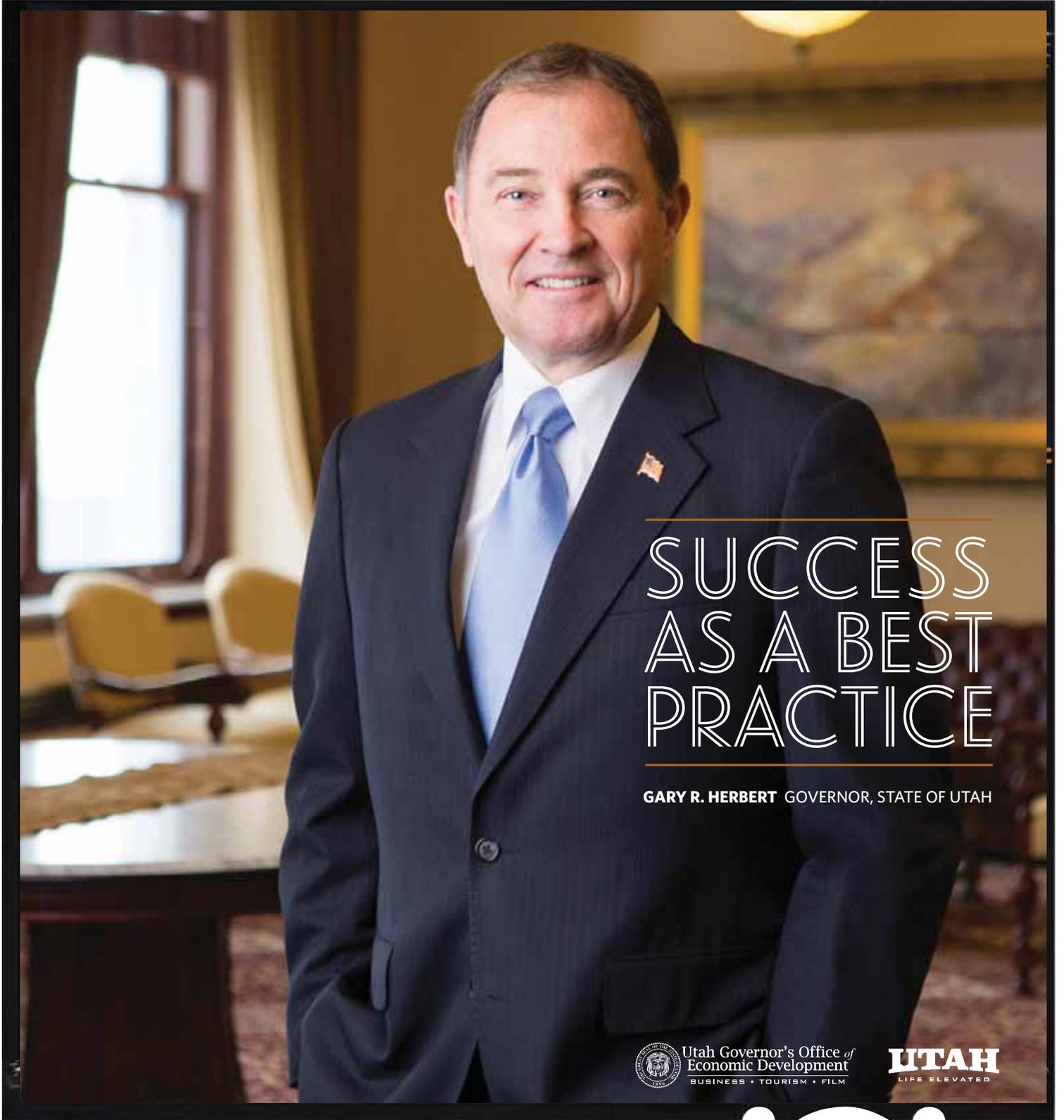


BUSINESS IN UTAH



SUCCESS
AS A BEST
PRACTICE

GARY R. HERBERT GOVERNOR, STATE OF UTAH



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

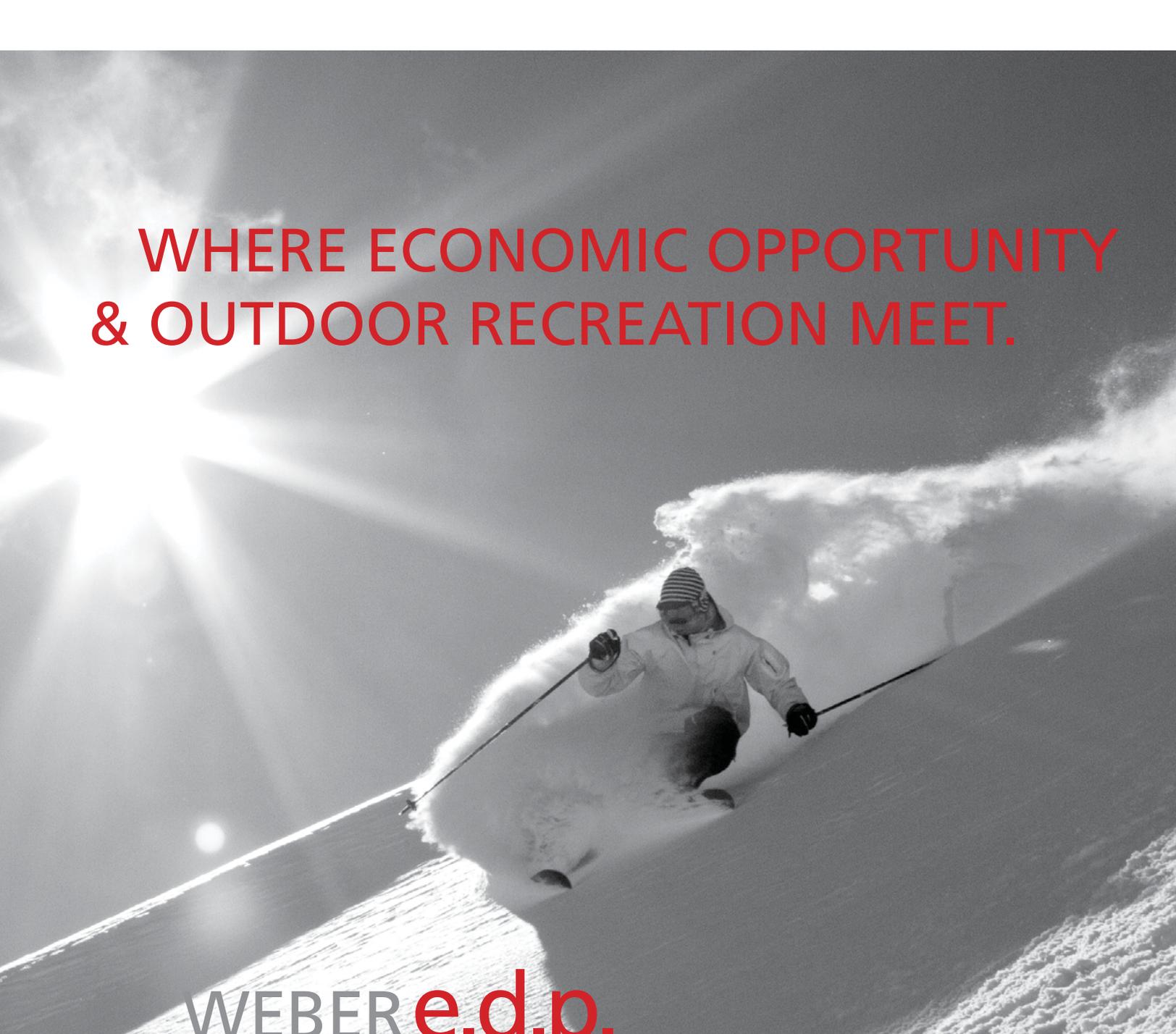
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We salute UNPA's Utah members for their contribution to our growing economy.







STATE OF UTAH

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



Dear Business Leader,

You may have seen *Business in Utah* previously. This issue is different. Think *Architectural Digest* meets the Pew Center's "Best Managed State in the Nation." The result is a state economic development publication like no other. The reason?

Utah is a state like no other.

Business in Utah magazine, the official publication of the Governor's Office of Economic Development (GOED) has an objective to grow and strengthen businesses, increase innovation and guide companies into new markets. How does a magazine accomplish this? By highlighting "best practice" stories of what *Forbes* magazine has called the nation's "Best State for Business" three years running.

Utah is home to a vibrant private sector that has the support of a stable, proactive and "AAA" bond-rated government. It is Utah's very dynamism, in business and in lifestyle, which inspired the magazine you hold.

Each story focuses on the most exciting and productive economic clusters that are best poised to propel Utah's economy well into the future. Review the pages and you will see a consistent theme emerge: Utah's success is founded on four cornerstones of economic strength which are fixed with the mortar of ethical governance and business integrity. Indeed, thanks to Utah's business friendly environment and rich business resources, most of the state's business sectors continue to grow and add jobs contributing to Utah's total economic health.

I invite you to take a look, and then please feel free to get in touch, get involved and let us know how we can help you do "Business in Utah."

Sincerely,

Gary R. Herbert
Governor



As one of the largest real estate groups in the Intermountain West, our attorneys have amassed substantial experience handling real estate acquisition, disposition and development as well as zoning and land use, commercial leasing, lending and refinancing, eminent domain, water law and environmental impacts.

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your real estate?

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MicAm, LLC's One Fourteen development



City Creek Reserve, Inc.



The Thackeray Company

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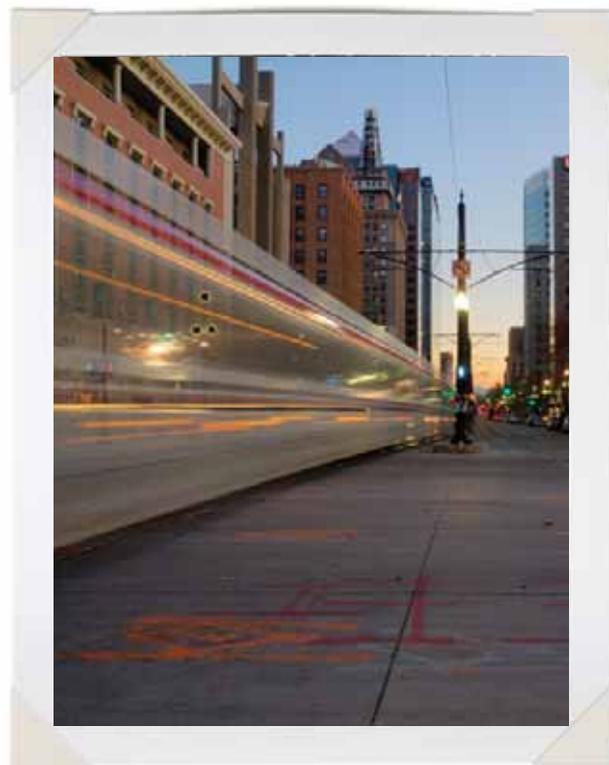
With several new luxury resorts and hotels, a stunning mix of National and State Parks, and unparalleled cultural offerings, it's no wonder that industry insiders have put Utah at the top of their travel to-do lists.

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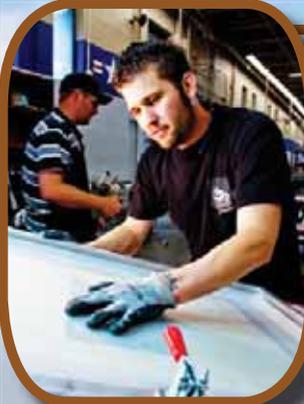
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Utah's strong and stable economy is the result of thoughtful and strategic leadership from Governor Gary R. Herbert and his administration. Discover how Utah has been able to lead the nation as the premier business location.

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Forbes Magazine's "Best State for Business" three years in a row



Thanks to Utah's diverse economy, stable policies, and young, healthy, educated workforce, Forbes has named us the "Best State for Business and Careers" for three years running.

Looking for the best state for your business? Try the same place eBay, Lifetime Products, Adobe, IM Flash Technologies, and Procter & Gamble have found a home. Contact us about your expansion or relocation plans.

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SUCCESS AS A BEST PRACTICE

GOVERNOR GARY R. HERBERT'S VISION
FOR EXPANDING UTAH'S LEADERSHIP

BY KIMBALL THOMSON | PHOTOS BY ERIK ÖSTLING



UTAH GOVERNOR GARY R. HERBERT LIKENS HIS STATE'S EMERGENCE FROM THE LONG, STUBBORN GLOBAL ECONOMIC DOWNTURN THAT BEGAN WITH THE FINANCIAL CRISIS OF 2007-8 TO THE EXPERIENCE OF A PRIZE FIGHTER AT CAREER PRIME. □ "AFTER GOING THROUGH SOME REALLY TOUGH BOUTS, WE HAVE BEEN KNOCKED AROUND LIKE ALL THE OTHER FIGHTERS IN THE RING," SAYS HERBERT. "YET HERE WE FIND OURSELVES NOT ONLY STANDING BUT ACTUALLY VICTORIOUS, FEELING READY AND CONFIDENT ABOUT THE UPCOMING FIGHTS. WE WERE ABLE TO STAND AND IMPROVE THROUGH THIS DIFFICULT TIME. WE HAVE DONE BATTLE, WE ARE WINNING, AND OUR FUTURE IS GOING TO GET BETTER AND BETTER."

AN ABIDING BELIEF IN UTAH

Those who know Utah's 17th Governor won't be surprised that he employs such an energetic sports metaphor to describe his state's current situation and future prospects.

The work ethic of this Utah native—former star quarterback, baseball captain and point guard of the basketball team for Utah County's Orem High Tigers—is the stuff of legend.

Though 80-to-90-hour work weeks are par for the course for him, this governor doesn't feel put out by the rigors of office. Herbert's energy is fueled by an abiding belief in his state, and optimism about its future. "I am a huge believer in the people of Utah, and I've never been more bullish about where we are and where we're headed as a state."

The Governor is not alone in his assessment of his state's advantages and prospects. Utah holds a perennial place at or near the top among U.S. states in economic/business performance, governance and quality of life. In all these areas, Governor Herbert and his team are committed to extending the state's advantage.

