A year after Adobe acquired Omniture in 2009 and chose to retain the offices in Orem, it announced plans to build a new technology campus in Utah, which has the potential to add 1,000 jobs or more to the workforce over the next 20 years.

"That is terrific for Utah; it puts us on the map that we are continuing to be a place for IT companies," Harter says.

But more than that, the State's renowned entrepreneurial drive fuels new technologies, new startups and new partnerships. "One of the reasons that companies come to Utah is because we ... continue to develop the entrepreneurial spirit throughout the State," Harter says. That innovation pays off: While Adobe's acquisition of Omniture is the most recent IT headline in Utah, numerous other startups also have been successful. The State encourages this entrepreneurial spirit through technology commercialization and innovation programs as well as business resource centers throughout the State.

### LOW COSTS

Beyond the well-educated and productive workforce, CEOs are attracted to Utah because of the low costs of doing business, with affordable real estate, low cost utilities, and high-quality and reasonably priced telecom.

"Having been actively involved with economic development for over 20 years, Utah's highly competitive cost structure, especially in energy costs, continues to differentiate us as a top state for business and careers, as *Forbes* has identified the last two years," says UTC's Nelson, referring to *Forbes* magazine's listing of Utah as the Best State for Business because of its energy costs and 5 percent corporate tax rate, among other benefits. "It's one of our major competitive advantages to have our energy costs at such an attractive level."

The *Forbes* ranking measured six categories: costs, labor supply, regulatory environment, current economic climate growth prospects and quality of life.

**"Workforce is probably the No. 1 business resource that we bring to the table."**

**JEFF EDWARDS,**  
CEO OF THE ECONOMIC DEVELOPMENT CORPORATION OF UTAH

### UTAH'S OPERATING COSTS

#### COST OF LIVING

**6% BELOW**

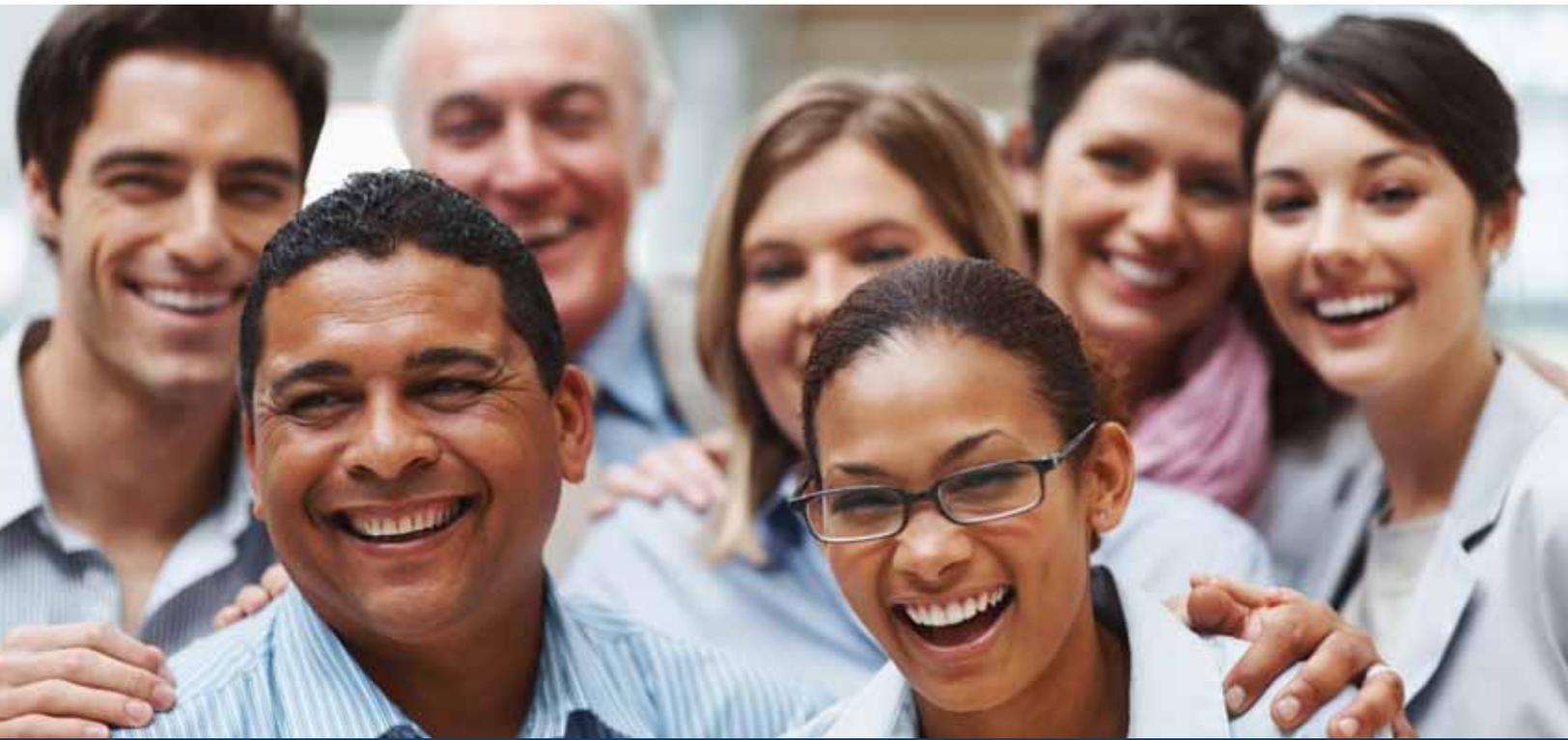
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#### ELECTRIC UTILITY RATE

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In the costs category, Utah has the second-lowest electric utility rates across all sectors (commercial, industrial, residential and transportation) and the 10th lowest natural gas costs, according to the U.S. Energy Information Administration.



**LITEHOUSE FOODS  
NEWLY OPENED FACILITY  
IN HURRICANE.**

Meanwhile, salaries across all occupations in the Beehive State are 10 percent less than the national average, according to the Bureau of Labor Statistics, and the cost of living is 6 percent below average in Salt Lake City, according to COLI by ACCRA.

#### **PLANES, TRAINS AND AUTOMOBILES**

The Utah Legislature has committed about \$3 billion to road improvements throughout the Beehive State, and over the past five years has received \$214 million in federal stimulus monies for such improvements as well. For companies like Litehouse Foods, a refrigerated products manufacturer

based in Idaho that opened a facility in Hurricane last May, that commitment is critical.

Each day, eight to 10 refrigerated trucks roll up to the Litehouse Foods building, which is located about 2.5 miles from Interstate 15, bringing in raw material and carrying out packaged goods, says Director of Operations John Shaw, who adds that access to the interstate and the condition of the roads were probably among the top five reasons the company chose to locate in Hurricane.

The expansion of St. George's airport also has benefited Litehouse. Prior to its completion, executives flew into Las Vegas and rented a car for the trip to Utah; now they land less than an hour from the facility.

In addition, the new location has expanded Litehouse's shipping options, Shaw says. "We're looking at railway heads for some of our inbound raw materials that come in tankers."

That Litehouse Inc. is investigating the use of rail lines doesn't surprise EDCUtah's Edwards. Utah is the first place that all of the eastbound rail lines from the West Coast converge, he says, and "that's been a strong competitive factor for us. The same is true of the highways. We're centrally located. We're a day's drive from California."

An additional boost to Utah's infrastructure is scheduled to start in mid-2013, when the Salt Lake City International Airport begins its multi-year facilities renovation. The \$2 billion project will replace the airport's aging facilities, some of which are 50 years old. More than 20 million people pass through the gates each year, and the reconstruction project "presents us with an opportunity to express our ascendancy in a number of ways," including innovative design and construction methods, said Salt Lake City Mayor Ralph Becker in his 2012 State of the City address. "Visitors to the airport should experience a wonderful gateway to Salt Lake City, to our State and to the Intermountain West."

#### **RESOURCES:**

- **Utah Broadband Project**  
[broadband.utah.gov](http://broadband.utah.gov)
- **Economic Development Corporation of Utah**  
[edcutah.org](http://edcutah.org)
- **Utah Technology Council**  
[utahtechcouncil.org](http://utahtechcouncil.org)
- **Litehouse Inc.**  
[litehousefoods.com](http://litehousefoods.com)
- **U.S. Energy Information Administration**  
[eia.gov](http://eia.gov)
- **Bureau of Labor Statistics**  
[bls.gov/oes/current/oes\\_stru.htm](http://bls.gov/oes/current/oes_stru.htm)



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# RIGHT ON THE MONEY

UTAH'S FINANCIAL SERVICES INDUSTRY IS STRONG, STABLE... AND **READY TO LEND**



*Utah may be a desert—but it's an oasis of capital for businesses looking to launch, expand and grow. The State's financial services industry is remarkably diverse and strong, encompassing large national banks, a network of community banks, thriving credit unions and global industrial loan companies.*

## **BANK ON IT**

Utah has a very healthy balance of banks and credit unions, providing a tremendous depth of options for individual depositors and businesses.