EXPANDING THE NATION'S MOST DYNAMIC ECONOMY

On the business and career front, Utah occupies the national pole position. In 2012 the state garnered the top spot in the prestigious *Forbes* magazine list of the "Best State for Business and Careers" for the third consecutive year. The award is a comprehensive sampling of categories, including Business Costs, Labor Supply, Regulatory Environment, Economic Climate, Growth Prospects and Quality of Life.

"My vision for Utah's business climate and community remains steadfast," says Governor Herbert. "Utah will continue to expand its leadership as the nation's premier location for building a company or a career."

Persistent Dynamism. The Kauffman Foundation's 2012 State New Economy Index—released every four years—has for the second consecutive time named Utah number 1 among U.S. states for Economic Dynamism. The state, ranked 8th overall, was also first in the subcategories of Inventor Patents, E-Government, Manufacturing Value Added and Online Population, second in Job Churning, fourth in Fastest Growing Firms and Venture Capital, ninth in Export Focus of Manufacturing & Services and Online Agriculture, and tenth in High-Tech Jobs and Initial Public Offerings.

The 2012 American Legislative Exchange Council (ALEC) Rich States, Poor States report named Utah the top state for "Expected Economic Recovery and Economic Outlook." It was the fifth consecutive year that Utah had achieved this distinction.

In August 2012, Utah was awarded the number one spot in the Pollina Corporate Top Pro-Business States report. The report was based on a rigorous, multi-faceted study of 32 factors that Pollina Corporate Real Estate Inc. weighs in determining the best business environment for corporate organizations: from taxes and right-to-work legislation to human resources, energy costs, infrastructure, workers compensation, financial incentives and other economic development efforts.



"IF YOU LOVE WHAT YOU'RE DOING AS MUCH AS I DO, ALMOST EVERY DAY FEELS LIKE A HOLIDAY...I NEVER KNOW WHAT TOMORROW WILL BRING, BUT IT'S ALL AN EXHILARATING RIDE."

GOVERNOR GARY R. HERBERT



GOVERNOR GARY R. HERBERT VISITS WITH THE PORTUGUESE AMBASSADOR.

"I AM A HUGE BELIEVER IN THE PEOPLE OF UTAH, AND I'VE NEVER BEEN MORE BULLISH ABOUT WHERE WE ARE AND WHERE WE'RE HEADED AS A STATE...UTAH WILL CONTINUE TO EXPAND ITS LEADERSHIP AS THE NATION'S PREMIER LOCATION FOR BUILDING A COMPANY OR A CAREER."

GOVERNOR GARY R. HERBERT

Utah also achieved the number two ranking in a trio of significant 2012 studies. *Business Facilities'* "Best Business Climate," ranked the states based on their respective desirability as a place to move or expand a business. CNBC's "America's Top States for Business" measured the relative performance of U.S. states in economy, cost of doing business, cost of living, workforce, quality of life, transportation & infrastructure, education, business friendliness and access to capital. U.S. Chamber of Commerce's study called "The Next Boom States," ranked Utah in the top five among U.S. states in the business creation rate and in every significant job growth measures. The study concluded that Utah's strong performance and affordable environment positioned the state exceptionally well for wealth-creating companies for the foreseeable future.

"Utah is now recognized more than ever as a fantastic place to build or expand a business," says Herbert. "In key industries like IT, life sciences, financial services and aerospace, our financial soundness and quality workforce are making this a destination of choice."

On the IT front, he cites the growing presence of Adobe, Microsoft, eBay, Oracle and Micron. In life sciences, he points to major divisions of Bard, GE Healthcare and Edwards Lifesciences, together with indigenous leaders Myriad Genetics, Merit Medical and BioFire Diagnostics. In financial services, Utah houses one of the fastest-growing offices of Goldman Sachs, and in aerospace ATK, Boeing, Lockheed Martin and Northrup-Grumman.

"Because of the companies from inside and outside the state who are growing their operations here, we are progressing toward our goal of creating 100,000 jobs in 1,000 days," Herbert adds.

Excellent Neighbors and Corporate Citizens. "Utah's citizenry is exceptionally civic minded," says Governor Herbert. "You won't find more generous or neighborly people anywhere, or better places to work."

The 2012 Volunteering and Civic Life in America Report, based on Census Bureau and Labor Statistics data, found that the state ranked number one for voluntary service for the seventh consecutive year, and first in doing favors for neighbors.

Utah is also distinguished for the quality of its corporate culture. No fewer than five companies in the state were numbered among the ten best places to work in their respective categories in Outside magazine's list of "The 30 Best Places to Work," published in August 2012. Large Utah companies on the list included USANA Health Sciences (4th) and Clearlink (8th). Medium companies in the state included third-ranked Goal Zero and Petzl America (7th). Brainstorm ranked 10th in the small companies category.

BEST-IN-CLASS GOVERNANCE

Utah's business vitality is buttressed by its creative, disciplined and fiscally sound governance.

Utah is a fixture among the top states for governance and fiscal management.

UTAH'S LEADING PROJECTS



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LEHI, UTAH



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SOUTH JORDAN, UTAH



VISTA STATION
DRAPER, UTAH



THE POINTE
DRAPER, UTAH



STATION PARK
FARMINGTON, UTAH



NORTH POINTE
AMERICAN FORK, UTAH



ZIONS FINANCIAL CENTER
PROVO, UTAH



THANKSGIVING PARK
LEHI, UTAH



LAKE POINTE
WEST VALLEY CITY, UTAH



MINUTEMAN PLAZA
DRAPER, UTAH



TOWERS AT SOUTH TOWNE
SOUTH JORDAN, UTAH



UNION HEIGHTS
SANDY, UTAH



CREEK ROAD PLACE
SALT LAKE CITY, UTAH



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The state ranked first in the most recent Pew Center on the States' "Best Managed States in the Nation" study, and fourth in a 2012 24/7 Wall Street "Best and Worst Run States in the Union" report. Utah enjoys the highest credit rating from both Moody's and Standard & Poor based on its strong, consistent fiscal management.

Utah was one of only four states—along with South Carolina, Tennessee and Texas—to win the most recent Gold Shovel Award, presented in June 2012 by the publication Area Development in recognition of enlightened economic development policies that attract investment in facilities and operational expansion from companies moving into Utah and from organizations within the state.

Herbert is committed to building on Utah state government's strong dual legacy of removing impediments to business expansion while at the same time engaging in creative, proactive economic development to foster the growth of industries with strategic importance to the state.

While many U.S. states have been awash in debt, Utah has been persistent and resourceful in finding ways to do more with fewer resources.

"I see growth taking place in every area of the private sector in Utah—from life sciences to information technology, clean energy and aerospace," says Governor Herbert. "The sector that's not growing in the state is government."

During Governor Herbert's tenure as Utah's chief executive, while maintaining one of the nation's fastest population growth rates, he has led a significant increase in the operational efficiency of state's government. Since he took office, Utah has decreased its public sector employment footprint from one government employee for every 112 citizens to one for every 139. At the same time, the state has succeeded in maintaining its innovation leadership, including some of the nation's most active, comprehensive online government services.

"We are committed to using our fundamental strengths, from effective uses of technology to public sector collaboration with industry and higher education to keep costs low and quality of service high," said Herbert. His administration has published the lofty goal of making government 24 percent more efficient in the next four years.

To progress toward this goal, Utah's state government has embarked on a comprehensive regulatory reform pilot project with key municipalities in four counties—South Jordan in Salt Lake County, Ogden in Weber County, Provo in Utah County and Cedar City in Iron County—to establish operational best practices that can serve as a model for cities throughout the state.

This regulatory pilot project is a major part of an ongoing, multifaceted approach to clearing away legislative and regulatory detritus that has outworn its usefulness. During his time as governor, Herbert has been a tireless champion of streamlining Utah's regulatory framework. Thus far his administration has modified or eliminated 368 regulations that had grown obsolete and carried the potential to be a drag on the state's economy.

"One of the greatest impediments for businesses growth is regulation that cost companies countless energy and resources needlessly," says Herbert. "There is a need for regulations to help ensure a level playing field and to protect the public, but regulations that have outworn their usefulness are like a stagnant ditch that



"NOTHING IS MORE FOUNDATIONAL TO ENSURING THE GROWTH AND VIBRANCY OF UTAH'S BUSINESS CLIMATE THAN OUR INVESTMENT IN EDUCATION. THAT WILL PUT US SOLIDLY ON THE MAP AS A STATE THAT COMES UP WITH AND EMPLOYS BEST PRACTICES TO DEVELOP TOP SCIENTISTS AND ENGINEERS."

GOVERNOR GARY R. HERBERT



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bogs down resources and innovation. You have to clear out the debris so money and talent can flow freely. We have an unwavering commitment to unleash the power of the market and the companies who make it go. This sends a clear message to the marketplace that Utah is open for business and will do everything in our power to create an environment that helps our companies succeed.”

Driving for Educational Excellence. To protect and nurture Utah’s compelling economic opportunities, Governor Herbert and his administration are collaborating with Utah’s education and business communities to develop a workforce with the rigorous education and training needed for the state to expand its global leadership in technology, life sciences and other high-impact industry sectors.

“Nothing is more foundational to ensuring the growth and vibrancy of Utah’s business climate than our investment in education,” says Governor Herbert. “We have some unique challenges in that we have the nation’s highest birth rate and largest family size, together with in-migration that most states don’t have, so we have an acute need to find more dollars for education and use them extremely effectively.”

The Utah Education Excellence Commission, convened by Governor Herbert, has developed an ambitious core goal to help fulfill this vision: by the year 2020, increasing the percentage of Utah adults with a college degree or post-secondary certificate from the current 42.6 percent to 66 percent.

One of the Herbert Administration’s top priorities is STEM (science, technology, engineering and math) education. The Governor and his team see industry as the primary end user of the students that emerge from Utah’s educational system, from high school, colleges and vocational schools. “The key to successful STEM education is workforce alignment, with industry,” says Herbert.

Industry rose to the occasion in the 2013 Utah legislative session. “We were extremely encouraged to see so many high-tech and life science executives weigh in and tell our legislators that Utah needs to create relevant education and training,” he says. “That will put us solidly on the map as a state that comes up with and employs best practices to develop scientists and engineers. This will in turn put us in a position to meet the needs of industry and to create great professional opportunities for a rapidly growing contingent

of our most talented, motivated students.”

The Utah legislature responded to this clear statement from industry by funding the development of the Utah STEM Education Center. The center will serve as an incubator and clearinghouse for best practices that will be implemented in K-12, higher education and vocational settings throughout the state.

UNPARALLELED QUALITY OF LIFE

The third trump card in Utah’s economic development hand is a quality of life unlike anywhere else.

“You can travel the world over and never find Utah’s equal when it comes to scenic beauty and recreational adventure,” says Herbert. “Our state is a playground like no other in all the four seasons.”

In the populous northern Utah, the state’s financial center, the rugged Wasatch Mountains provide residents with world-class ski resorts packed with The Greatest Snow on Earth®—a phrase that Utah has actually trademarked.



“UTAH IS NOW RECOGNIZED MORE THAN EVER AS A FANTASTIC PLACE TO BUILD OR EXPAND A BUSINESS. IN KEY INDUSTRIES LIKE IT, LIFE SCIENCES, FINANCIAL SERVICES AND AEROSPACE, OUR FINANCIAL SOUNDNESS AND QUALITY WORKFORCE ARE MAKING THIS A DESTINATION OF CHOICE.”

GOVERNOR GARY R. HERBERT

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flourish in new
territories.
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Deer Valley consistently tops the rankings of North America's ski resorts by the readers of *Ski* magazine, including the 2011-12 season. Neighboring Park City Mountain Resort was named the top family vacation in 2011 and 2012 by the same publication.

In addition to its extraordinary recreational opportunities, Salt Lake City is a growing national cultural center, with a diverse mix of excellent restaurants, theaters, symphony, opera, and sports entertainment. The capital city is also a rising shopping destination. In 2012, the new City Creek Center was named "Best Retail Development in the Americas"—a geographic area that includes North America, South America, Central America and the Caribbean—by the International Property Awards. The mall received this designation for its sustainable design, community collaboration, beauty, creativity and amenities.

Park City is also a global cultural hub, accelerated by its restaurants, concert venues and its status as the nerve center of the globally influential Sundance Film Festival.

Utah is home to eight National Scenic Byways, highlighted by the distinctive, spectacular Utah Highway 12. Cresting at 9,000 feet above sea level, this one of a kind All-American Road leads travelers through a diverse landscape of eye-popping scenery, from lush mountain meadows to Technicolor canyons—as well as fascinating archaeological sites—on its path between Capital Reef and Bryce Canyon National Parks.

Southern Utah features the nation's greatest concentration of National Parks—also known as The Mighty Five®. Arches, Bryce Canyon, Canyonlands, Capital Reef and Zion National Park are all located within a few hundred miles of one another. Bryce and Zion repeatedly top the list of favorite U.S. parks by tourists from nations throughout the world. Visitors also enjoy access to a rich array of sophisticated cultural amenities in the quaint, postcard-perfect gateway towns to these parks—including nationally-recognized restaurants and inns in Boulder, Torrey and Springdale and the Tony Award-winning Utah Shakespeare Festival in Cedar City.

"The quality of life for Utah residents receives a further boost from our efforts to improve transportation infrastructure so traffic and commerce can flow freely," says Herbert. He cites the recent Interstate 15 project, built \$260 million under budget and completed faster than any other billion-dollar U.S. highway project; and the Utah Transit Authority's commuter rail that runs from Ogden to Provo, finished two years ahead of schedule and 15 percent below budget. In the air, Salt Lake International is the nation's top on-time airport and is less than 2.5 hours from more than half of the U.S. population.

POISED FOR LASTING GREATNESS

This trifecta of economic dynamism, top-flight governance and quality of life has Utah positioned as a national and global opportunity leader.

The state took top honors in the NBC News/Reuters "Most Livable States of the Future" Survey, published in September 2012, and in CNN Money's forward-looking August 2012 study "The Best U.S. States to Live—in 2032."

"It is fitting that Utah should be named as the best place for the future," says Herbert. "This recognition only highlights what I already know—there is no place like Utah for building a life or a business. I will devote all my time and energy to helping our state fulfill its glorious promise." ■



"IT IS FITTING THAT UTAH SHOULD BE NAMED AS THE BEST PLACE FOR THE FUTURE. THERE IS NO PLACE LIKE UTAH FOR BUILDING A LIFE OR A BUSINESS."