“We do have large national banks with branches here,” says Edward Leary, Commissioner of the Utah Department of Financial Institutions. “We also have a large regional bank headquartered here, Zions Bank.” The State is home to 29 state-chartered banks with combined assets of more than \$90 billion. National banks account for another \$104.5 billion in assets.

“Credit unions have been historically very strong in Utah,” says Leary, who notes that Utah has a high percentage of residents who are members of a credit union. Nearly 90 credit unions do business in Utah—and more than half of them are headquartered here.

Throughout the economic downturn, Utah's financial institutions have remained stable and strong. “As far as the economy, Utah appears to be bouncing out of the current dilemma quicker than most states,” says Leary. Commercial banks and credit unions are ready and willing to lend to qualified borrowers.

The assets held in Utah's depository institutions have grown, despite the national economic malaise. From fiscal year 2010 to fiscal year 2011, assets grew by more than 7 percent to \$372 billion.

“Utah has become a global financial center,” says Howard Headlee, President of the Utah Bankers Association, who notes that international financial services companies like GE Capital and Goldman Sachs have set up operations in Salt Lake. In fact, Goldman Sachs has its second-largest division in Salt Lake, smaller only than its New York campus.

“Local companies have unprecedented access to capital when they need to expand,” says Headlee. “Utah's banking environment is one of the strongest in the country. Our banks are well capitalized and well positioned—and eager to lend—coming out of this economic downturn.”

---

**BY HEATHER STEWART**



ABOVE: FROM CREDIT UNIONS TO BANKS TO VENTURE CAPITAL, UTAH HAS A VARIETY OF FINANCIAL ASSISTANCE OFFERINGS.



LEFT: AS PART OF ENERBANK USA'S INVOLVEMENT IN THE VOLUNTEERS' IN TAX ASSISTANCE PROGRAM, MANY BANK EMPLOYEES DONATE TIME TO PREPARE TAX RETURNS FOR THE COMMUNITY DURING TAX SEASON.

### SERVING SMALL BUSINESS

Small businesses and startups have tremendous access to capital in Utah. The State is among the top 10 SBA offices in the country for lending, and Utah ranks first for the number of loan approvals in SBA Region VIII. “Our approval rating is almost 70 percent of all submitted applications,” says Lori Chillingworth, Executive Vice President, Small Business Division, for Zions Bank.

In fiscal year 2010, the Utah SBA office guaranteed nearly \$279 million in loans.

“All of the banks in Utah are very aggressive in their SBA lending,” says Chillingworth. “We have a lot of SBA experts in the state who understand what the SBA requires.”

Zions Bank works closely with companies to walk them through the loan process and give them the best chance possible to qualify for an SBA loan. “We have a business resource center that helps business owners prepare their business plans and financial projections—whatever they need, at no charge. We try to make sure they have the resources to be successful in obtaining their loan,” explains Chillingworth.

Sometimes even a small infusion of capital can help a small business move to the next level. Micro loans, which are generally \$35,000 or less, make it possible for businesses to purchase new equipment or vehicles, add capacity or invest in technology. The Utah Microenterprise Loan Fund has been providing such loans in Utah for two decades. Over the years, the Fund has arranged loan financing for more than 700 companies throughout the State.

### CAPITAL OF THE INDUSTRY

Utah is one of only a small handful of states that are chartered to oversee industrial loan companies, also known as industrial banks. And due to a favorable regulatory environment and the support of local lawmakers, Utah’s industrial

banking industry is one of the nation’s strongest.

“This is a great place to do business. It’s not because it’s the Wild West of regulations—it’s because the regulators are firm but fair. They’re there to protect the consumer but also the business owner from unreasonable laws,” says Frank Pignanelli, Executive Director of the National Association of Industrial Bankers.

Industrial banks are able to make all kinds of consumer and commercial loans. They can offer FDIC-insured deposits and are subject to FDIC and state regulatory oversight. “There are really strict capital requirements; they have to be very well capitalized,” says Pignanelli.

Some of Utah’s industrial banks are owned by financial companies, but many are owned by non-banking companies like Pitney Bowes and Target. “Usually they have a niche customer base. For example, Interbank provides loans for people to remodel their homes, especially for energy saving activities,” he explains.

Although the majority of the customers for industrial banks are outside of Utah, the banks bring tremendous benefits to the State. They bring high-paying jobs and have imported top banking professionals to Utah.

“The spinoffs are unbelievable. These large companies come here and they like what they see in Utah, and they bring even more enterprises, sometimes related and sometimes unrelated to the bank,” says Pignanelli, who adds, “By having industrial banks in our community, we collect great resources from the



GOLDMAN SACHS HAS ITS SECOND-LARGEST DIVISION IN SALT LAKE, SMALLER ONLY THAN ITS NEW YORK CAMPUS.

**“Local companies have unprecedented access to capital when they need to expand. Utah’s banking environment is one of the strongest in the country. Our banks are well capitalized and well positioned—and eager to lend—coming out of this economic downturn.”**

**HOWARD HEADLEE,**  
PRESIDENT, UTAH BANKERS  
ASSOCIATION

# CONGRATULATIONS, UTAH BUSINESSES!

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\*Callahan & Associates 2012 Credit Union Directory

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**FRANK PIGNANELLI,**  
EXECUTIVE DIRECTOR, NATIONAL ASSOCIATION OF INDUSTRIAL BANKERS

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**A DIFFERENT WAY TO BANK REQUIRES A DIFFERENT BANK.**

Community Reinvestment Act—the federal requirement that financial institutions spend part of their money both in low-interest loans and grants.”

The strict capital requirements for industrial banks have kept them safe and strong throughout the turmoil in the financial industry, he says. “This is a safe and very sound way of banking that is pro-consumer but also gets capital into the marketplace.”

Twenty industrial banks are headquartered in Utah—by far the largest number among any of the seven states that are chartered to have industrial banks—and together they hold more than \$101 billion in assets.



#### RESOURCES:

- Utah Department of Financial Institutions  
[dfi.utah.gov](http://dfi.utah.gov)
- Utah Bankers Association  
[uba.org](http://uba.org)
- Utah Credit Union Association  
[utahscreditunions.org](http://utahscreditunions.org)
- Small Business Administration  
[sba.gov](http://sba.gov)
- National Association of Industrial Bankers  
[industrialbankers.org](http://industrialbankers.org)
- Utah Microenterprise Loan Fund  
[umlf.com](http://umlf.com)
- MountainWest Capital Network  
[mwcn.org](http://mwcn.org)
- Utah Fund of Funds  
[utahfof.com](http://utahfof.com)

Utah also has a robust network of nontraditional funding for entrepreneurs including angel investors, venture capital and other early stage funding. Find more info here:



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[businessinutah.utah.gov/money](http://businessinutah.utah.gov/money)

# CITY CREEK CENTER

## BUILT ON THE RIGHT FOUNDATION

O P E N   S P R I N G   2 0 1 2

Some things are built to stand the test of time. Growing up out of the heart of the city, this premier downtown redevelopment project, was built on a world-class foundation made from the best concrete on earth. City Creek Center boasts world-class shopping, dining, and entertainment in a sustainable urban community setting.



COURTESY TAUBMAN CENTERS



NEWLY OPENED CITY CREEK CENTER.

“City Creek is really going to be a game changer for the central business district of Salt Lake City... Our ability to do that during a time of slowdown on the national level speaks to the overall strength of our State and our economy here at a local level.”

**MARK BOUCHARD,**  
MANAGING PARTNER, CB RICHARD ELLIS

# UNDER CON

*Every revolution needs a starting point. For downtown Salt Lake City, that point of origin is the brand-new City Creek Center.*

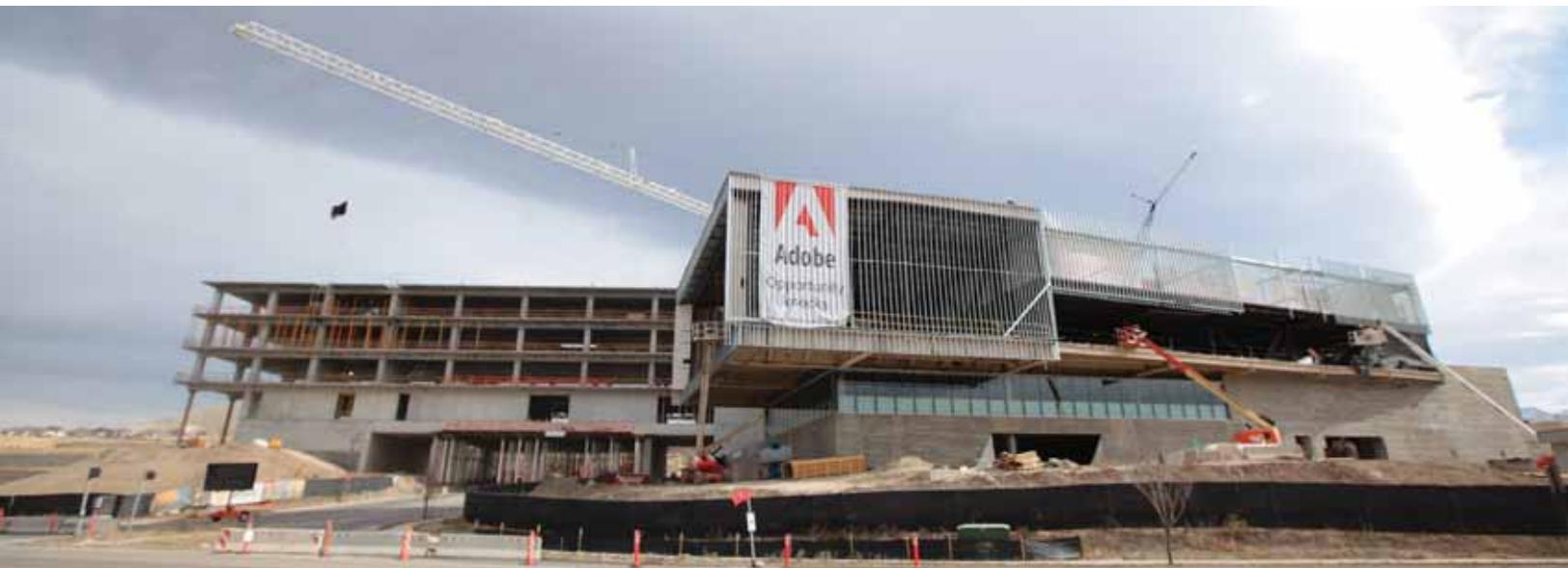
Long before it officially opened for business in March, the \$1.5 billion mixed-use development was being hailed as unique, unprecedented and revolutionary. Those words only scratch the surface in describing the impact it will leave on the downtown area.

A walkable community, City Creek features a healthy mix of world-class office space, upscale retailers, and pristine apartments and condominiums. A 30,000-square-foot retractable glass roof can cover the retail galleria on bad weather days, and a sky bridge spans Main Street to connect both blocks. Walking paths crisscross through each block, where both shoppers and residents can enjoy seeing an array of unique fountains and a recreated section of the historic City Creek.

“The entire City Creek project is revolutionary in terms of the way it’s transforming Salt Lake City,” says Linda Wardell, General Manager of the City Creek Center. “What it’s doing for our city is giving our residents a more walkable town.”



UTA FRONTRUNNER



# CONSTRUCTION

## A ROBUST ECONOMY SPURS DEVELOPMENT ACROSS THE STATE

It will also introduce multiple new businesses to the State of Utah. National chains Nordstrom and Macy's will each have a store anchoring the center, but at least two dozen companies will enter the Beehive State for the first time. These upscale retailers—which include such notables as Tiffany & Co. and Michael Kors—will account for a third of the tenants occupying storefronts at City Creek.

This is just the start of new companies from all sectors setting up shop along the Wasatch Front and throughout Utah. The City Creek Center has thrown open the doors for unparalleled growth in the commercial real estate and residential real estate sectors.

“City Creek is really going to be a game changer for the central business district of Salt Lake City,” says Mark Bouchard, Managing Partner for CB Richard Ellis. “Having a project like that, and the type of people it will draw to the downtown area, will do nothing but make us a better market overall. Our ability to do that during a time of slowdown on the national level speaks to the overall strength of our State and our economy here at a local level.”

**ADOBE'S NEW TECHNOLOGY CAMPUS UNDER CONSTRUCTION IN UTAH'S SILICON SLOPES, THE STATE'S SOFTWARE AND TECHNOLOGY EPICENTER AT THE HEART OF UTAH'S WASATCH FRONT.**

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**BY JOHN COON**

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## A TARGETED GROWTH SPURT

One factor that has allowed Utah to see economic growth while other states are struggling is a commitment to building transit-oriented communities. A quick tour through the Salt Lake Valley yields evidence of this trend everywhere. From the eBay campus in Draper to Daybreak in South Jordan, creating walkable communities is on the mind of city planners throughout the Wasatch Front.

Many of these developments incorporate TRAX light rail lines or the Front-Runner commuter rail line. The Utah Transit Authority (UTA) has partnered with developers in five different locations to bring some of these developments to life by offering land around transit hubs.

“Transportation at its core is one of the most important factors in the State,” says Christina Oliver, UTA’s Department Manager for transit-oriented development. “Just over 80 percent of our population lives within 100 miles of the Wasatch Front. Without an adequate and accessible transportation system, we would be immobilized. Economic development would be stymied in this region generally.”

It makes sense for UTA to take an active role in bringing walkable communities to life. A development built around a transit station will spur usage of mass transit much more than a sprawling parking lot. For the cities where these developments take root, it offers an infusion of dollars from new businesses setting up shop and new residents buying homes or condominiums.

Managing growth in a responsible way is the challenge facing community leaders along the Wasatch Front. Utah’s distinctive geography gives it an unparalleled natural beauty. It also limits cities and towns from spreading out unchecked in all directions.

Envision Utah has potentially solved this problem with a “3 percent development strategy” to manage urban growth. The principle behind this strategy is that one-third of all future commercial and residential developments along the Wasatch Front should be concentrated upon 3 percent of the available land.

As part of this 3 percent strategy, Envision Utah wants to focus growth and economic centers along major transportation corridors. That means targeting growth around transit stations and creating major mixed-use developments throughout the region. These developments would represent a step forward in redeveloping and revitalizing declining neighborhoods while preserving open space throughout the mixed-use development.

“The 3 percent strategy encourages targeted investment to create exceptional places for working and living while maximizing efficiency and keeping the cost of living in check,” says Christie Oostema, Deputy Planning Director for Envision Utah. “It encourages growth in commercial real estate, residential and retail development in locations where significant public investment in our transportation system has already occurred or is planned.”

Benefits of this plan are numerous. It will mean improved air quality as a result of reduced traffic congestion, and the preservation of open space and a reduction in water usage. This means a vibrant, walkable community where residents have gathering places for community events and more choices for where they live, work, shop and play. It also means savings of billions of dollars for cities in Utah and the State of Utah itself.

Managing urban growth in this manner increases the quality of life for the residents involved and convinces companies outside the state to take a chance on investing in Utah. That is one reason why commercial real estate sales are booming here at a time when they are lagging in many other places.

“In some respects, the expansion of office and retail markets in other cities is a very good thing,” Bouchard says. “It lightens the travel distances and the uses of our roads. It creates more of a community setting where you don’t always have to drive great distances for services. As we grow and develop as a State, it’s just the natural order of things that occur.”



### RESOURCES:

- **City Creek Center**  
[shopcitycreekcenter.com](http://shopcitycreekcenter.com)
- **Envision Utah**  
[envisionutah.org](http://envisionutah.org)
- **Utah Transit Authority**  
[rideuta.com](http://rideuta.com)
- **eBay**  
[ebayinc.com/news](http://ebayinc.com/news)
- **Adobe**  
[adobe.com/aboutadobe/pressroom](http://adobe.com/aboutadobe/pressroom)
- **NSA**  
[nsa.gov/public\\_info/press\\_room/2011/utah\\_groundbreaking\\_ceremony.shtml](http://nsa.gov/public_info/press_room/2011/utah_groundbreaking_ceremony.shtml)
- **Litehouse Foods**  
[lighthousefoods.com/content/lighthouse-inc-selects-southern-utah-expansion](http://lighthousefoods.com/content/lighthouse-inc-selects-southern-utah-expansion)
- **Janicki Industries**  
[janicki.com/careers/107.html](http://janicki.com/careers/107.html)

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### ALL THE RIGHT PIECES

The region encompassing southern Salt Lake County and northern Utah County is poised to be an epicenter for commercial real estate growth over the next decade.

Plans are underway for the National Security Agency to build a massive new data center at Camp Williams. Ground broke on the site in January, and the construction phase is expected to add up to 10,000 new jobs to the local economy. Further south in Lehi, Adobe is expanding its operations in Utah with a new technology campus currently under construction. The new Adobe campus is expected to create 1,000 new jobs in Utah following the initial expansion phase, with capacity to add 600 more jobs through later expansion. It is projected to create more than \$1.6 billion in new State wages and more than \$134 billion in new State revenue over the next 20 years.

The ease of doing business in the Beehive State convinced the technology giant to set up shop here—and it didn't hurt that Adobe is eligible to receive tax-based post-performance incentives from Lehi and the State of Utah that are worth nearly \$60 million over a 20-year period.

When Adobe announced its expansion plans in 2010, the company cited Utah's vibrant communities, skilled talent base and business-friendly environment as the major factors in its decision. This business-friendly attitude puts Utah over the top when combined with other advantages the State offers in the areas of geography, education and transportation.

"The climate here is good," says Stephen Bogden, Managing Director and Principal Broker for Coldwell Banker Commercial. "The employment here is good. The distribution here is good. Access in and out is good. The State works hard for businesses."

Southern Utah has similarly experienced an influx of new companies expanding into the State. Litehouse Foods, a food manufacturer based in Idaho, chose to build a new facility in Hurricane after deciding it needed a southwestern location to gain greater access to regional markets. The town offered a convenient location near Interstate 15 and room to grow—factors that persuaded Litehouse Foods to choose Hurricane over similar sites under consideration in California, Arizona and Nevada.

"We're positioned pretty well there," says Jim Frank, President and CEO of Litehouse Foods. "That's actually a benefit of the site we selected in Hurricane. It has us positioned for future growth and expansion right in that facility and on that parcel of land. We're ready to keep expanding for some time before we reach capacity in that area."