GOVERNOR GARY R. HERBERT

FOR ADDITIONAL INFORMATION ABOUT GOVERNOR GARY R. HERBERT'S VISION FOR UTAH, VISIT governor.utah.gov

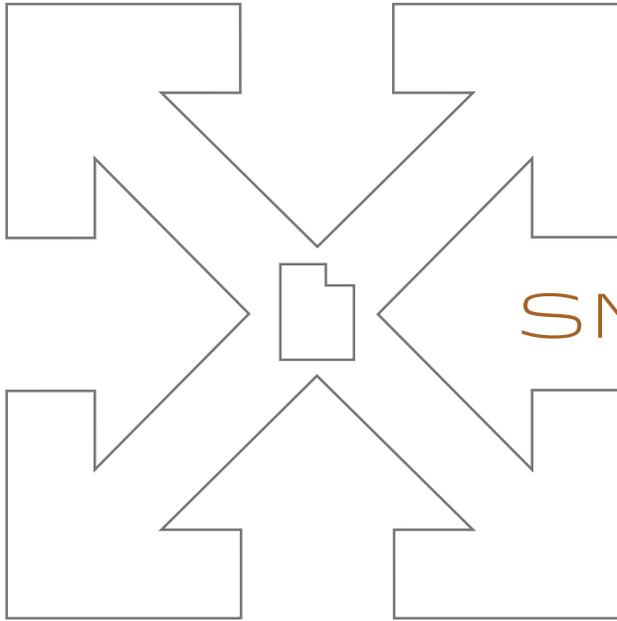
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SMALL WORLD

UTAH IS A GLOBAL BUSINESS
DESTINATION AND EXPORT LEADER

“Utah’s global exports have doubled in the past five years. That’s due, in part, to a state workforce that can sell goods to foreign countries — in their own languages.”

NATIONAL JOURNAL,
JULY 23, 2012

Utah’s regional leadership derives from a combination of business best practices and geographical centrality at the crossroads of the western United States. It makes sense: Despite being far from the coasts and the nation’s borders, Utah has also positioned itself as a global business destination and a leader for trade and diplomacy. Understanding Utah’s global leadership requires a closer look.

The independent research firm Pollina Corporate Real Estate articulated Utah’s success in 2012 when it ranked Utah the No. 1 pro-business state in the nation. Pollina said, “Utah has positioned itself as a leader in export growth, in part as a result of the collaboration between private sector exporting companies and the state’s commitment to growing Utah’s presence in the international marketplace.”

COLLABORATION

As Pollina recognized, becoming a leader in export growth requires a significant amount of collaboration between the private sector and the state. It also requires coordination, efficiency and effectiveness. “We call the formula C^2+E^2 , which equals success for Utah,” says Spencer Eccles, executive director of the Governor’s Office of Economic Development (GOED).

Creating an ecosystem of support has helped the State double its exports over the past five years and has lured companies with international operations, including eBay, Goldman Sachs, Oracle and Procter & Gamble. *Forbes* cited that ecosystem, among several other assets, when it ranked Utah the No. 1 state for business for the third consecutive year.

The ecosystem of support actually involves many factors and many organizations. One specific factor *Forbes* points to is the foreign language skills of Utah’s young, educated workforce, one-third of which speaks a foreign language. Other factors include Utah’s stable, predictable, business-friendly environment; low taxes; low energy costs; exceptional quality of life; international airport; inland port; foreign trade zone; and the global reach of its businesses and world-class universities.

BY GAYLEN WEBB



ABOVE: SALT LAKE CITY, THE EPICENTER OF UTAH'S VIBRANT BUSINESS COMMUNITY.
LEFT: BRETT HEIMBURGER, GOED REGIONAL DIRECTOR - ASIA, SPEAKS DURING THE INTERNATIONAL SUMMIT.
RIGHT: FRANZ KOLB, GOED REGIONAL DIRECTOR - EUROPE, MIDDLE EAST, AFRICA AND INDIA, HOSTS A DISCUSSION WITH THE SOUTH AFRICAN CONSUL GENERAL, MR. CYRIL S. NDABA.

COORDINATION

GOED's International Trade and Diplomacy Office (ITDO) directs Utah's coordinated effort to help businesses flourish in the global marketplace. Harvey Scott, ITDO's director, says GOED works with its partners — the World Trade Center Utah and the U.S. Commercial Service — to help Utah companies access and thrive within the global marketplace.

"Our responsibilities are to help companies that have never exported before to understand how to get in the game, how to understand the risks, how to build an international business development plan and then support them in those efforts," he explains. "We also help companies that are new to market, meaning companies that have exported to one market but now want to enter a new market. We will help them leverage their strategy for the previous market to build a strategy for the new market."

DIPLOMACY

Diplomacy is also a major portion of ITDO's work. Brett Heimburger, ITDO's regional director for Asia, explains that businesses in many countries aren't interested in making connections with their foreign counterparts until they have established relationships of trust.

"In many of the Asian countries, for example, relationships are the most important part about doing any kind of deal. Establishing a relationship is key. Consequently, the purpose for many of our trade missions and diplomatic visits is to develop and foster those relationships. If the foreign leaders feel comfortable doing business in Utah, they will recommend that their companies go to Utah to find the right partner."

Just such an experience happened recently when His Excellency Harold W. Forsyth, Ambassador of Peru to the United States, visited Utah. "At first he was a bit standoffish," explains Scott, "but the fourth day of the visit he was directing his people from the embassy in Washington, from Peru and from California, where his major representatives for trade are located, that they needed to come to Utah and they needed to engage with us here because there are some great and wonderful things happening."

As Scott points out, the Forsyth experience is not unique. "It happens over and over as diplomats come, as VIPs come — at first they are standoffish, but after they see what is happening in Utah they are enthralled with the State and what we are doing here and then they return again and again."



ANATOMY OF UTAH'S EXPORTS

Since 2006, Utah exports have grown 180 percent. While precious metals make up a large portion of Utah exports, Brett Heimburger, ITDO regional director for Asia, says Utah's non-precious metal exports grew by 347 percent for the same period.

Exports to Asia have grown 450 percent since 2006 — three times faster than the U.S. for the same period. Utah commodities that are experiencing the most export growth in Asia include electrical machinery and parts, medical and surgical devices, edible foods, industrial machinery, aerospace and edible meats, according to Heimburger.

UTAH'S TOP 10 EXPORT COMMODITIES ARE:

- Precious metals
- Electrical machinery
- Medical and surgical devices and optics
- Industrial machinery, including computers
- Edible preparations (foods)
- Vehicles and parts
- Aerospace/aircraft and parts
- Essential oils (cosmetics, vitamin supplements)
- Ores
- Plastics



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TRADE RELATIONSHIPS

The economic and social ties Utah shares with Peru are now helping Utah businesses establish important trade relationships in the country. It's these economic and social connections that Utah shares with other countries that make the State unique.

Franz Kolb, ITDO regional director for Europe, Middle East, Africa and India, points out that Utah has shared a productive relationship with Saarland,

Germany, for more than 12 years. Germany is Utah's 12th largest trading partner and Saarland's economic impact is vital to both Germany and to Utah. In fact, Utah shares many of the same economic clusters with Saarland, including life sciences, nanotechnology, information systems and renewable energy. Saarland has also been a member of the Utah Information Technology Association for more than six years.

Kolb recently returned from a mini trade mission to Saarland, where several Utah companies accompanied him. "Saarland is not only important to Utah for trade, but also as a springboard to other

markets. Over the past 10 years, many Utah companies have used their relationships in Saarland as the launch pad into other European markets," he says.

In addition to developing economic and social ties through trade and diplomacy, ITDO also works to assist international companies looking to invest in or establish partnerships with businesses here in Utah, says Heimburger. Numerous foreign companies have made strategic investments in Utah. One of the most recent is a company from Estonia that has made a significant investment in Utah's energy-rich Uintah Basin, where the company is working to produce oil in the region.

MAGIC HAPPENS

Magic happens when the supportive nature of a state government committed to expanding international trade collaborates with private sector businesses and institutions to help build the economy. In Utah, the result is a state government-private sector partnership that has eliminated many of the regulatory roadblocks to growth and has reduced the tax burden.

One needs to look no further than IM Flash Technologies, headquartered in Lehi, Utah, to see how a business can thrive under such an ecosystem.

IM Flash is a global leader in the innovation and manufacturing of NAND flash memory. The company was formed in 2006 as a joint venture partnership between Intel Corporation, based in Santa Clara, Calif., and Micron Technology, Inc., based in Boise, Idaho. In need of a manufacturing facility, Micron and Intel scoured the globe, but realized they had everything they needed right here in Utah.

Micron had previously built a 2.3-million-square-foot manufacturing facility in Lehi, which it had mothballed due to business conditions in the memory market. The facility was readily available for the newly formed company. Through a



(LEFT TO RIGHT) RICARDO ROMERO, PERUVIAN TRADE REPRESENTATIVE, HARVEY SCOTT, DIRECTOR, GOED ITDO, WORLD TRADE CENTER UTAH'S ELIZABETH GORYUNOVA AND DAVID UTRILLA OF U.S. TRANSLATION CO. AND HONORARY CONSULATE OF PERU.

Utah has positioned itself as a leader in export growth, in part as a result of the collaboration between private sector exporting companies and the state's commitment to growing Utah's presence in the international marketplace.

POLLINA CORPORATE REAL ESTATE REPORT, 2012

"Our responsibilities are to help companies that have never exported before to understand how to get in the game, how to understand the risks, how to build an international business development plan and then support them in those efforts."

HARVEY SCOTT,
DIRECTOR, ITDO

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partnership and great support from the State of Utah, IM Flash was able to start up the facility in record time and attract the top talent needed to be successful.

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

NAND flash memory is currently one of the fastest-growing segments in the semiconductor industry, thanks in no small part to the demand for applications that use NAND flash memory, such as consumer electronics, removable storage and handheld communication products. Today, IM Flash leads the world in producing the most innovative and least expensive NAND memory products. Its products command 18 percent of market share and appear in electronic devices across the globe.

“Technology scaling and innovation is the core part of our strategy and business success. We have led the industry over the last three technology generations and we are now producing our products at the 20 nanometer dimension with the best reliability in the industry,” says Esfarjani.

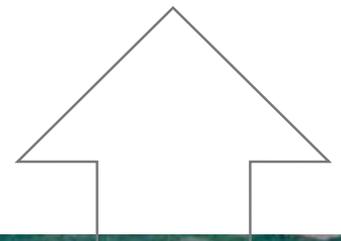
Computer components account for Utah’s second-largest export category (second only to precious metals), totaling approximately \$6.8 billion in export value. To be sure, IM Flash’s NAND flash memory products are a big part of the computer components that Utah companies export across the globe. Moreover, IM Flash’s technology is enabling other Utah companies, such as consumer electronics companies and data centers, to be successful.

SUPPORTING STEM

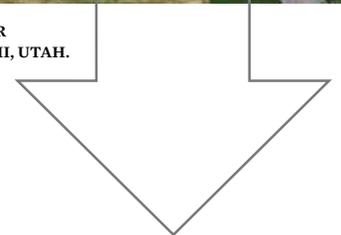
“With our leadership comes responsibility and involvement in the community,” says Esfarjani.

IM Flash is heavily involved in the State’s growing tech sector and educational community. For example, the leadership team is actively engaged and supportive of the Utah Technology Council, Utah Valley Chamber of Commerce and other non-profit boards. IM Flash is an active supporter of STEM and K-12 education in math and science. In fact, IM Flash recently initiated and funded a math immersion program in Alpine School District to promote student interest in math. Further, IM Flash leaders work closely with the engineering departments in Utah’s universities to help them design courses that produce workers with the knowledge and skills that the technology industry requires.

“Partnerships like ours are truly unique and rarely successful. With my Co-CEO Jason Dunn, we are able to leverage the best practices of Micron and Intel into our own world-class product placement and development, manufacturing technology leadership and high-quality production. This truly makes IM Flash unique,” Esfarjani explains. And the company’s Lehi headquarters is at the epicenter of it all.



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



“The company maintains close partnerships with schools and other institutions to foster and strengthen the pipeline of talent for engineers, physicists, materials scientists and other skilled workers in the state.”

KEYVAN ESFARJANI,
CO-CEO, IM FLASH



technology superstar

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Indeed, IM Flash has developed scores of manufacturing firsts in terms of best practices that are leading its technology development and manufacturing processes. “The company is a global model of innovation, productivity, collaboration and effectiveness, which is a significant achievement for any American company in today’s global marketplace,” says GOED’s Spencer Eccles.

ANNUAL INSIGHT AWARD

As a confirmation of its leadership and innovation, in April 2012 IM Flash’s industry-leading 20 nanometer (nm) NAND flash memory was named Semiconductor of the Year in the 10th Annual Insight Awards hosted by UBM TechInsights. The Insight Awards recognize achievements in the semiconductor and electronics industry and are one of the most highly regarded awards for technical innovation. Devices are analyzed by UBM’s team of experts and are subjected to a rigorous judging process.

IM Flash’s leading-edge 20nm NAND flash process technology and products are enabling new breakthroughs in storage for consumer and computer applications. The 20nm process is used for high capacity, multilevel cell (MLC) NAND flash devices, which are in volume production today. They provide a dense, small form factor storage option for saving music, video, e-books and other data on smartphones, tablets and computing solutions such as solid-state drives, explains Esfarjani.

“IM Flash’s technology is well ahead of the competition, and we are pleased that Utah’s business-friendly environment has helped this great company to grow,” says Eccles. “IM Flash is demonstrating in living color what can happen through collaboration and cooperation, efficiency and effectiveness.”

COLLABORATION AS A “BEST IN BUSINESS”

Christopher M. Conabee, GOED managing director for corporate recruitment and incentives, adds that IM Flash’s management and ownership style is not only an example of collaboration and cooperation, but so is the company’s collaboration and cooperation with the State of Utah. “We have been able to assist the company with sufficient incentives to help it grow and have provided a stable, predictable business environment with a focus on quality education and low tax and operating expenses that have allowed IM Flash to flourish in Utah like it could in no other place.”

Collaboration and coordination are key factors in Utah’s ability to lead the nation in export growth. They are also driving factors in growing Utah’s “Silicon Slopes” technology sector, which has welcomed companies like EMC, Adobe, Oracle, eBay, Microsoft and the hundreds of small supplier companies that have clustered around them. More than 3,000 IT and software companies are now centered in and around the core of Utah’s Silicon Slopes, an area that extends from northern Utah County into southern Salt Lake County. Not surprisingly, IM Flash is at the center of it all. ■

RESOURCES:

- **International Trade and Diplomacy Office**
www.business.utah.gov
- **World Trade Center Utah**
www.wtcutah.com
- **U.S. Commercial Service**
www.trade.gov/cs
- **IM Flash Technologies**
www.imfttech.com
- **Utah Technology Council**
www.utahtech.com

LEW CRAMER, CEO OF WORLD TRADE CENTER UTAH, DISCUSSES UTAH’S SUCCESSFUL TRADE MISSIONS.



INTRODUCING UTAH TO THE WORLD THROUGH TRADE MISSIONS

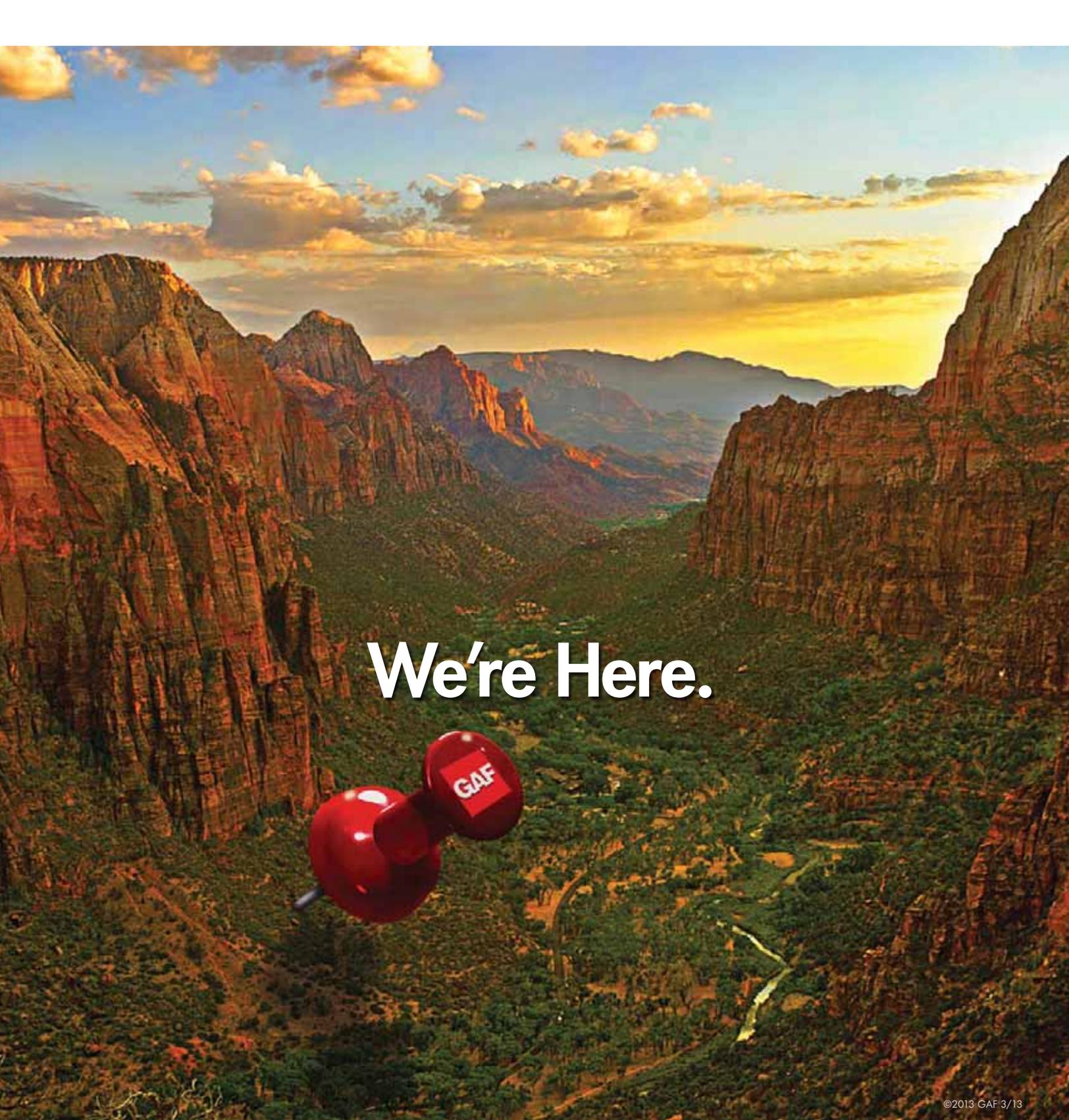
“The theory of ‘six degrees of separation’ is more like two degrees in Utah,” says Harvey Scott, director of the International Trade and Diplomacy Office (ITDO) in the Governor’s Office of Economic Development (GOED).

What Scott means is that Utah’s population is so connected internationally that the idea of everyone being connected within six steps in a chain of “a friend of a friend” relationships has been reduced to two steps in Utah. Perhaps that’s why foreign trade missions are so important and so successful for Utah.

Scott says the trade missions are critical to expanding ties and opening doors for Utah businesses. Further, they are also essential to achieve Governor Herbert’s goal of positioning Utah as a global leader.

Foreign trade missions are especially beneficial for Utah companies that are new to market, or new to exporting. The fact that the Utah businesses are in the country, meeting the people, meeting the executives and government officials and creating relationships makes it much less risky for the Utah businesses.

“They can measure the benefits and costs and make informed decisions about whether they want to do business in the country,” Scott observes. “Our leadership in terms of making the right connections in these countries around the world where Utah can have success is truly making Utah one of the premier global destinations for business.”



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UTAH IS RICH WITH RESOURCES FOR HOMEGROWN COMPANIES



GROUND

From the time pioneers first rolled into Utah, the State has provided a welcoming place for those who have the drive to work hard and build something from scratch.

Even the simple State motto – “Industry” – reflects a core value that binds many Utah residents. Hard work is hard coded into Utah’s workforce, and the State’s government is focused on making it easy for businesses to perform. Utah is home to a wealth of resources both public and private for those who would become modern-day pioneers. Along with its renowned business friendly climate, Utah offers an educated workforce, low cost of living, high quality of life and a growing investment community, all of which makes the State an attractive option for aspiring and seasoned entrepreneurs.

HOMETOWN HEROES

Perhaps the most obvious measure of the successful environment Utah provides entrepreneurs is the growing number of deals and acquisitions of local companies taking place in the State. These deals are part of Utah’s rich and growing economy, and they are being created thanks to the innovative ideas of local business leaders.

Vivint CEO Todd Pedersen is one of Utah’s success stories. Pedersen came to Utah for school and turned his post-collegiate job into a \$2.1 billion deal.

In 1992, Pedersen started his company at age 22, doing outsourced marketing and sales work for pest control companies. APX Alarm was founded in 1999 when the company began alarm hardware installation and monitoring. Pedersen’s vision for the company grew as quickly as the business did, and in 2006, APX Alarm signed a \$75 million deal with Goldman Sachs, Jupiter Partners and Peterson Partners, a local private equity firm.

APX Alarm outgrew its name once it started offering home automation, energy management and solar power. In 2011, the company launched a major rebrand, taking on the name Vivint. The company has continued exponential growth, Pedersen says, and is now the second-largest home security provider in North America and is quickly moving to become second-largest in the world.

Global investment firm Blackstone paid more than \$2 billion to acquire a majority interest in the company in September 2012. “We’ve got pretty grand plans on what’s next,” Pedersen says. “We’re a \$2 billion startup, essentially. We’re growing rapidly.”



VIVINT, A HOME SECURITY COMPANY THAT WAS RECENTLY ACQUIRED FOR \$2.1 BILLION.



BY DI LEWIS

Because of that meteoric growth and huge success, Pedersen says he can't see his company headquartered anywhere else. While Vivint has a presence around the globe, Utah's hardworking, multilingual sales force is so key to Vivint's operations that Pedersen says it's one of the best things about the State.

"I can't imagine another place that I would run our corporate offices out of," he says. "I wouldn't even consider it, to be honest."

Amy Rees Anderson, another seasoned entrepreneur, agrees with Pedersen, saying Utah is a great place to build a business.

"You have a ton of hardworking people. There's a unique work ethic, here in the State, of accomplishment. People want to accomplish things. They're a lot

more goal-oriented ... There's an emphasis on integrity and honesty in what you do, so I think it lends itself well to an environment where businesses can start and flourish," says Anderson, founder and managing partner of REES Capital and former MediConnect Global CEO.

The solid foundation Anderson built for MediConnect Global paved the way for a \$348.6 million acquisition by Verisk Analytics in March 2012.

"It was a really unique corporate environment at the time that allowed us to have huge success without putting out tons of capital, and that made us very profitable," she says. "If it wasn't for the workforce we pulled in and the quality of people working for us, we never could have done what we did."

In addition to the State's great workforce, Anderson says MediConnect took advantage of the public and private resources available in Utah. For example, the Economic Development Corporation of Utah helped with market research, and the Utah Department of Workforce services collaborated with MediConnect on basic testing and gathering resumes.

"We've had great help from people," she says. "And when we reached out to them and needed help to grow, we were able to get the assistance that we needed."

After MediConnect Global was acquired, Amy Rees Anderson formed REES Capital to give back to and mentor other companies.

"I decided to keep it in Utah because of the fact that there is an unbelievable idea pool that comes from Utah," Anderson says. "I hope to see more of these Utah companies — instead of starting here and then leaving the State — to start and be able to stay here in Utah, because you do have all the right components here for a successful company to do phenomenally well."

A RISING TIDE OF CAPITAL

With every new startup, the State's business ecosystem is strengthened, says Pedersen. "There are so many companies that are up and coming, so many that have potential to be billion- or multibillion-dollar companies. And the more that happens, the more people will come."

Those kinds of companies are also attracting the attention of tech-savvy venture capitalists from around the country, he says, which will attract more businesses and higher-level talent that in turn build the entrepreneurial community.

"I can't imagine another place that I would run our corporate offices out of. I wouldn't even consider it, to be honest."

TODD PEDERSEN,
CEO, VIVINT

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- **Zions First National Bank**
www.zionsbank.com
- **Utah CDC**
www.utahcdc.com
- **Celtic Bank Corporation**
www.celticbank.com
- **JPMorgan Chase Bank**
www.chase.com
- **Wells Fargo Bank, N.A.**
www.wellsfargo.com
- **Mountain America Federal Credit Union**
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- **U.S. Bank, N.A.**
www.usbank.com
- **KeyBank, N.A.**
www.key.com
- **American Bank of Commerce**
www.ambank.com
- **Bank of American Fork**
www.bankaf.com
- **First National Bank of Layton**
www.fnbutah.com
- **First Utah Bank**
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- **Central Bank**
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www.ucreditu.com
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- **State Bank of Southern Utah**
www.sbsu.com
- **Brighton Bank**
www.brightonbank.com
- **SunFirst Bank (dba Cache Valley Bank)**
www.sunfirstbank.com
- **Bank of the West**
www.bankofthewest.com
- **Liberty Bank**
www.libertybankofutah.com
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Utah has always been a good state for business, but it was a best-kept secret for a long time, says Brad Bertoch, president at the Wayne Brown Institute. That is changing quickly, Bertoch says, and the number of entrepreneurs and available capital has skyrocketed.

“It’s just huge,” Bertoch says, about the investment community. “It has grown exponentially. I can’t tell you how many orders of magnitude it is bigger than it used to be.”

From 2000 to the present, Bertoch says Utah has grown from a handful of venture funds with a few hundred million dollars to 15 or 16 venture funds with \$3.5 billion in capital.

The Utah Fund of Funds helped raise awareness of Utah’s fertile field for innovation, Bertoch says. Even more people followed with the formation of the Utah Science Technology and Research (USTAR) initiative, which he says was an invaluable investment in human capital.

Venture capitalists across the State have also weathered the recession much better than the rest of the nation, he says. Utah offers businesses a moderate tax environment headlined by a corporate tax rate that hasn’t risen in 15 years. In addition, Utah’s prudent and fiscally responsible State government’s efforts to trim unnecessary regulation have created a stable place for companies to grow. “When you can stay predictable for the last four years of what we’ve gone through, it really shows you’re in charge and really have a commitment to what you say you’re going to do,” Bertoch says.

Frank Pignanelli, executive director of the National Association of Industrial Banks, believes Utah is a hotspot for entrepreneurs and an example of smart growth due in large part to government support.

In addition, Utah has been a long-time supporter of industrial banks, understanding that they’re safe and perform well, Pignanelli says. The State has continued to provide fertile ground for entrepreneurs because of a “government that’s a firm but fair regulator and an educated workforce,” he says.

Pignanelli says industrial banks grew from \$10 billion to \$250 billion in the five years leading up to 2008.



BLOXR FOUNDER ASHOK KHANDKAR.

“Our entrepreneurial spirit has created and fostered financial services that are innovative, yet safe and secure,” he says. “Some [industrial banks] invest very heavily in venture capital funds for startup companies. Not only are they themselves entrepreneurs, but they are contributing to the entrepreneurial environment.”

Utah is reaping the benefits of being a good location for financial companies, he says, and is home to two-thirds of the roughly 30 active industrial banks nationwide. Locals also see rewards because banks must put about 1 percent of assets toward community-driven projects, he says.



“There’s a unique work ethic, here in the State, of accomplishment. People want to accomplish things”

AMY REES ANDERSON,
FOUNDER AND MANAGING PARTNER,
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THE SUCCESSFUL LAUNCH OF BLOXR'S LIGHT-WEIGHT, LEAD-FREE RADIATION SHIELD TECHNOLOGY EPITOMIZES UTAH'S PRIVATE-PUBLIC COLLABORATION AND BUSINESS FRIENDLY ENVIRONMENT.

HOME BASE

There are few better examples of the type of innovation and successful business development the State fosters than BLOXR.

BLOXR was able to take its safer, light-weight, lead-free radiation shield from concept to market in less than two and a half years, says Ashok Khandkar, BLOXR president and CEO. With the help of BioInnovations Gateway, a government-owned life sciences incubator, and a talented team, Khandkar says Utah was the perfect place for BLOXR.