The boom is also being felt in Northern Utah. Janicki Industries built a 100,000-square-foot, \$19.5 million manufacturing facility near Hill Air Force Base in Layton in 2011. The Sedro-Woolley, Wash.-based firm is manufacturing components for the F-35 Joint Strike Fighter using two proprietary Janicki five-axis mills, with a third coming online in late summer. The large-scale, high-precision mills have produced more than 250 parts for the F-35 program since the Utah plant's opening in August 2011.

These developments are not done on an island. What benefits an individual town or city benefits the entire State as it pushes forward to establish itself as a leader in national and international business.

"You can't look at it on a city-by-city scope anymore," Oliver says. "We don't work that way. It's just not feasible. For older cities, it's almost unsustainable in the revenue stream. It needs to be a different perspective and that perspective is: we are a community, let's build as a community."

**"The 3 percent strategy encourages targeted investment to create exceptional places for working and living while maximizing efficiency and keeping the cost of living in check."**

**CHRISTIE OOSTEMA,**  
DEPUTY PLANNING DIRECTOR,  
ENVISION UTAH



**JANICKI INDUSTRIES 100,000-SQUARE-FOOT, \$19.5 MILLION MANUFACTURING FACILITY.**



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# A POWER TRIP

FROM COAL TO WINDFARMS, UTAH IS HOME TO ABUNDANT ENERGY SOURCES



WORKERS INSTALLING A NEW DRILL STEM TO CONTINUE DRILLING ON A NEW WELL.



FIRST WIND CREATED THE LARGEST WIND PROJECT IN UTAH KNOWN AS MILFORD WIND.

**"A clean-burning hydrocarbon asset such as natural gas is important to our economy and we have a long-term domestic supply of energy with clean burning natural gas in massive shale, with plays in the early stages of development."**

**KEITH SCHMIDT**, SENIOR COMMUNICATIONS COORDINATOR,  
NEWFIELD EXPLORATION AND PRODUCTION



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*Utah is a unique place in numerous ways but one aspect that makes the Beehive State especially stand out is its abundant natural resources—old and new.*

The State is rich with traditional, renewable and unconventional energy resources. Traditional energy sources include fossil fuels such as coal, oil and gas, while renewable energy includes solar, wind, geothermal and more. Unconventional energy encompasses oil shale, oil sands and nuclear fuel, such as uranium.

Utah has an established infrastructure of traditional energy that is low cost and effective. In fact, the State is among the top 10 producers in the nation for coal, oil and gas. Utah is also second lowest in the nation for consumer prices of natural gas, and the State is third lowest for electricity prices.

This solid foundation of energy resources makes further exploration into renewable resources possible. “In Utah, we harness all of our varied resources,” says Samantha Mary Julian, Director of the Utah Office of Energy Development. “Utah’s coal and natural gas industry keep our power rates really low. The overhead costs are lower for a company doing business in Utah than if they were somewhere else.”

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BY AMY K. STEWART

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DWELLTEK SOLUTIONS IMPROVE HOME ENERGY EFFICIENCY TO HELP THEIR CUSTOMERS DECREASE ENERGY CONSUMPTION AND SAVE MONEY.

## POWERING THE ECONOMY

Energy, whether it be traditional or alternative, benefits the State's economy in the form of job creation and tax stimulation.

"Energy jobs are high-paying jobs. They are at 191 percent of the state's median income," says Jeff Barrett, Renewable Energy Development Coordinator for the Utah Office of Energy Development.

Traditional energy employs 1.6 percent of the people in Utah, and \$1.5 billion is paid in energy wages annually, according to the Governor's Office of Energy Development.

"If you heat your home, if you drive your car, if you fly in an airplane—all those things—so much of our business, so much of our economy is driven by energy," says Keith Schmidt, Senior Communications Coordinator with Newfield Exploration & Production, based in The Woodlands, Texas.

Newfield Exploration & Production is involved in exploring and developing hydrocarbon assets—oil and natural gas. Newfield is the largest oil producer in Utah and maintains a large office in the Roosevelt area and an oil field in the Monument/Butte area of the State.

"That energy is essential to not only the United States but also the world," Schmidt says. "So hydrocarbon assets are extremely important. They comprise most of the vast percentage of the overall energy used in the world." He adds, "A clean-burning hydrocarbon asset such as natural gas is important to our economy and we have a long-term domestic supply of energy with clean burning natural gas in massive shale, with plays in the early stages of development."

The natural gas business in Utah means "jobs for people, revenues through taxes and royalty payments toward land owners and it means a vibrant local economy," he says.

Further boosting Utah in the realm of energy, 50 percent of the money generated from coal, oil and gas produced on public lands—those owned and operated by the Bureau of Land Management and the State School and Institutional Trust Lands Administration—is returned to the State to be doled out for county rural development. Other coal, oil and gas land leases result in funds for public education, says Susan White, Environmental Manager with the Utah Office of Energy Development.

"When we can drill on more federal lands, and it's allowed with more leases and permits to do that, it creates more jobs which creates more dollars for the State of Utah. Tax revenue goes into our schools, toward wages and so many other positive things," White says. "We can help our country become energy-secure and not have to be dependent on foreign entities to produce it."

## A BALANCED APPROACH

In addition to the State's rich history with traditional energy development, many in the Beehive State are forging ahead into the innovative new realm of renewable energy.

One example is DwellTek, a Salt Lake City-based home energy solutions company. According to CEO Brad Peacock, the average home in the United States spends more than \$2,300 in home energy costs and emits an average of 14,500 pounds of carbon dioxide per year. "We want to take the new technological innovations and get them into people's homes," Peacock says.

Though implementing energy-saving devices, such as solar panels, can be costly and, therefore, a deterrent, many in Utah see the costs as an opportunity to innovate solutions. "[Cost] is one of the challenges we are working to solve," Peacock says.

Though the cost to get renewable energy up and running can be steep, it pays off nicely in the long run as far as financial benefits and environmental appre-

## UTAH'S ENERGY RESOURCES

**22 MILLION TONS**

amount of coal mined in Utah in 2009<sup>1</sup>

**82.5 PERCENT**

the percentage of Utah's electricity that's fueled by coal<sup>1</sup>

**40 PERCENT**

the amount of Utah's coal that's exported to other states or countries<sup>1</sup>

**10TH PLACE**

Utah's ranking among states for proven oil and gas reserves<sup>2</sup>

**400 MILLION BARRELS**

the amount of Utah's proven crude oil reserves<sup>2</sup>

**116 MILLION BARRELS**

the amount of Utah's proven reserves of natural gas liquids<sup>2</sup>

**13 PERCENT**

the amount of Utah's BLM lands that are leased for oil or natural gas extraction<sup>3</sup>

**\$2.5 BILLION**

the total sales value of the oil and gas produced in Utah in 2009<sup>4</sup>

**27,741**

the number of jobs derived from energy and mineral development on Utah lands managed by the Department of the Interior<sup>5</sup>

**77 BILLION BARRELS**

the estimated amount of recoverable oil in Utah's oil shale deposits<sup>1</sup>

<sup>1</sup> Utah Geological Survey

<sup>2</sup> U.S. Energy Information Administration

<sup>3</sup> BLM

<sup>4</sup> Utah State Tax Commission

<sup>5</sup> Department of the Interior

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ciation. For example, it takes money and years to create a wind farm—to manufacture the product, find the land, get the lease and deliver that power. But the power delivered is clean and effective, making it worth the initial investment.

And though much of renewable energy depends on uncontrollable factors, Utah's wealth of traditional energy combined with the State's advancements in renewable energy creates a balanced mix of reliable resources.

"We need power all the time," Julian says. "The wind only blows at certain times. The sun only shines a certain percent of the day. It's [because of] the cost, the time that we need baseload resources [like coal and natural gas]."