“Utah is very small business friendly and encourages the development of new businesses and growing businesses, because the State really does want business here. They’re not just looking to attract the Adobes. They equally want small businesses to start here and stay here,” says Ginny Rowland, BLOXR vice president of marketing and education.

Khandkar says he’s been in Utah for the last 27 years and between the tight-knit venture community and business-friendly government, “it just made sense to have Utah as a base.”

If you have a good track record, he says it’s relatively seamless to raise capital because of the close venture community in Utah.

Being able to take advantage of space in the BioInnovations Gateway Business Incubator (see page 66) which is state and local Granite School District supported was also very helpful, Khandkar says. BLOXR even graduated from the Gateway early because it accelerated the company’s development.

Aside from the business help, Khandkar says the quality of life in the State is simply amazing. “You can go from work to home to the mountains all in one day and you’re still refreshed.”

And Rowland jokes, “You never have a problem with someone coming to your office. People like to come here so they can ski in the winter and go to the national parks in the summer.” ■

“Our entrepreneurial spirit has created and fostered financial services that are innovative, yet safe and secure.”

FRANK PIGNANELLI,
EXECUTIVE DIRECTOR,
NATIONAL ASSOCIATION
OF INDUSTRIAL BANKS

RESOURCES:

- **Utah Department of Financial Institutions**
www.dfi.utah.gov
- **Utah Bankers Association**
www.uba.org
- **Utah Credit Union Association**
www.utahscreditunions.org
- **Small Business Administration**
www.sba.gov
- **National Association of Industrial Bankers**
www.industrialbankers.org
- **Utah Microenterprise Loan Fund**
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- **Grow Utah Ventures**
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- **InnoVentures Capital Partners**
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- **Island Park Investments**
www.islandparkinvestments.com
- **Kickstart Seed Fund**
www.kickstartseedfund.com
- **Mercato Partners**
www.mercatopartners.com
- **Park City Angels**
www.parkcityangels.weebly.com
- **Pelion Venture Partners**
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- **Peterson Partners**
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- **Prospector Equity Capital**
www.pecinvestors.com
- **Ridgeview Capital**
www.ridgeviewcap.com
- **Salt Lake Life Science Angels**
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- **Sentry Financial Corporation**
www.sentryfinancial.com
- **Signal Peak Ventures**
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- **ThinkAtomic**
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- **University Venture Fund**
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- **Upstart Ventures**
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- **Utah Fund of Funds**
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- **vSpring Capital**
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- **Wasatch Cross Creek Capital**
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www.yellowstonepartners.com

(Source: Utah Business and Silicon Slopes)

INDUSTRIAL BANKS IN UTAH

- **American Express Centurion Bank**
- **BMW Bank of North America, Inc.**
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- **Community Capital Bank**
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- **Medallion Bank**
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- **The Pitney Bowes Bank, Inc.**
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- **WebBank**
- **Wright Express Financial Services**

(Source: Utah Dept of Financial Institutions)

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POWERING

ENERGY IS KEY TO UTAH'S BALANCED ECONOMY



In modern energy development, traditional forms of energy like natural gas are produced with a keen eye on protecting the environment. Environmental stewardship and responsible energy development take many forms in Utah. Environmental stewardship means working with local and state governments as well as environmental groups.

Recent successful collaborations of this kind include the Bill Barrett Corporation's Nine-Mile Canyon Project and Anadarko's Great Natural Buttes Project.

Stewardship also means voluntarily going above and beyond current energy development standards like Newfield has done with its gas oil separators, creating centralized collection points which decrease truck traffic, reduce dust and minimize environmental impact.

Salt Lake City-based Questar has exemplified environmental stewardship with its Mainline 104 Project Extension, which has earned them an Interstate Oil and Gas Compact Commission Stewardship Award. Questar also recently

BY LAVARR WEBB

"Our goal for energy development can be summed up in three words: sustainable, affordable and cleaner."

GOVERNOR GARY HERBERT

FORWARD

PHOTOGRAPHER: STEVIE EMERSON



LEFT: MILFORD WIND IS ONE OF THE LARGEST WIND PROJECTS IN UTAH AND IS AN EXAMPLE OF THE STATE'S BALANCED APPROACH TO RESPONSIBLE ENERGY DEVELOPMENT.
TOP: DRILL RIG SETUP AND UGS GEOLOGISTS TAKING SAMPLES IN THE BLACK ROCK DESERT BASIN.
BOTTOM: THE BIRD'S NEST AQUIFER SHOWCASES SOME OF UTAH'S OIL SHALE RESOURCES IN UINTAH COUNTY.

CREDIT: UNIVERSITY OF UTAH INSTITUTE FOR CLEAN AND SECURE ENERGY.

opened its new headquarters in downtown Salt Lake, a 170,000-square-foot, \$45 million, LEED Silver-certified office building.

Utah's Division of Oil, Gas and Mining has won awards in its efforts to reclaim abandoned mines and restore the natural beauty of Utah. Governor Gary Herbert has been instrumental in bringing all stakeholders to the table to find ways to achieve energy production, while prioritizing the protection and conservation of our environment.

Utah is one of the nation's top 10 producers for natural gas, oil and coal, and those resources are increasingly important to the State's economy. Conventional gas and oil production is booming and will continue to grow rapidly.

However, Utah's energy experts say that unconventional resources, especially oil shale and oil sands, could become bigger than conventional resources. Utah has unfathomable amounts of petroleum locked in shale and oil sands in the Uintah Basin – more energy than in the oil reserves of Saudi Arabia. The amounts are estimated not in millions, but in tens of billions of barrels in recoverable oil,

enough to make the United States energy self-sufficient several times over.

Today, thanks to technological advancement, a number of companies are gearing up to extract oil from oil shale and sands using new technologies that consume very little water or energy, reclaim and restore the land, and are economically viable. Commercial-scale extraction is expected to be underway within a few years.

BUILDING ON A LEGACY

Utah has a rich history of mining and natural resources extraction. As a state with wide open spaces and a preponderance of public land, Utah attracted, especially in its early history, nearly every imaginable sort of mining and prospecting endeavor.

Natural resource extraction has taken place in every one of Utah's 29 counties. What are now renowned mountain ski resorts started out as rough mining towns in Salt Lake County's Cottonwood canyons and in Park City. Today, Rio Tinto operates one of the largest open-pit copper mines in the world in the Salt Lake Valley.

Resources extracted statewide and throughout Utah's history include gold, silver, copper, coal, salt, phosphate, oil, natural gas, lead, iron ore, potash, uranium, vanadium, zinc, tungsten, alunite, molybdenum, manganese, gilsonite, potassium, mercury, beryllium, clay, limestone, gypsum, sand and gravel.

Utah has long been a major coal producer, but because of pollution and climate change concerns, coal is declining as a favored energy source for electrical power generation. As a result, coal production in Utah is expected to only remain steady or slowly decline over the next several years.

Production of petroleum products, by contrast, is expected to grow dramatically. Utah currently produces 72,000 barrels of oil per day, with 10,000 operating oil and natural gas wells, and another 7,000 approved.

Uintah County Commissioner Mike McKee says 30,000 additional wells are proposed, and he expects that billions of dollars will be invested over the next decade in the Uintah Basin. At a recent energy summit in Uintah County, speaker after speaker from both government and industry said, "We are barely scratching the surface" of what is possible in the Uintah Basin, particularly when shale oil and oil sands production are ramped up.

Daryll Howard, vice president, Rocky Mountains, at Newfield Exploration, the biggest oil producer in the State, says his company invested \$500 million in Utah in 2012. "Utah is in the same league as North Dakota, Oklahoma and Texas," he says, with Newfield production growing 17 percent a year. "We're three-and-a-half years into the permitting process for several thousand more wells."

Alex Woodruff of Anadarko Petroleum Corp. says Utah has a world-class natural gas resource. The firm's Utah reserve, estimated at 9.2 trillion cubic feet, is the multinational company's largest gas field. Anadarko plans to drill in 3,600 Utah locations in the next several years.

Besides carbon-based energy, Utah's renewable energy industry is growing rapidly, and cutting-edge research is being conducted in Utah's universities on a wide range of renewable energy projects. Thanks to the Utah Office of Energy Development's aggressive, mutually beneficial post-performance Alternative Energy Development Incentive, companies looking to expand renewable energy generation can benefit from a 75 percent credit of new State revenues up to 20 years.

At the outset of his administration, Governor Gary Herbert identified energy



QUESTAR'S NEW HEADQUARTERS IN DOWNTOWN SALT LAKE IS A 170,000-SQUARE-FOOT, \$45 MILLION, LEED SILVER CERTIFIED OFFICE BUILDING.

"Utah is in the same league as North Dakota, Oklahoma and Texas."

DARYLL HOWARD,

VICE PRESIDENT, ROCKY MOUNTAINS,
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Newfield by the Numbers

Investing \$500 million into the state of Utah



With a history in Utah that spans eight years, Newfield Exploration continues to grow, build and share. As Utah's largest oil producer, we're investing not only in the state's economy and jobs, but also in our communities and environment. Our investments to-date total more than \$1.5 billion with another \$18 million in state royalty and severance taxes and \$8 million in sales and valorem taxes to Uintah and Duchesne Counties. We are privileged to employ a talented team of 450 while supporting an additional 1,600 jobs—all to the tune of \$140 million in wages. From our involvement in the Utah STEPS programs, focused on health, safety and environment, to our support of causes from conservation to foods banks, Newfield never loses sight of giving back. We are proud to call Utah home.



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as one of four cornerstones of economic recovery and prosperity. With input from multiple agencies and stakeholders, the Governor developed a 10-Year Strategic Energy Plan and created the Office of Energy Development that reports directly to his office.

UTAH IS OPEN FOR ENERGY DEVELOPMENT

At an energy conference in January 2013, Governor Herbert said, “Billions of dollars will be invested in energy development in Utah over the next several years. Our goal for energy development can be summed up in three words: sustainable, affordable and cleaner.” Governor Herbert emphasized five points in his address:

1. Utah is open for energy development. Energy companies are welcome in the State and State regulatory agencies will be fair and efficient.
2. Utah will protect its environment. Energy companies must comply with environmental regulations and deploy new technologies that reduce water consumption and environmental impacts.
3. Utah welcomes new ideas and promotes alternative energy and renewable resources. Promising energy research is being conducted at Utah universities and especially through the Utah Science Technology and Research (USTAR) initiative.
4. Energy sources need to be competitive. The State supports innovation and research and promotes renewable and alternative energy, but will not pick winners or losers or provide massive subsidies for any particular energy resources. The free market works best to produce the energy needed by society.
5. Conservation and efficiency are crucial components of the energy mix. Conservation reduces energy consumption and protects the environment, saving money for consumers and businesses.

PROMISE REALIZED: OIL SHALE AND OIL SANDS

The promise of oil from oil shale and oil sands has been long in coming. But according to Utah energy experts and industry leaders investing millions of dollars in these resources, the era of unconventional energy has arrived.

The U.S. Geological Survey estimates that some 4.3 trillion equivalent barrels of oil exist in oil shale and oil sands in the Green River formation in Utah, Colorado and Wyoming, the largest unconventional energy resource in the world. “These resources can be developed responsibly,” says Uintah County Commissioner Mark Raymond.

New technologies are making oil shale dramatically more cost-effective with minimal environmental impact. Ryan Clerico, with Enefit American Oil, an oil shale developer, says his parent company, Eesti Energia, produces 90 percent of Estonia’s energy. It has a 30-year track record of successfully producing oil from oil shale. Enefit plans to produce 50,000 barrels per day from oil shale in its project south of Vernal in Uintah County. Construction will start in four years, and oil will be produced by 2020. The project will use minimal amounts of water and will be environmentally sensitive to air quality, water, biological resources and cultural impacts, he says.

The European Union has very strict environmental regulations, and Enefit’s oil shale operations in Estonia fully comply. “We are very methodical and thorough,” Clerico says.

U.S. Oil Sands has already drilled 240 test wells in Uintah County and has been active in Utah for eight years. “Utah reserves can be developed respon-



UTAH'S MINING LEGACY CONTINUES TODAY AT THE RIO TINTO KENNECOTT COPPER MINE.



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sibly and economically,” says Cameron Todd, CEO of U.S. Oil Sands. “Most oil sand extraction techniques are 90 years old. We will use dramatically advanced technology to achieve world-leading environmental performance.”

U.S. Oil Sands uses breakthrough extraction technology with no tailings pond and very low energy use (its techniques uses the equivalent energy of one barrel of oil to produce 18 barrels of oil). Capital costs are five times less than current oil sands projects. The firm uses renewable, biodegradable solvent made from citrus, recycling 98 percent of the solvent and 95 percent of water used. “The only thing we leave behind is clean sand,” Todd says. “We reclaim the land as we go.”

The firm has spent \$45 million in Utah so far, and expects to be producing 20,000 barrels of oil per day, ramping up over the next five years. Over the next 10 years, the company estimates 500 to 1,000 jobs will be created that pay excellent wages. The firm will spend \$300 million in capital development and pay \$200 million in royalties to the school trust fund, along with \$800 million in other taxes.

Cody Stewart, Governor Herbert’s energy advisor, has heard naysayers argue that major production of

shale and sand resources will never occur because of costs and environmental roadblocks. “The critics are stuck on old technology,” he says. “The new processes and technologies are as different as a Chevy Volt is to a Model T. Ford.”

A study by national environmental consulting firm SWCA estimates that new Utah oil and gas projects proposed in NEPA documents as of Jan. 1, 2012, could create 62,425 jobs, \$12.7 billion in economic impact and \$56.7 million in government revenue annually, based on 1,445 wells drilled per year.

A DIVERSIFIED ENERGY ECONOMY

Utah enjoys a diversified, balanced economy. A key component of that diversity is the State’s vast energy resources. Energy abundance helps sustain Utah’s status as the best state in America for business, bolstering Utah’s economy in three primary ways.

Inexpensive energy is a major attraction for companies looking to expand or relocate. The U.S. National Security Agency, for example, is installing a massive \$1.2 billion data center in Utah, in part because of Utah’s stable and inexpensive electricity supply.

ABUNDANCE. Energy abundance drives Utah’s economy by generating new jobs, increased tax revenues and economic growth that is enjoyed not just along the Wasatch Front, but also in rural areas of the State. More than 23,000 Utahns earn more than \$1.5 billion annually from the energy sector, and energy jobs pay, on average, more than 170 percent of the state’s average wage.

Over the next several years, energy taxes and royalties

A RENEWABLE FUTURE

Utah’s expansive deserts, where the sun is shining or the wind is blowing nearly all the time, provide plenty of space for solar and wind installations. The 307.5 megawatt Milford Wind Corridor project produces enough power for 65,000 homes. Two additional phases will generate an estimated 600 megawatts of power, mostly exported to California. The Wind Park II facility in Utah County produces 19 megawatts.

While renewables currently make up a small portion of the energy produced in Utah, producers, utilities and governments are increasingly emphasizing clean energy and conservation. For example, the Utah Associated Municipal Power Systems (UAMPS), which provides electrical power to 45 mostly municipal power companies, generates 17 percent of its energy from renewable resources, including a 57.6 megawatt wind farm, along with hydro and waste heat.

Businesses and organizations are increasingly adopting solar energy as well. For example, the Salt Palace Convention Center is home to one of the world’s largest rooftop solar arrays. The University of Utah has two rooftop solar arrays that together cover 40,000 square feet. Rocky Mountain Power is also heavily involved in the promotion of smaller-scale, customer-based energy production technologies known as distributed generation. With help from the Utah Public Service Commission, Rocky Mountain Power’s Utah Solar Incentive Program (USIP) has grown to become one of the largest in the country.



will help protect Utah’s state and local governments from likely declines in federal funding. Energy revenues are bolstering education funding, especially as energy development increases on school trust lands that feed revenue into the State’s School Trust Fund.

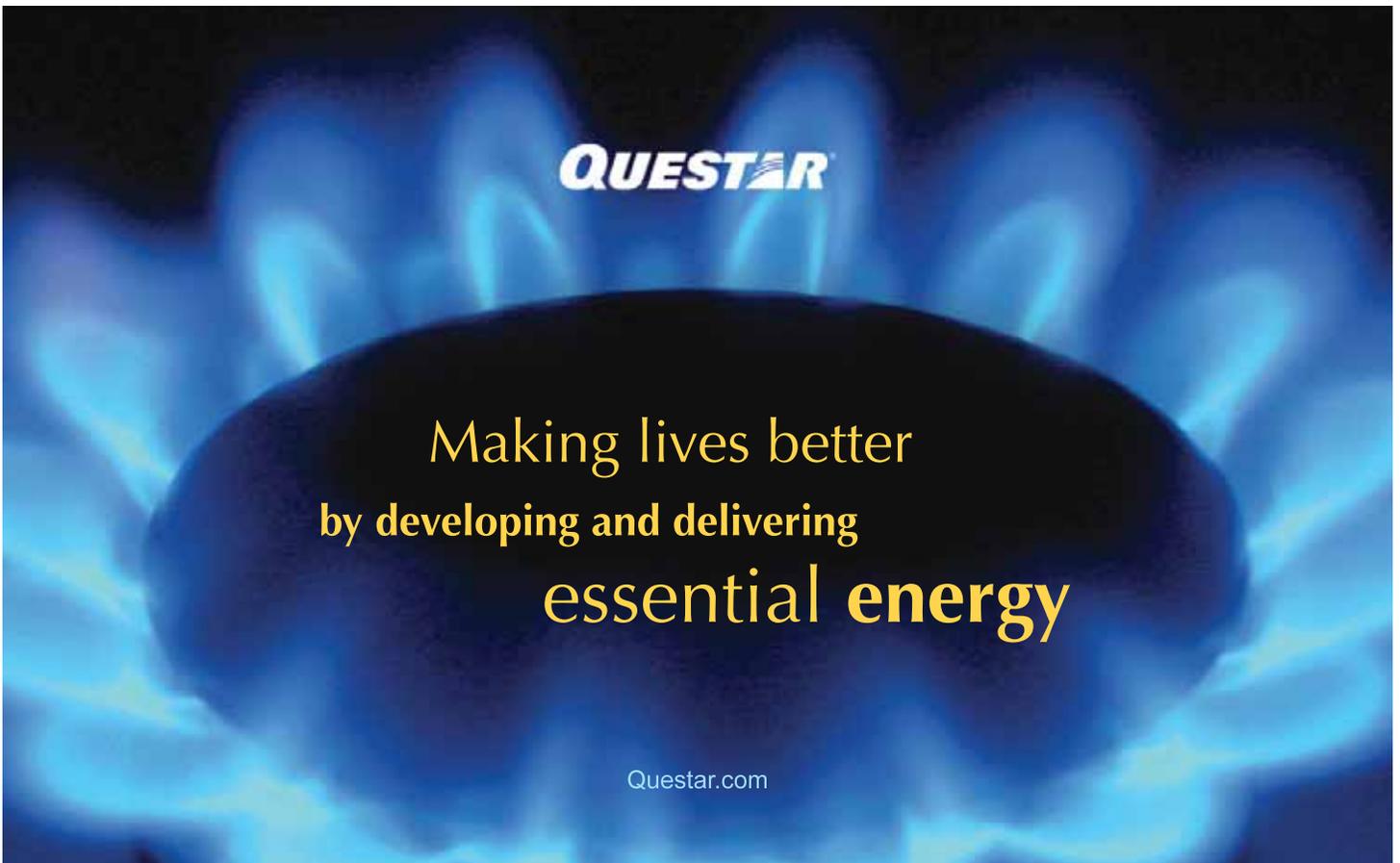
State Sen. Kevin Van Tassell, who represents the Uintah Basin where much of Utah’s energy resources are concentrated, says “it’s entirely possible” that more than \$300 million could be deposited annually in the education trust fund if 100,000 barrels of oil a day were produced on school trust lands. “It will take 1,000 to 2,000 more workers, and improved transportation infrastructure, but in 10 years we could be at that level,” Van Tassell says.

PRICING. Energy prices in Utah are 30 percent below the national average. Utah consumers and businesses currently enjoy natural gas and electricity prices that are among the lowest in the country. Energy supplies are stable and reliable. This provides certainty, confidence and low overhead for manufacturing, transportation and high-tech businesses and industries that require reasonably priced and secure electricity, natural gas and petroleum supplies over the long term.

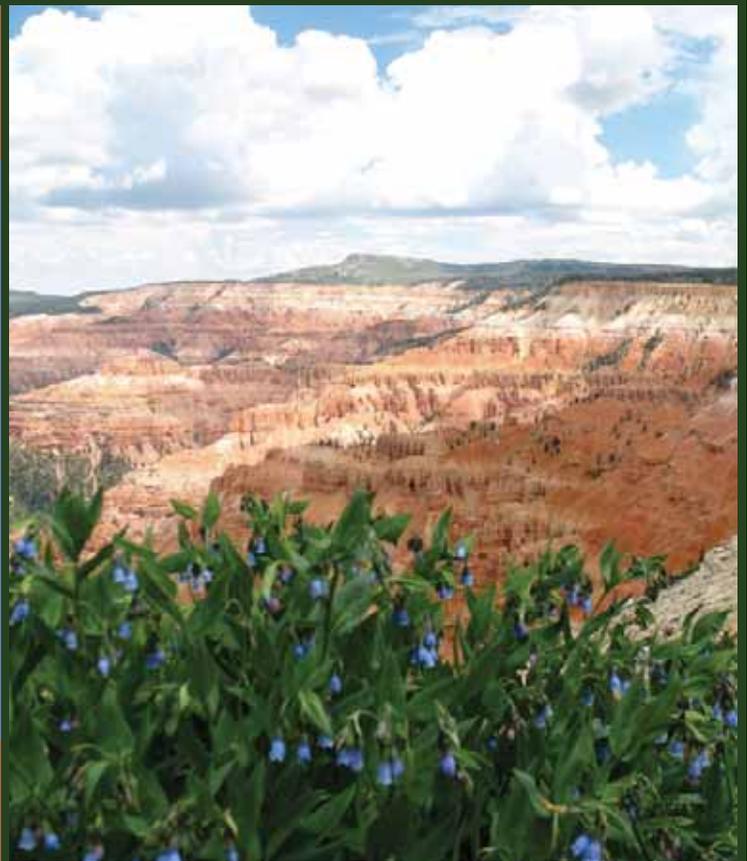
REVENUE. Energy is an important export product for Utah, returning significant revenue to the State from outside purchasers. California, for example, purchases major amounts of electrical energy from Utah, from both carbon-based and renewable generating facilities. Anadarko, with more than 2,300 operating natural gas wells in the Uintah Basin, produces enough natural gas each day to heat or cool more than 2 million average American homes. Anadarko’s approved new gas wells will produce enough energy to meet the demands of more than 5.5 million homes. ■

RESOURCES:

- **Utah Office of Energy Development**
www.energy.utah.gov
- **Utah’s 10-Year Strategic Energy Plan**
www.utah.gov/governor/docs/10year-strategic-energy.pdf
- **Bureau of Land Management**
www.blm.gov
- **Enefit American Oil**
www.oilshaleexplorationcompany.com
- **Rocky Mountain Power’s Utah Solar Incentive Program**
www.rockymountainpower.net
- **State School and Institutional Trust Lands Administration**
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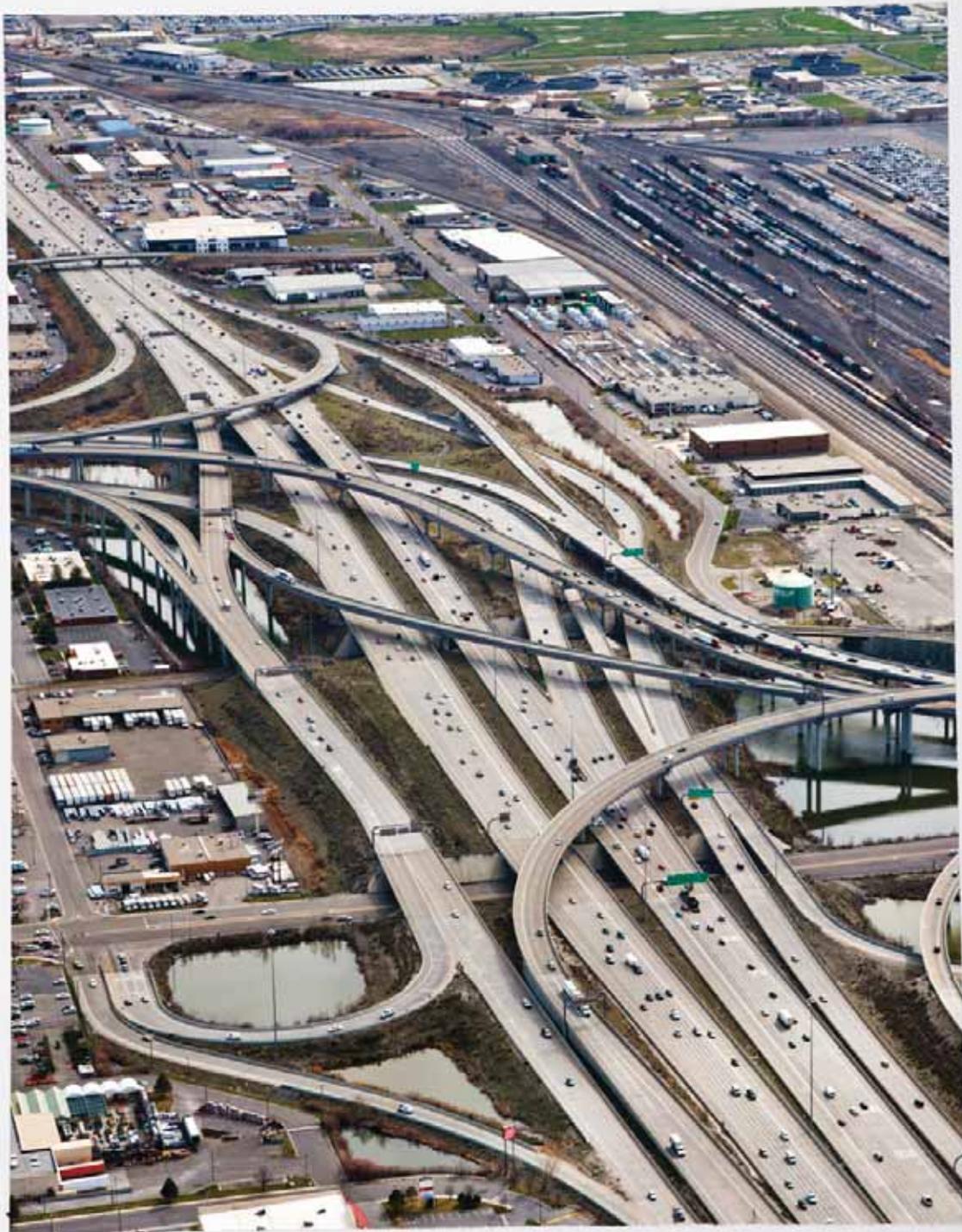


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INTERSTATE 15 CONNECTION WITH INTERSTATE 80 IS A VITAL PART OF UTAH'S ROBUST TRANSPORTATION NETWORK.

ON THE FAST TRACK

UTAH HAS TRANSPORTATION AND DATA SYSTEMS THAT MAKE BUSINESS MOVE

From a bird's-eye view, it's possible to see the transportation networks that make Utah the "Crossroads of the West." The asphalt ribbon of Interstate 15 that connects Southern California with the Canadian border also runs the entire length of the State, while Interstate 80 traverses Utah in its transcontinental path that joins the East and West coasts.

The intersection of these two highways — in the heart of Salt Lake City — has developed into a major transportation focal point. Union Pacific Railroad maintains an intermodal hub in Salt Lake City and from there radiates a network of railroads throughout the western United States. The bustling Salt Lake International Airport is 10 minutes from downtown and is accessible by highway and rail, thanks to a new passenger light-rail line into the city center.

Utah also has a robust network for transmitting data — a broadband network that earned the State a No. 9 ranking among all states and was named fastest in the west according to the TechNet 2012 State Broadband Index. This robust statewide fiber optics infrastructure is an essential component in Utah's renowned business environment.