Julian explains that Utah continues to innovatively plan for the State's future energy consumption needs. "How can we decrease land use—while increasing

**"Utah is very much an energy state, and there is a climate of innovation with a sophisticated workforce."**

**ALAN WALKER,**  
DIRECTOR OF TECHNOLOGY OUTREACH  
AND INNOVATION, USTAR

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2011 Milken Institute

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2010 Forbes.com

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2010 Forbes.com

**#8 | Lowest Unemployment Rate in the U.S.**  
2011 U.S. Dept. of Labor

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SALT PALACE CONVENTION CENTER

## RENEWABLE ENERGY PROJECTS:

**Salt Lake City's Salt Palace Convention Center is among the largest rooftop solar arrays in the country.**

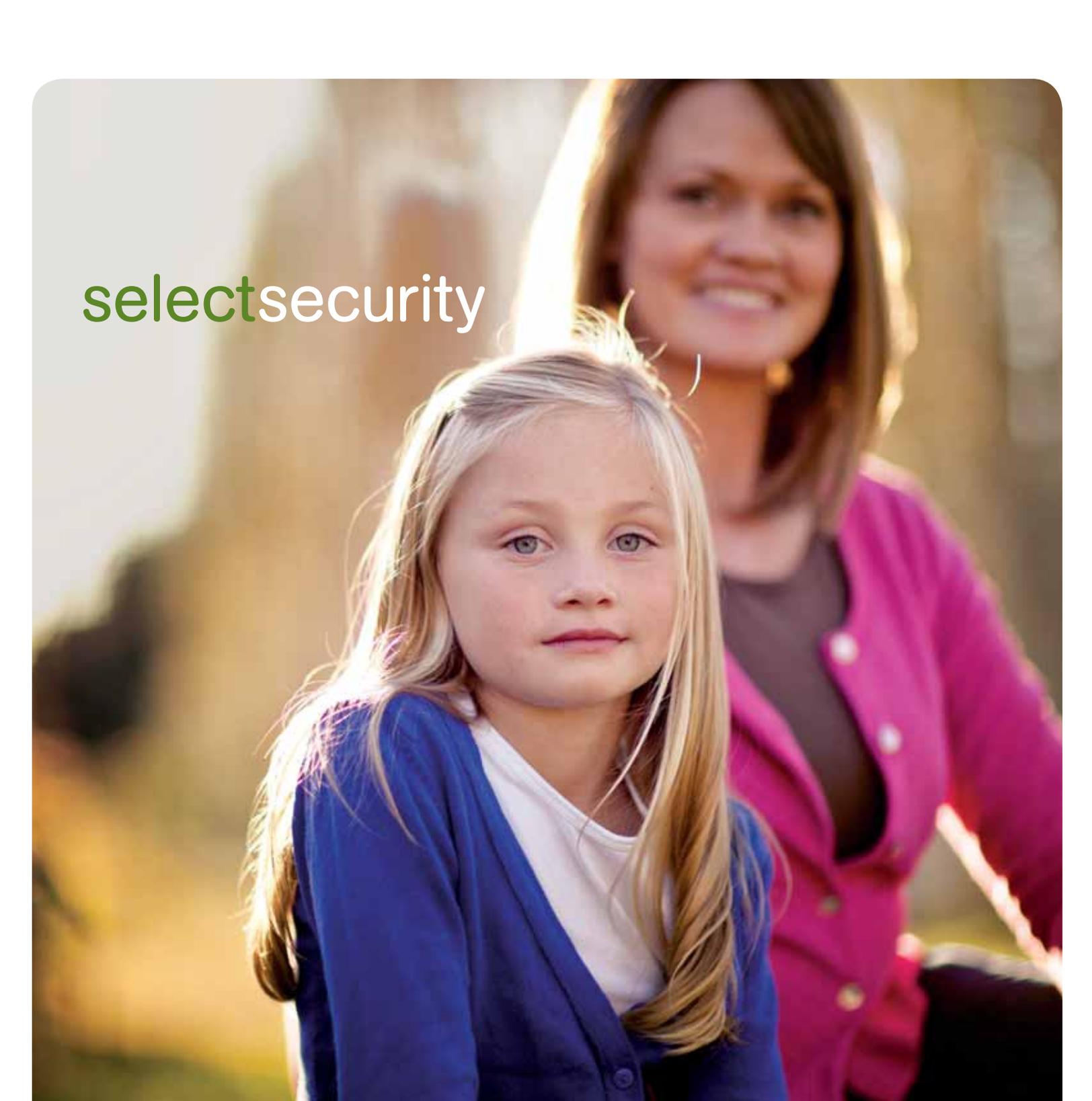
Solar panels cover 600,000 square feet—larger than six football fields—and generate 1.65 MW of power, nearly 17 percent of the Salt Palace's power demand.

**First Wind created the largest wind project in Utah known as Milford Wind.** The development has a total of 97 turbine generators that have a production capacity of approximately 306 megawatts of power, enough to power 64,000 homes.

**Utah's largest ground-based stationary solar array system is in place at Hill Air Force Base.** There are 1,170 photovoltaic solar panels installed on five structures with a total energy generating capacity of 230 kilowatts.

**Utah has been generating electrical power from geothermal sources near Blundell since 1984.** The Blundell geothermal plant has a generating capacity of 36 megawatts of power.

**Cyrq Energy operates a geothermal plant** near Beaver, Utah that has a power generation capacity of 6 megawatts, which are delivered to Anaheim, Calif.

A photograph of a woman and a young girl. The woman is in the background, smiling, wearing a pink jacket. The girl is in the foreground, looking directly at the camera, wearing a blue cardigan over a white shirt. The background is a soft-focus outdoor setting with warm lighting.

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*Heather Adams, American Fork*



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the power supply? How can we harness the wind better? How can we get more sun power into the solar panels in our buildings? That technology is still being worked on...I'm sure, as renewables get better and are easier to harness and less costly, we will be using them more and more."



UINTAH BASIN  
OIL WELL

### ENERGY INNOVATORS

Efforts to harness energy in Utah received a boost in 2006 when the Beehive State launched its USTAR (Utah Science, Technology and Research) initiative. The main goal is to recruit and support, with State funding, innovative teams and research facilities at Utah State University and University of Utah in order to create technology that can be commercialized through new business ventures.

"Utah is very much an energy state, and there is a climate of innovation with a sophisticated workforce," says Alan Walker, Director of the Technology Outreach and Innovation Program for USTAR, and Senior Advisor to the Director of the Energy and Geoscience Institute at the University of Utah College of Engineering.

Renewable energy is among the research focuses for USTAR. USU researchers are seeing success in scaling the production of biofuels from algae and biomass to commercial levels. USU is also emerging as a leading research center for electrified roadways and other paradigm-shifting technologies. At the U of U, nanotechnology and other experts are developing more efficient solar and geothermal approaches.

USTAR is reaching out beyond the research universities to every corner of the State.

"The landscape of Utah, as far as energy goes, helps provide an environment of success here for companies and businesses," says Perry Thompson, Associate Director of USTAR's Southern Utah Technology Outreach and Innovation Program and OED's Special Projects & Rural Outreach Coordinator.

An example of a regional USTAR energy project in the works involves a solar-powered water heating system that, instead of being installed on top of a roof, is actually placed in the attic, according to Michael O'Malley, Marketing Director for USTAR and the Governor's Office of Economic Development.

"Why install extensive solar panels up on your roof when you can capture the heat that naturally resides in your attic—especially if you live in southern Utah—and use that resource to reduce the amount of energy you use to heat your water," O'Malley says. "It's a simple but brilliant idea."

The entrepreneur, who is a plumber, used a grant provided through USTAR to work with Dixie State College. A team of students developed prototypes, refined the business plan and took the product to market. "It is innovative efforts like this that show Utah's famed entrepreneurial spirit is at home in the energy marketplace," O'Malley says.

### RESOURCES:

- Utah Office of Energy Development  
[energy.utah.gov](http://energy.utah.gov)
- Newfield Exploration and Production  
[newfld.com](http://newfld.com)
- Bureau of Land Management  
[blm.gov](http://blm.gov)
- State School and Institutional Trust  
Lands Administration  
[utahtrustlands.com](http://utahtrustlands.com)
- DwellTek  
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# How many new federal standards does it take to change your business' T12 lighting?

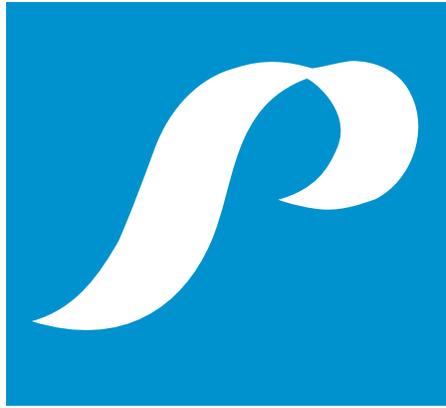
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Ranking	Company	Ranking	Company	Ranking	Company
115	VIP International	1672	SolutionStream	3318	Namifiers
257	Real Property Management	1708	Aribex	3425	VitalSmarts
309	Lendio	1910	Alliance Health Networks	3429	England Logistics
313	Neutron Interactive	1911	Cost Vida Fresh Mexican Grill	3509	Classic Aviation
360	OrangeSoda	1919	New Dawn Technologies	3548	U.S. Translation
458	One on One Marketing	1945	Veracity Networks	3560	Digital Financial Group
466	IntegraCore	1996	AdvancedMD Software	3655	Candie Warmers Etc.
586	Property Solutions	2120	Airgun Depot	3702	Inthinc
639	DigiCert	2234	ATMequipment.com	3709	Career Step
795	BidSync	2406	Red Iguana	3736	Fibernet Corp
860	AvantLink.com	2431	Wasatch Software	3833	Young Living Essential Oils
870	Skullcandy	2518	Deseret Biologicals	3889	Dish One Satellite
880	eGlobal	2522	Logica	3962	MediConnect Global
894	NetSteps	2559	Mindshare Technologies	4029	Digital Gateway
937	Jakob Marketing Partners	2644	Control 4	4054	Del Sol
938	Molding Box	2702	Access Technology Solutions	4242	Innovative Staffing
972	Imagine Learning	2716	Costume Craze	4267	Opionology
1052	BodyGuardz	2747	Conservice	4443	The Presido Group
1092	mediaFORGE	2845	At Home Personal Care	4582	Truenorthlogic
1116	Oh My Crafts	2849	Action Target	4588	Petersen
1172	DataMetrix	2991	SwipeClock	4648	Western Petroleum
1286	Clearlink	3165	ASAP Printing	4749	SnugZ USA
1399	Blade HQ	3194	MasterControl	4806	ThomasArts
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1489	Simply Mac	3221	Stake Center Lodging	4925	Spillman Technologies
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## THE ONE-STOP SHOP FOR BUSINESS SUPPORT

*The woodworker's plane helps shape and smooth raw lumber into precise form and functional purpose. It is the culmination of a journey of one industry and the beginning of something new. For virtually every trade, there is an associated toolbox. From contracting to construction and poetry to pastels, every craftsperson relies upon the tools of their trade to carry out the desires of his or her talent and determination.*

Similarly, the Governor's Office of Economic Development (GOED) has a well-stocked toolbox that is accessible to all Utah business owners and entrepreneurs. The GOED toolbox—or rather, deluxe mobile workshop—contains numerous indispensable tools that are transformative to the raw materials of business. Whether helping to keep existing business intact or facilitating the expansion of new business and operations, the GOED toolbox is the ideal resource both for businesses native to the state and for those considering Utah for the first time.