A CLOSER LOOK

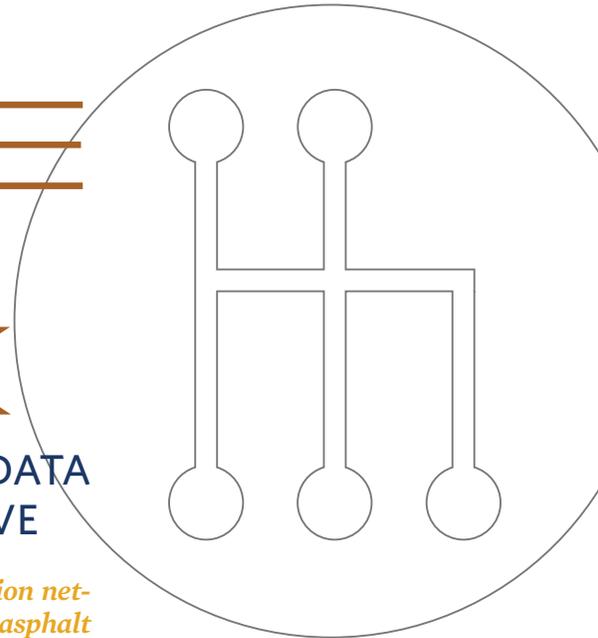
Most of Utah's population is centered along the Wasatch Front: a narrow, 120-mile corridor along the base of the Wasatch Mountains. I-15 connects all of the metropolitan areas in this corridor, from Ogden City and nearby Hill Air Force Base to the Orem/Provo area. I-80 and belt route I-215 provide east-west connectivity across the Salt Lake Valley.

The Utah Department of Transportation (UDOT) is adeptly handling growth in the region with several major expansion projects. At the end of 2012, the department completed a multibillion-dollar expansion of I-15 in Utah County that rebuilt 24 miles of freeway, widening it by two lanes in each direction and extending the Express Lane.

Several other interstates and highways join rural areas with the Wasatch Front and with both coasts. For example, I-70 originates in central Utah and travels into Denver and then on to the East Coast.

These roadways, totaling more than 43,000 miles, facilitate national and international business. Several companies have major distribution facilities in Utah to take advantage of the transportation infrastructure — companies like Lighthouse Foods, Family Dollar, the Hershey Company and Sephora USA.

BY HEATHER STEWART



Given that Utah is the second-fastest growing state in the nation, the State is collaborating with long-term planning organizations such as Envision Utah and the Wasatch Front Regional Council to identify best practices for embracing growth and anticipating its challenges. Recently, the Governor's Economic Council, a public-private partnership that helps coordinate statewide economic development activities, approved the Utah Department of Transportation's "Unified Transportation Plan," which uses a shared modeling approach to identify timelines and better map a holistic, multi-jurisdictional statewide plan.

Rail is another component that works alongside the freeway system to make doing business easy. While Union Pacific is the largest railroad company in Utah, several short-line rail companies link with Union Pacific to provide a network of service across the state.

Union Pacific accounts for 1,250 miles of track in Utah. In 2011, nearly 303,000 Union Pacific rail cars originated in the state, while 150,000 rail cars terminated in Utah. The state is a major hub for Union Pacific, which is the only railroad that serves all six gateways to Mexico. It also has a line up to Canada and links with several major East Coast railroads.

"We account for 65 percent of the freight coming out of Mexico, and 40 percent of our business is international," says Dan Harbeke, public affairs director for Union Pacific. The railroad directly serves the western two-thirds of the United States.

In Utah, Union Pacific directly serves many businesses, says Harbeke, and connects with several short-line railroads to serve many more. In 2006, the company built a new intermodal hub in Salt Lake City that is capable of handling more than 250,000 annual container lifts. This facility further strengthened the distribution infrastructure in Utah. In fact, long-haul trucking companies like C.R. England moved some operations closer to the hub in order to streamline their interactions with the railroad.

ON THE MOVE

Distribution is only part of Utah's rail story. Over the years, the State has invested in an ever-expanding passenger light-rail system, along with a new commuter rail line.

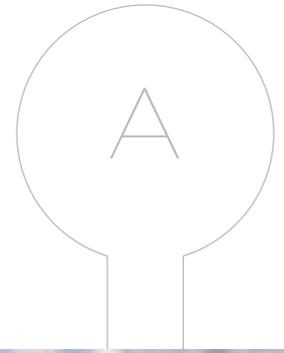
The TRAX light-rail system includes three lines that together service downtown Salt Lake City, the University of Utah, and suburbs south and west of the city. A new airport extension recently opened and two miles of streetcar construction will soon link Utah's popular Sugarhouse neighborhood to the main TRAX system. By year's end, there will be nearly 136 miles of operational light rail along the Wasatch Front.

Each day, TRAX carries 150,000 passengers, according to Gerry Carpenter, spokesman for the Utah Transit Authority (UTA). In fact, UTA transports a third of the commuters to the U every day and 20 percent of the commuters to the downtown central business district.

The FrontRunner commuter rail line links the major metropolitan areas along the Wasatch Front with a diesel locomotive system that can travel up to 79 miles an hour. Currently, FrontRunner travels 89 miles from Ogden in the north to Provo in the south, with Salt Lake between those two points. Eventually FrontRunner will be extended in both directions for a total of about 120 miles.

"A good mass transit system is critical because it helps relieve some of the congestion that would otherwise be on the highways," says Carpenter.

With a six-county service area, "UTA has one of the largest geographic areas of any public transit agency in the country," he says. Even with this large scope, the agency and the State of Utah — and its forward-looking residents — have created a remarkably substantial mass transit system. Salt Lake City compares favorably to cities of similar population, size, commute times and median income



UNION PACIFIC ACCOUNTS FOR 1,250 MILES OF TRACK IN UTAH.
COURTESY OF UNION PACIFIC. PHOTOGRAPHY BY JAMES BELMONT

"In terms of broadband deployment and availability, Utah has been really ahead of the curve."

TARA THUE,
PROJECT MANAGER,
UTAH BROADBAND PROJECT



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level. For instance, Oklahoma City's mass transit system carries one-sixth of the load share of Salt Lake, says Carpenter, while Memphis carries one-third.

For many companies, this strong mass transit system is a key component in their site selection process. Adobe Systems constructed its new Utah facility adjacent to the FrontRunner line in order to take advantage of the workforce talent in both Salt Lake and Utah counties.

As the population of the Wasatch Front grows, developers and state leaders are working to pair new residential development with existing and future transit stations. Several examples of this "transit-oriented" development are popping up along the transit system, including the premier City Creek community in downtown Salt Lake, a new eBay campus in Draper, Fireclay in Murray City and Station Park in Farmington.

The Daybreak development is located in the southwestern area of the Salt Lake Valley. This suburban transit-oriented development was launched in anticipation of a proposed TRAX line, says Carpenter, and with the TRAX line to Daybreak it has become a bustling community with more development coming down the line.

"If you ride TRAX out to 4800 West, there's lots of residential housing. But then as TRAX curves to the south, it's still largely undeveloped land owned by Kennecott Land. You will notice that there's a TRAX station right in the middle of that area — there are crossings already in place, there are utilities already in place that were installed in anticipation of the development that will occur over the next few years," he says.

With well-used commuter and light rail systems, along with an extensive bus system, Utah's mass transit system is already exceptionally strong. But even more development is on the horizon.

"By the end of 2013, we will have 75 percent of the population of the Wasatch Front within three miles of a major transit stop. By 2030, our goal is to have 90 percent of the population within one mile of a major transit stop," says Carpenter. "Our goal is to truly make public transportation competitive with the automobile."

THE (UNDER) GROUND LEVEL

Utah's roads, rails and airlines keep local businesses connected to the nation and the world. But another aspect of the state's robust infrastructure — broadband access — also keeps people and companies connected across the globe.

The State of Utah has long fostered extensive broadband connectivity, including in sparsely populated rural areas. Utah ranked No. 4 in the nation for internet speed in Akamai Technologies' most recent "State of the Internet" report. "We're fastest in the West," says Tara Thue, project manager for the Utah Broadband Project. She notes that Utah outranked both California and Washington, "which is really impressive when you consider the amount of rural areas that we have."

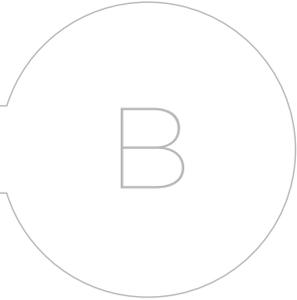
Additionally, Utah ranks No. 1 in the nation for home broadband internet adoption, according to the U.S. Department of Commerce.

"In terms of broadband deployment and availability, Utah has been really ahead of the curve," says Thue.

The Utah Broadband Project is developing a statewide map of available broadband services, along with a plan for increasing broadband deployment in Utah.

"It's incredibly important to have a really robust, redundant and reliable broadband infrastructure because without it, we wouldn't be able to attract the kind of companies that we're attracting," says Thue.

"Broadband is so important for a number of things that a lot of people don't think about. Education is becoming increasingly reliant on technology-enabled services. The way we deliver healthcare is changing with the emergence of 'tele-health,' where somebody in a rural area is able to see a specialist over a broadband connection," she adds.



"UTA has one of the largest geographic areas of any public transit agency in the country."

GERRY CARPENTER
SPOKESMAN,
UTAH TRANSIT AUTHORITY

RESOURCES:

- **Utah Transit Authority**
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www.slairport.com
- **Utah Broadband Project**
www.broadband.utah.gov
- **Utah Education Network**
www.uen.org
- **Union Pacific Railroad**
www.up.com

Utah's existing broadband infrastructure has enabled tech companies like Adobe and eBay to set up operations in the State. It also laid the groundwork for the National Security Agency to begin construction of a massive data center in Utah.

Several factors have helped spread broadband into rural areas of the State. Preparing for the transportation needs of the 2002 Olympics, UDOT also installed a communications conduit system with extra capacity for future use. They have kept up this practice with many of their road construction projects since the Olympics. "This saves the State a ton of money as compared to going back in when somebody wants to put in a line or upgrade lines, because they don't have to dig up the road again. It's known as a 'dig once' policy," says Thue.

The Utah Education Network (UEN) has also enabled a high level of connectivity in Utah. The UEN infrastructure provides high-speed internet services to schools and libraries. Thus, the UEN serves as an anchor institution in many rural areas.

"They work with private providers in rural and urban areas to provide connectivity to the school. So they might provide a gigabit Ethernet to the school, and the provider is able to serve the surrounding community as well," says Thue. "Without that school or anchor institution, providers wouldn't be able to economically justify going into areas that are so difficult or expensive to serve."

"When companies are looking to locate in Utah, they can look outside of Salt Lake and Utah counties at our 27 other counties and find the same level of broadband services," she says.

Utah has earned its reputation as the Crossroads of the West. Whether it's roadways, rail, mass transit, air or even lines buried deep, Utah has the transportation backbone to support a brawny business community and a growing population. ■



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BUILDING UTAH'S TALENT PIPELINE

Utah is well known for its high number of school-aged children – about 31 percent of the State's population is younger than 18 years old – but what's less well known is the State's laser-focus on the quality of the education those students receive and the success they will find as they become the workforce of the future. This is a State of innovation and communication, where government, business and education entities work together, where educators tailor their programs to meet the needs of growing business sectors and where business leaders are in classes themselves and helping educate behind the scenes.

INSIDE THE CLASSROOM

Governor Gary R. Herbert has a three-pronged education plan with the future in mind. Objective 1: Ensure our school children achieve reading proficiency by the end of third grade. Objective 2: Increase the number of high school students completing post-secondary programs. Objective 3: Align educational training to meet the workforce demands of the marketplace.

"The message is clear," says Governor Herbert. "Investing in our children today benefits all of us tomorrow."

The State's education system uses several methods to successfully accomplish its goals, catering to the different interests and needs of its students through more than 1,000 schools and with the help of more than 31,000 educators.

Utah has a wide range of pre-Kindergarten through 12th grade education institutions that are diverse and aimed straight toward higher education. In addition to the State's exceptional public education system, Utah's students have access to uniquely focused charter schools, science academies that stress problem-solving and deductive reasoning, private schools that prepare students for college years ahead of schedule, and specialized public schools equipped with state-of-the-art smart technology.

Some of these opportunities are also unique to Utah. William Nixon, CEO of iSchool, has been involved with many businesses and school systems across the U.S. He says Utah is becoming a high-tech mecca of the world, and that it's well on its way to producing top-tier tech talent.

BY CANDACE M. LITTLE

**"The message is clear.
Investing in our children today
benefits all of us tomorrow."**

GOVERNOR GARY R. HERBERT



ABOVE: UTAH COUNTY, HOME TO BRIGHAM YOUNG UNIVERSITY AND NUMEROUS HIGH-TECH STARTUPS. LEFT: THE UNIVERSITY OF UTAH'S ENTERTAINMENT ARTS AND ENGINEERING PROGRAM RANKED NO. 1 IN THE NATION BY PC GAMER MAGAZINE. RIGHT: STUDENTS FROM THE SALT LAKE CENTER FOR SCIENCE EDUCATION.

“You will not find a more visionary, more tech-savvy government anywhere, or a place better prepared to produce tech-savvy students,” he says. It started in the 1990s when then-Governor Michael O. Leavitt carried out a vision to install broadband internet throughout the entire State. This extensive infrastructure built a foundation for Utah schools to have wider access to advanced technology.

In 2012, Utah established a tech infrastructure in its school systems, becoming the first state in the world to launch a public Smart School. In fact, three Utah public schools were converted into Smart Schools, meaning that these schools are equipped with wireless infrastructure, flat-screen TVs with device-mirroring technology, MacBook computers in every classroom, and Apple iPads for every student and teacher.

Using smart technology as a learning tool is not only good for learning technology itself, but for learning in general, Nixon says. “This is a student-driven environment where teachers empower students to learn in the best way for them.” He says it also teaches children at an early age to hone their skills and discipline their use of smart technology.

EDUCATION THAT GOES HIGHER

Utah’s higher education institutions (10 public, four private and 10 other accredited institutions) are also excelling, and the State’s government is continuing to help bolster its talent pipeline. Governor Herbert is marshalling resources to advance the State’s goal that 66 percent of Utah adults will hold a post-secondary credential by 2020, with an emphasis in the first year toward graduating more students in STEM (science, technology, engineering and math) fields and health professions.

With support from the business community through organizations like Prosperity 2020, the State aims to make this goal a best practice for the future. But the higher education system has many best practices in action now.

For two years in a row, the University of Utah was ranked No. 1 at producing startup companies by the Association of University Technology Managers (AUTM). In 2012, the U was ranked at No. 2, behind only the Massachusetts Institute of Technology. The U also has an award-winning MBA program and recently introduced one of the nation’s most comprehensive project management training programs.