Throw open the powder coated steel shell and find lined up an array of job-specific Business Resource Centers (BRCs) and Business Outreach hardware by the Economic Development Corporation of Utah (EDCUtah). Open the modular drawers to reveal the Procurement Technical Assistant Center (PTAC) and the Post-Performance Incentives Program, GOED's digital level and electronic stud finder. There's the ratchet set in the Utah Health Exchange, a market-driven healthcare reform system specifically calibrated to Utahns' exacting standards. There are also professional-grade power tools like GOED's cluster-industry development and Team Global Utah, two devices that build reinforced foundations for the state's strongest industries both within Utah, and in the global marketplace.

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BY GAYLEN WEBB

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WORLD TRADE CENTER UTAH BUSINESS COMMUNITY MEETING



THE GOVERNOR'S GREEN CARD SHOWCASES THE STATE'S VISION FOR ECONOMIC DEVELOPMENT.



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**📁 TOOLSET: STRATEGIC INDUSTRY DEVELOPMENT**

In terms of leverage, the most powerful tool in GOED’s arsenal is likely its cluster industry development program. With a blueprint for building up entire industries, the State is able to foster the success of untold numbers of businesses—and the economy as a whole.

Utah is rich with geographic concentrations of interconnected companies, specialized suppliers, service providers and associated institutions within specific industries. The clusters program focuses on seven industries: Aerospace & Aviation, Energy & Natural Resources, Life Sciences, Software Development & Information Technology, Defense & Homeland Security, Financial Services and Outdoor Products & Recreation.

“Over 160,000 Utahns work in companies aligned with our clusters initiative, and these sectors are some of the hottest, fastest-growing industry sectors across the country. For example, Utah’s life sciences industry has added employees each and every month for the past 10 years,” says Managing Director Gary Harter.

The cluster program’s formula for success involves a vibrant R&D environment, robust commercialization activities, access to capital, interconnections within industries, supportive government and access to a skilled labor force. GOED’s cluster strategy draws on partnerships with industry associations, the Utah Science Technology and Research initiative (USTAR), Economic Development Corporation of Utah (EDCUtah), academia, local chambers of commerce, local elected officials, federal agencies, military installations, local economic development organizations and many others.

**📁 TOOLSET: GROWTH ASSISTANCE**

The clusters program takes a macro approach to building the economy, but GOED also has a handy set of tools that aid companies on a micro level. GOED’s assistance toolset is precision crafted to help local companies grow.

For example, statewide Business Resource Centers bring together essential business resources under one roof. The BRC array of tools include assistance with business plan development, small business loan applications, license and registration of a business, human resources, exporting, lean manufacturing or connecting with higher education for R&D support.

The BRCs rely on a network of partners to expand their service offerings. “Many of the centers have co-located with SBA Small Business Development Centers, SCORE chapters, U.S. Export Assistance Centers and Manufacturing Extension Partnerships. They truly are one-stop-shops that provide significant assistance to new and expanding businesses,” says Business Development Director Riley Cutler.

GOED’s Procurement Technical Assistance Centers (PTAC) are also co-located with many of the BRCs. PTACs help companies succeed in the government contracting game. Every year the federal government purchases products and services worth billions of dollars, from weapons systems and information technology to



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**“Over 160,000 Utahns work in companies aligned with our clusters initiative, and these sectors are some of the hottest, fastest-growing industry sectors across the country.”**

**GARY HARTER,**  
MANAGING DIRECTOR FOR GOED

uniforms and custodial work. State and local governments also spend millions of dollars each year purchasing goods and services. PTAC’s mission is to be the one-stop shop for businesses interested in winning government contract work.

GOED operates nine regional PTAC offices around the state. The centers offer free, one-on-one counseling and group workshops to Utah small businesses. In 2010, PTAC helped Utah companies win over \$500 million in government contracts.

Utah is also deploying cutting-edge tools to help companies tackle deep-rooted problems like the rising cost of health insurance premiums. The State has developed and implemented the nation’s most comprehensive health insurance exchange portal—the Utah Health Exchange.

The internet-based Exchange is a market-driven portal that allows employers to offer their employees a “defined contribution” or specified amount of pretax dollars set aside for the purchase of an employee-selected health plan from a menu of various plans and prices. This allows employees, rather than employers, to compare and select the health plan that works best for their individual needs.

“The value of the Exchange to small business owners is two-fold: first, owners choose the dollar amount they can afford to contribute to employees, which keeps costs predictable year over year; second, healthcare is always a large driver for attracting and retaining high-quality employees. The Exchange keeps businesses competitive, both in regards to their bottom line and in finding top talent,” says Patty Connor, Director of GOED’s Office of Consumer Health Services, which manages the Exchange.

By statute, all plans offered through the Exchange must meet federal standards for employer-sponsored coverage.

### **TOOLSET: RESPONSIBLE RECRUITMENT**

With a robust set of tools for helping local companies in one drawer of the toolbox, GOED has stocked another drawer with valuable devices for attracting and assisting companies that want to begin doing business or expand their current operations in the State.

Government-sponsored incentives, for instance, are often a crucial factor in business site selection. Utah offers an ample variety of incentive options—all of which are performance based. Incentives can be received in the form of tax credits or grants to businesses based upon three criteria:

- **POST-PERFORMANCE.** The incentives are disbursed after the business has met contractual performance benchmarks such as job creation and payment of new state taxes.
- **SINGLE TAXPAYER.** Incentive amounts are based upon new state taxes generated by the project.
- **COMPETITION.** The incentive must make Utah competitive with other locations.

Six post-performance incentives are available to businesses looking to locate or expand operations in Utah, along with funds for employee training (which the state’s colleges and applied technology centers administer). The incentives are:

- Economic Development Tax Increment Financing (EDTIF)
- Renewable Energy Development Incentives (REDI)
- Private Activity Bonds
- Utah Recycling Market Development Zones
- Life Science and Technology Tax Credits
- Motion Picture Incentive Program (MPIP)

All of these incentives offer unique ways to attract and retain businesses. As one example, the Motion Picture Incentive Program (MPIP) has proved wildly successful in drawing film and television productions to the State. After spending seven months in Utah, including approximately 45 days of filming, the Disney/



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Pixar live-action version of *John Carter* generated approximately \$28 million and 200 jobs for the Utah economy.

Administered by the Utah Film Commission, which is part of GOED, the MPIP offers qualifying production companies up to 25 percent of total dollars spent in the state back in the form of post-performance cash rebates or refundable tax credits.

“The ability to offer either a cash rebate or a tax credit to all different types of filmmakers has increased our production pipeline and has proved to be a great benefit for the local film community and the many businesses that support the industry,” says Marshall Moore, Director of the Utah Film Commission.

Many visitors to Utah are first introduced to the state through films like *John Carter* and *127 Hours*. The Utah Office of Tourism operates an aggressive, multi-faceted marketing program to entice new visitors to the State. One aspect of that is its Cooperative Marketing Program, which has a mission to leverage state and co-op partner funding to attract out-of-state visitors. To achieve that mission, the UOT will match up to \$175,000 in out-of-state marketing dollars. Destination marketing organizations and non-profit entities in existence for one year or more are eligible to apply.

In 2011, members of the Utah Board of Tourism Development approved 28 of 32 Cooperative Marketing applications from non-profit tourism entities totaling more than \$1.5 million to promote the state to out-of-state visitors.

### **TOOLSET: MPIP MOTION PICTURE INCENTIVE PROGRAM**

Utah's Motion Picture Incentive Program (MPIP) is an important tool in GOED's job creation toolbox. For example, after spending seven months in Utah, including approximately 45 days of filming, the Disney live-action version of *John Carter* generated approximately \$19.6 million and 275 jobs for the Utah economy.

Administered by the Utah Film Commission, which is part of GOED, the MPIP offers qualifying film production companies up to 25 percent of their total spend in the state back in the form of post-performance cash rebates or refundable tax credits. To qualify, a production must spend a minimum of \$200,000 in the state for the 15 percent tax incentive and a minimum of \$1,000,000 in the state to qualify for the up to 25 percent incentive. The cash rebate has a cap of \$500,000 per project; however, the tax credit has no per project cap. Further, the incentive program offers ongoing funding with no sunset provision and includes qualifying digital media.

### **TOOLSET: TOURISM CO-OP FUNDS**

The Utah Office of Tourism's (UOT) Utah Cooperative Marketing Program has a mission to leverage state and co-op partner funding to attract out-of-state visitors to increase their tourism expenditures. To achieve that mission, the UOT will match up to \$225,000 in out-of-state marketing dollars. Destination marketing organizations and non-profit entities in existence for one year or more are eligible to apply.

In 2011 members of the Utah Board of Tourism Development approved 28 of 32 Cooperative Marketing applications from non-profit tourism entities totaling more than \$1.5 million to promote the state to out-of-state visitors.



DIRECTOR DANNY BOYLE AND JAMES FRANCO ON THE SET OF 127 HOURS.

CHUCK ZLOTNICK



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 **TOOLSET: KEY PARTNERSHIPS**

Every craftsman has a tool that he uses on a daily basis—the trusty tool that always seems to get the job done right. GOED's "secret weapon" tool is perhaps the invaluable partnerships it has created across industry, education and government.

One such partnership is with the Economic Development Corporation of Utah (EDCUtah), which provides centralized economic development and business outreach functions that serve the entire state of Utah. EDCUtah is a public/private partnership, working with state and local government and private industry to attract and grow competitive, high-value companies and spur the development and expansion of local Utah businesses.

"Economic development in Utah is truly unique," says EDCUtah President & CEO Jeff Edwards. "Working in partnership with GOED and with city and county economic developers, we make it much less complicated for businesses to evaluate Utah locations and resources, and extend our expertise to the local level where limited budgets and manpower may preclude some of our smaller communities from participating in economic development projects."

Another key partnership is with World Trade Center Utah. Utah is the only state in the country that doubled its exports over the last five years, and GOED is positioned to help Utah businesses expand their exports yet again through assistance from its strategic partner, World Trade Center Utah.

World Trade Center Utah and GOED are seamless partners. Together they provide extensive support to Utah businesses looking for global trade opportunities. As a member of the World Trade Center organization, Utah's World Trade Center has connections with sister organizations across the globe, and can thus help open doors for Utah businesses in pursuit of global connections.

"Working with our partners, World Trade Center Utah is helping Utah expand its global trade through efforts in cooperation, education and innovation. We help Utah organizations make new international connections, build new business relationships and discover new ways to work together for global trade," says Lew Cramer, President & CEO of World Trade Center Utah.

As a one-stop shop for global trade, World Trade Center Utah offers a wide range of signature services to Utah businesses through export assessments, education and training, and through connections with relevant global partners, service providers, and higher education and government agencies such as the

U.S. Commercial Service Export Assistance Centers.

GOED's business development toolbox is filled with finely honed tools made of the most advanced materials and designs—all geared for crafting sturdy, well-built businesses and industries. Companies of every type, from micro startups to industry heavyweights, will discover the perfect implement for creating growth, driving innovation and, ultimately, building the strong and diverse Utah economy.

- RESOURCES:**
- Cluster Industry Development
  - Business Resource Centers
  - Procurement Technical Assistance Center
  - Utah Health Exchange
  - Post-Performance Incentives
  - Utah Film Commission
  - Cooperative Marketing Program
  - Economic Development Corporation of Utah
  - World Trade Center of Utah



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# MORE THAN MEETS THE EYE

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BY JOHN BLODGETT

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*Utah has earned a reputation for offering visitors hardcore activities that get the adrenaline going: skiing, rock climbing, and mountain and road biking, among plenty of others. But Utah has a softer side, too. Arts and cultural attractions statewide offer plenty of things to do when heart rates return to normal—and they're reason alone to come pay a visit as well.*

“The line is disappearing between recreation and arts and culture customers, especially in the summer,” says Visit Park City President and CEO Bill Malone, whose seat at the table of the State Board of Tourism Development gives him a statewide perspective.

The slogan “Utah Life Elevated”® gets to the heart of the experience of visiting the State: it isn’t only about what you see, but also what you feel, according to Leigh von der Esch, Managing Director of the Utah Office of Tourism.

Increasingly, what visitors are feeling is luxurious. In recent years—in a down economy, von der Esch points out—four major luxury brands have opened lodging facilities in Utah: Montage Deer Valley, The St. Regis Deer Valley, Waldorf Astoria Park City and, near Lake Powell, the Amangiri, one of only two Aman resorts in North America.

The decision to build in Utah is proving a wise one. For example, Montage Deer Valley’s Dan Howard reports that the resort’s average daily rate from December 2010 – April 2011 was thought to be one of the highest in the nation.

With the plethora of new luxury properties, in addition to the award-winning Grand America Hotel and long-time favorite Stein Erickson Lodge, it’s no wonder Luxury Travel named Utah a top destination in 2011.

## ROLL THE CREDITS

From Butch Cassidy and the Sundance Kid to The World’s Fastest Indian, from Touched by an Angel to High School Musical, Utah has been a star of the big and little screens for years. But few films have generated the excitement that Disney’s *John Carter* is causing. “It could be the Harry Potter of sci fi—and it was shot in Utah,” says von der Esch.

According to Marshall Moore, Director of the Utah Film Commission, *John Carter* is the largest-scale production ever shot in Utah. It spent more money in the State than any film in history, and over the course of 45 days in 2010, scenes were shot in six distinctly Utah locations: Lake Powell, Big Water, Delta, Hanksville, Moab and Kanab. The film was recently released in March 2012.

There’s a tangible relationship between filming in Utah and tourism. In 2011, for example, Canyonlands National Park had an 8 percent jump in visitation. “Much of that came from the fact that we had the film *127 Hours* come out last year,” says Marian DeLay, Executive Director of the Moab Area Travel Council. “Now everyone wants to come see where Blue John canyon is.”

Close by at Dead Horse State Park, enough people visit where 1991’s *Thelma and Louise* was filmed that the location where Susan Sarandon’s and Geena Da-

**“The slogan ‘Utah Life Elevated’® gets to the heart of the experience of visiting the State: it isn’t only about what you see, but also what you feel.”**

**LEIGH VON DER ESCH,**  
MANAGING DIRECTOR OF THE UTAH OFFICE  
OF TOURISM



ON THE SET OF PRAGMATIC REPUDIATION, A PRODUCTION MADE IN ASSOCIATION WITH SALT LAKE COMMUNITY COLLEGE’S BOOT CAMP FILM COURSE.

© DANA CURLEY

vis' famous car-over-a-cliff closing scene was wrapped up is now unofficially named "Thelma and Louise Point." The Utah Film Commission publishes a brochure, *Filmed in Utah*, with a map to these and other filming sites.

"There is no greater billboard than when a movie is made here," says von der Esch, who adds that DVD releases and the accompanying extra footage and features give a film a "long shelf life" that helps promote the State for years after it leaves the theaters.

### CURTAIN CALL

Salt Lake City's theatrical offerings cover a wide spectrum. The Pioneer Theatre Company stages well-known musicals and plays such as *The Producers* and *Romeo and Juliet*; Hale Centre Theatre caters to families with the likes of *The Sound of Music*; the edgy Salt Lake Acting Company is known for its annual and satirical *Saturday's Voyeur*; and the Rose Wagner Performing Arts Center's three venues, including the landmark Capitol Theatre and elegant Abravanel Hall, feature dance, music and plays that run the gamut from world-class to experimental.

The performing arts aren't relegated just to Utah's capital city. Cedar City's esteemed Utah Shakespeare Festival celebrated its 50th Anniversary in 2011. Attendance was up 3 percent, says Maria Twitchell, Executive Director of the Cedar City-Brian Head Tourism Bureau, who adds that the festival's addition of the "mega popular" *Les Miserables* to its 2012 schedule should bring even more playgoers to the area.

Farther south in Ivins, Tuacahn Amphitheatre had a "phenomenal" year, attracting 196,000 out-of-town guests for a 38 percent increase over 2010, according to Roxie Sherwin, Marketing Director of the St. George Area Convention and Visitor Bureau. Its relationship with Disney is a huge draw. "They showed *Little Mermaid* and sold out (all 25) performances," she says.

### MUSICAL INTERLUDE

To paraphrase Julie Andrews in her signature role, Utah is alive with the sound of music. Throughout the year and throughout the state, vocalists and musicians take to the stage, often in the great outdoors, to entertain visitors and locals.

In Salt Lake City, the Red Butte Garden Outdoor Concert Series is a hit with performers as well as music fans, who can roll out blankets on the grass and have a picnic (with wine and beer if they choose). Downtown venues such



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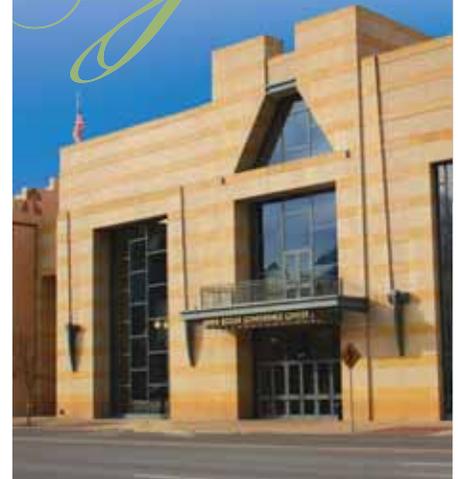
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**“The line is disappearing  
between recreation and  
arts and culture customers,  
especially in the summer.”**

**BILL MALONE,**  
PRESIDENT AND CEO,  
VISIT PARK CITY

as the Gallivan Center, Brigham Young Historic Park and Liberty Park offer lunchtime and evening outdoor concert series, often free of charge. Abravanel Hall is home to the Utah Symphony and Utah Opera. In the nearby mountains, Snowbird Ski and Summer Resort hosts a Cool Air Concert Series and a Mountain Music Festival.

The Park City area is rife with music in the summertime: The Deer Valley Music Festival (featuring the Utah Symphony and Utah Opera), the Park City Performing Arts Foundation Summer Series, the Park City Chamber Music Festival and the Park City Jazz Festival are included in the lineup, as are free concerts at Canyons and other locations.

The Moab Music Festival brings chamber, jazz and traditional music performances to perhaps the most unique venues in the State: a selection of locations amidst red rock and sandstone, including a Colorado River site accessible by jet boat. The Moab Folk Festival is a treat for folkies, attracting performers from Utah and surrounding states.

#### **NOT-SO-MUSTY MUSEUMS**

Two new museums in Salt Lake City have solidified the capital’s status as a cultural attraction and offer multi-generational appeal for families traveling together.

Utah, long known for its landscapes and its natural history, now will be known for the museum that celebrates both. When it moved from one part of the University of Utah campus to another, the Natural History Museum of Utah underwent a stunning transformation.

## Think Outside of the Typical Meeting Room

Moab's combination of beautiful red rock scenery, two national parks, and the cool waters of the Colorado River has made it one of the most sought after destinations in the southwest. The town also offers year round potential for conventions, meetings, retreats, events and festivals. In addition to a surprising number of indoor venues, Moab's unique outdoor venues will set your meeting or event apart from all others.



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## **CONVENTION GOERS FUSE WORK AND PLAY**

Utah's booming convention business is great tourism, says Scott Beck, President and CEO of Visit Salt Lake, the city's convention and visitors bureau. "It exposes people to someplace they might otherwise not have visited," he explains. Take the Outdoor Retailer shows: Beck says 28 percent of attendees return to Utah, bringing 2.4 people apiece, primarily to hike, ski and camp. And the nearly 21,000 attendees of the Outdoor Retailer Winter Market 2012 contributed an estimated \$20 million to the local economy.



**“We really want people to know this is not your grandmother’s natural history museum.”**

**SARAH GEORGE,**  
EXECUTIVE DIRECTOR, NATURAL HISTORY MUSEUM OF UTAH

“We really want people to know this is not your grandmother’s natural history museum,” jokes Executive Director Sarah George. Housed in a copper-clad building with a commanding panoramic view of the Salt Lake Valley, the museum is quite literally the “Trailhead to Utah.” An innovative web-based system, accessible via smartphone, leads visitors on four different “trails” through the museum. Plans are in the works to connect visitors’ experiences inside the museum with other areas of the State, including state and national parks and other museums.

“There’s a whole sense that the museum is your partner in exploration,” says George.

Downtown’s The Leonardo is a showcase for Utah innovation, says spokesperson Lisa Davis, and that’s immediately apparent in the lobby where visitors can interact with a data visualization sculpture via its very own Twitter feed. It’s a place where disciplines such as engineering, chemistry, biology and computer science “come together into something else” to give visitors an experience that is multi-dimensional and, in many instances, hands-on.

“Getting your hands dirty” is important, says Davis, because “doing something changes you.” Among other things, visitors can participate in a gene study run in conjunction with Mario Capecchi, the University of Utah’s Nobel Prize-winning geneticist.

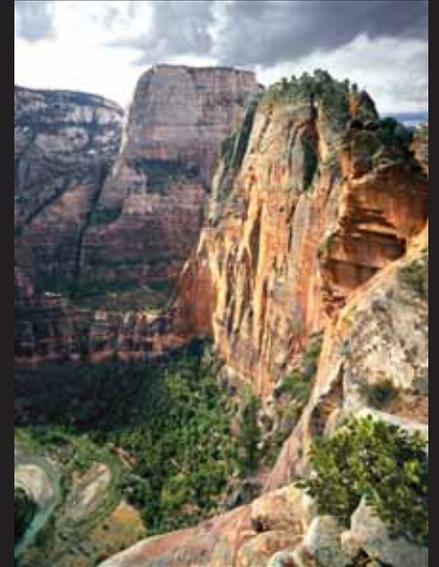
**RESOURCES:**

- **Utah Film Commission**  
film.utah.gov
- **Utah Office of Tourism**  
visitutah.com
- **Visit Salt Lake**  
visitsaltlake.com
- **Visit Park City**  
visitparkcity.com
- **St. George Area Convention and Visitor Bureau**  
atozion.com
- **Cedar City-Brian Head Tourism Bureau**  
scenicssouthernutah.com
- **The Leonardo**  
theleonardo.org
- **Natural History Museum of Utah**  
nhmu.utah.edu



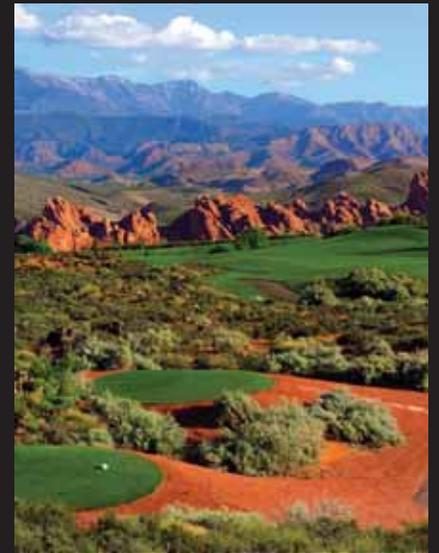
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Salt Lake City, Utah 84111  
801-538-8680; 801-538-8888 FAX  
[business.utah.gov](http://business.utah.gov)

## ECONOMIC DEVELOPMENT CORPORATION OF UTAH

201 S. Main Street #2150  
Salt Lake City, Utah 84111  
(801) 328-8824  
[edcutah.org](http://edcutah.org)

## BEAVER

Beaver County  
Economic Development  
330 S. Main  
P.O. Box 511  
Beaver, UT 84713  
(435) 421-9022  
[beavercountyutah.org](http://beavercountyutah.org)

## BOX ELDER

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

## CACHE

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

## CARBON

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

## DAGGETT

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

## DAVIS

Davis County  
Economic Development  
61 S. Main Street  
Farmington, UT 84025  
(801) 451-3278  
[daviscountyutah.gov/economic\\_development](http://daviscountyutah.gov/economic_development)

## DUCHESNE

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

## EMERY

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

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Garfield County  
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[moabcity.org](http://moabcity.org)

## IRON

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Economic Development  
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[cedarcity.org](http://cedarcity.org)

## JUAB

Juab County  
Economic Development Agency  
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Nephi, UT 84648  
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[juabbusiness.com](http://juabbusiness.com)

## KANE

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

## MILLARD

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

## MORGAN

Morgan County  
Economic Development  
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Morgan, UT 84050  
(801) 829-6811  
[morgan-county.net](http://morgan-county.net)

## PIUTE

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

## RICH

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

## SALT LAKE

Salt Lake County  
Economic Development  
2001 S. State Street, Ste. S2100  
SLC, UT 84190  
(801) 468-2221  
[upgrade.slco.org](http://upgrade.slco.org)

## SAN JUAN

San Juan County  
Economic Development  
P.O. Box 490  
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(435) 587-3235 ext. 4138  
[utahscanyoncountry.com](http://utahscanyoncountry.com)

## SANPETE

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Development Association  
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Manti, UT 84642  
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[sanpete.com](http://sanpete.com)

## SEVIER

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250 N. Main Street, Rm 10  
Richfield, UT 84701  
(435) 893-0454  
[sevierutah.net](http://sevierutah.net)

## SUMMIT

Summit County  
Economic Development  
1910 Prospector Ave. Suite 103  
Park City, UT 84060  
(435) 649-6100  
[parkcityinfo.com](http://parkcityinfo.com)

## TOOELE

Tooele County  
Economic Development  
47 S. Main Street  
Tooele, UT 84074  
(435) 843-4792  
[tooeleeconomicdevelopment.com](http://tooeleeconomicdevelopment.com)

## UINTAH

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

## UTAH

Utah County  
Business Development  
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(801) 420-9109  
[edcutah.org/utahcounty](http://edcutah.org/utahcounty)

## WASATCH

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Economic Development  
475 N. Main Street  
Heber City, Utah 84032  
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[gohebervalley.com](http://gohebervalley.com)

## WASHINGTON

Washington County  
Economic Development Council  
1071 E. 100 S. Building C, Ste 7  
St. George, Utah 84770  
(435) 652-7750  
[dixiebusinessalliance.com](http://dixiebusinessalliance.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

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