“Project management is one of the fastest-growing professions in the world, and as such, certified project managers are some of the most sought-after professionals in the world,” says Shelley Gabriel, education outreach manager for professional education at the U.

University of Utah President David W. Pershing says the U is helping its students tackle some of the world’s “thorniest and most persistent societal problems,” through its recently announced Center for Global Impact Investing. “The center will be a global leader in the creation of new knowledge of how to solve widespread structural problems, while training

“You will not find a more visionary, more tech-savvy government anywhere, or a place better prepared to produce tech-savvy students.”

WILLIAM NIXON,
CEO, iSCHOOL

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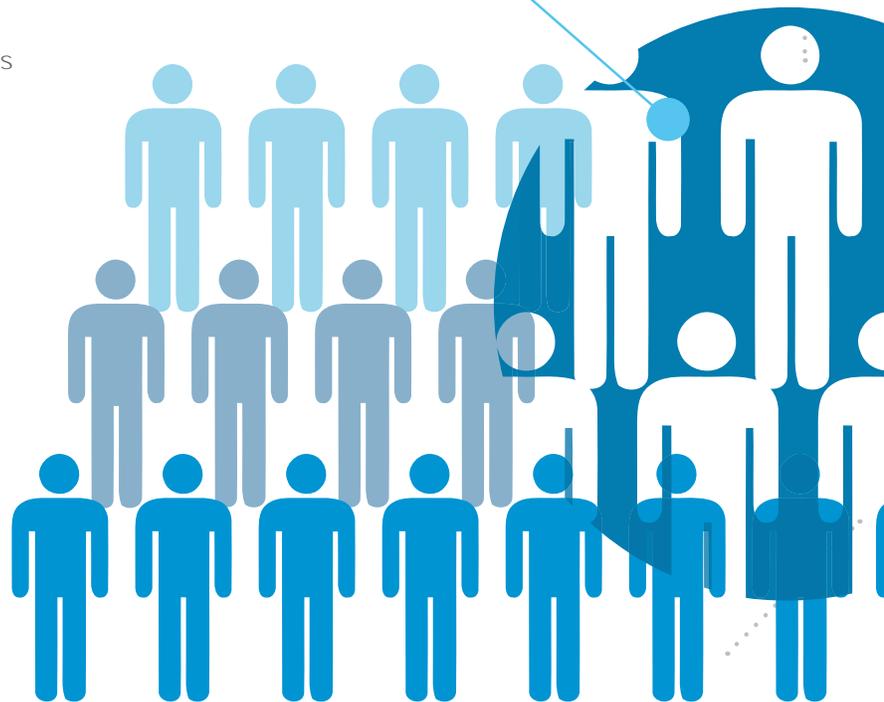
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a generation of transformative leaders in social impact investment,” he says.

Brigham Young University, the State’s largest private university, also boasts many top rankings. The *Wall Street Journal* ranked its accounting program No. 1 in the nation and also reported that the university overall was ranked 11th by job recruiters. Its graduate and undergraduate entrepreneurship programs and public relations program also rank in the top five. BYU is widely known for its animation program, which attracts faculty from companies like Disney, Pixar, DreamWorks and Warner Bros.

BYU has a unique student population, with 30,000 undergraduates from all 50 states and 110 countries. Nearly 80 percent of its students speak a second language, with 111 languages spoken on campus. BYU’s most recent incoming class averaged a score of 28.4 on the ACT.

Utah State University, located in Logan, has a long history of best practices. It is home to the second-oldest undergraduate research program in the nation, has provided distance education for more than 110 years and is home to the Jon M. Huntsman School of Business, which is the West’s oldest continuously operating business college. The business school just announced that it is one of 22 schools in the United States recognized by the Chartered Financial Analyst Institute for its work in preparing students to earn the Chartered Financial Analyst designation, which has become the most recognized investment credential in the world.

USU ranked as the No.1 public university in the West (and top five in the nation) for lowest tuition on *Forbes’* 2011 list of America’s Best College Buys. It’s not hard to see why it’s a good deal when the university has, among other things, sent more student experiments into space than any other university in the world, its student admittance rate to medical and dental schools is 30 percent above national average, and its College of Education and Human Services ranked No. 3 in the nation for funded research by *U.S. News & World Report*.

“Our key investments must be in people and in technology.”

LARRY K. SHUMWAY,
FORMER SUPERINTENDENT OF PUBLIC
INSTRUCTION STATE OF UTAH



**UTAH STATE UNIVERSITY'S
INTERDISCIPLINARY USTAR
BIOINNOVATIONS CENTER**

USTAR UP CLOSE

Another example of a stellar state/education/business partnership is the Utah Science Technology and Research initiative (USTAR). Since 2006, it has attracted top researchers and students to Utah’s institutions of higher learning and



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education, garnered federal grant money and spun out tech companies — all in an effort to boost Utah's economy.

USTAR Executive Director Ted McAleer says there's a reason why Utah was one of the only economies to increase productivity during the recent recession. "It's because we were willing to invest during the economic downturn," McAleer says. In the last three years, USTAR used a \$3.4 million grant to produce \$20.3 million in private financing, 98 prototypes, 176 jobs and 30 new companies.

USTAR has recruited researchers from top research universities such as MIT, Harvard University, UCLA, Case Western, University of Arizona and Oak Ridge National Laboratory — a human capital that has returned \$131 million in grants. These researchers also have produced more than 330 invention disclosures, 202 patents and provisional patents, and started or relocated 10 companies.

One of USTAR's startup companies is WAVE, which was spun out of research conducted at USU. The research produced a wireless power transfer technology to electrify vehicles without the use of heavy and expensive batteries. Instead of buses charging their batteries with a plug overnight, WAVE's technology allows a bus to be charged wirelessly many times throughout the day in a matter of minutes.

McAleer says the secret to USTAR's success is its people — people like Hunter Wu, Ph.D., WAVE's director of commercial product development for wireless power transfer. Wu has been working on the project since 2011 and says he has been impressed with USTAR, USU and the State of Utah's bold vision to invest in a technology that is revolutionary and high risk, but could potentially have huge returns — something USTAR does on a regular basis.

Wu says, "It is always a dream of an engineer, like myself, to develop technology that could eventually one day change the world. Seeing the research and development being used in a real company is a first step in this journey." ■

"It is always a dream of an engineer, like myself, to develop technology that could eventually one day change the world. Seeing the research and development being used in a real company is a first step in this journey."

HUNTER WU, PH.D.,
DIRECTOR OF COMMERCIAL PRODUCT
DEVELOPMENT, WAVE

BIOINNOVATIONS GATEWAY A REAL-LIFE LEARNING LAB FOR HIGH SCHOOL STUDENTS

BioInnovations Gateway (BiG) is a unique setting that brings together high school students, educators, scientists and businesses all working toward one goal: Helping start-up life science companies with R&D, product development and manufacturing. Through volunteer and paid internships, students from ninth grade and up witness and take part in creating a life science business. From website and mobile phone application design to medical device prototype creation to product testing and manufacturing, students get hands-on experiences working with real scientists and real companies.

Kevin Jessing, executive director of BiG, says that in typical innovative Utah fashion, BiG is the first life science incubator of its kind in the nation, with a very new approach to training and education. But it's also adopting some of the old ways of apprenticeship.

Whether old or new, it has turned out to be very rewarding for everyone involved, Jessing says. "It's a win for the students because they see what it's like to be in a real lab and get mentored and taught by real scientists; it's a win for the startups because they get to use the facility and low-cost space and extensive equipment; and it's a win for STEM education in the state because we are helping find ways to get more students involved in life sciences in a deeper way than ever and in an earlier time in their educations."

Some graduated students have since come back as college researchers, working for the same companies they interned for in high school. Now they are helping other students learn valuable skills.

BiG is a large contributor to enhancing STEM education in the state, serving as a direct link between public education and the life science industry, but it also generates measurable revenue for the incubator companies and the State of Utah as well.



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READY FOR A CLOSE UP

UTAH'S NATURAL BEAUTY DRAWS TOURISTS, ADVENTURERS AND FILMMAKERS

When you arrive in Utah for the first time, you notice something interesting — it's not just the stunning views at the State's five national parks, the world-class skiing or the vibrant nightlife — it's that all of it feels so familiar.

For years, moviegoers have been transported to Utah through films as diverse as the landscapes they have featured. Audiences were introduced to the gorgeous red rock of Monument Valley when Doc Brown's DeLorean rushed through the Wild West in *Back to the Future III*, the natural wonders of Arches National Park as Indy flashed back to his first adventure in *Indiana Jones and the Last Crusade*, and the ski town charm of Park City as two loveable buffoons tracked down the elusive Ms. Samsonite in *Dumb and Dumber*.

Utah has been a cinematic hotspot for almost a century. "Filmmakers started looking at Utah all the way back in the silent film era," says Marshall Moore, director of the Utah Film Commission. "In particular, they were drawn to Southern Utah and its beautiful red rock landscapes."

Those Southern Utah landscapes really put Utah on the movie map in the 1940s, '50s and '60s, when they served as the backdrop for westerns like John Wayne's *The Searchers* and Robert Redford's classic *Butch Cassidy and the Sundance Kid*.

These films aren't just bringing big production dollars into the State; they're bringing tourists, too.

"You'd be surprised at the number of people that come to the State to see these sites," Moore says. "They want to see where John Wayne and John Ford worked or where Forrest Gump stopped his run across America and went back home. They want to see the baseball diamond in *The Sandlot* or ride through Monument Valley like Indiana Jones."

Though it's hard to quantify the exact numbers of film-related tourism, it's easy to see its impact. East High School, the Salt Lake City school where Disney's *High School Musical* was filmed, watched T-shirt sales jump from \$1,000 to \$10,000 the year the movie was released. "They couldn't keep T-shirts in stock," Moore says, "and they had to offer tours of the gym and the locker room where Zac Efron had his big scenes. It became a hot tourist stop."

BY SPENCER SUTHERLAND

"Travelers don't just come to our state for the quality of our resorts, but the quantity as well. As opposed to a place like Aspen, Colorado, where the resorts are four hours from the airport, visitors can fly into Salt Lake and be on the slopes just a few minutes later."

VICKI VARELA,
MANAGING DIRECTOR, UTAH OFFICE
OF TOURISM

More recently, tourists have also been flocking to Blue John Canyon. The remote slot canyon in Canyonlands National Park has received international attention since the release of *127 Hours*, the true story of Aron Ralston, a rock climber who was forced to amputate his own arm. “As soon as the movie was released, there were more permit requests for Blue John than ever before,” Moore says. “People want to hike the area and to see what it was really like for themselves.”

CHOOSE YOUR OWN ADVENTURE

While many tourists come to Utah to get a look at what they’ve seen in a movie, they quickly realize there is more to experience than could ever be captured on film. And there’s no better place to start than on the top of a mountain.

“People come from all across the world to ski on our slopes,” says Vicki Varela, Utah’s managing director of tourism, film and global branding. For decades, Utah has prided itself on having “the Greatest Snow on Earth®,” and there is plenty of evidence to support the bold claim. In fact, you don’t have to look farther than Deer Valley Resort, the Park City ski destination that was named the country’s top resort by *SKI* magazine for five straight years. The same magazine has also given top satisfaction honors to Alta Ski Area, located up Little Cottonwood Canyon.

“Travelers don’t just come to our state for the quality of our resorts, but the quantity as well,” Varela adds. Utah is home to 14 ski resorts, 11 of which are located less than an hour from Salt Lake International Airport. “As opposed to a place like Aspen, Colorado, where the resorts are four hours from the airport,” Varela says, “visitors can fly into Salt Lake and be on the slopes just a few minutes later.”

“We’d put our skiing up against any destination in the world,” Varela says, “but it’s far from our only winter attraction.” Those who aren’t as keen on heights or steep declines may prefer ice skating at the Olympic Oval in Kearns or outdoors in the heart of downtown Salt Lake at the Gallivan Center. Utah also offers more than 25,000 miles of groomed snowmobile trails and thousands of acres of cross-country skiing terrain. And for those who want to blaze their own trail, a pair of snowshoes and some warm clothing will take you just about anywhere.

ENDLESS SUMMER

While there is no shortage of winter activities in Utah, the State’s summer opportunities are nearly endless. “Our five national parks are certainly our biggest tourist draw,” says Varela.

“Each park offers such unique experiences, whether it’s hiking through the Narrows in Zion, looking across the spires in Bryce Canyon or walking through Delicate Arch in Arches National Park.”

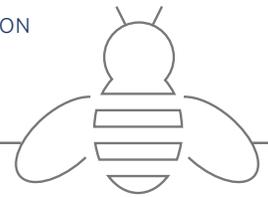
Because they are located so close to each other, travelers can complete the “Grand Circle” of all five parks in one week-long trip. But with so much to do throughout the parks — biking, climbing, hiking, fishing and even off-roading — you’d be better served by adding a second week to the vacation.

It’s hard to believe that Utah’s national parks are only the beginning of what the State has to offer. Also included in the Grand Circle is Lake Powell, one of the world’s most unique man-made reservoirs. The 186-mile lake is a destination attraction for boaters, kayakers and fishers. “It’s also one of the most iconic places you can water ski in the world,” Varela adds.

Those who would rather propel themselves through the water than be pulled behind a boat will love rafting the Green River or the Colorado River. “You can experience all kinds of water, from mild and family-friendly to some of the biggest rapids you’d want to see,” Varela says. “And you’ll find a very experienced group of guides and outfitters who will help you all along the way.”

“Within an hour of Salt Lake International Airport, we have snow-capped mountains, the desert, the Bonneville Salt Flats, small towns and large cities. And then within a few hours, you have the completely different topography of Southern Utah.”

MARSHALL MOORE,
DIRECTOR, UTAH FILM COMMISSION



WHAT’S DRAWING FILMMAKERS TO UTAH?

When production companies start looking for a place to shoot a movie, their first consideration is finding a landscape that fits the story. That’s good news for a state with so many landscapes to choose from. “Within an hour of Salt Lake International Airport, we have snow-capped mountains, the desert, the Bonneville Salt Flats, small towns and large cities,” says Marshall Moore, director of the Utah Film Commission. “And then within a few hours, you have the completely different topography of Southern Utah.”

With so many states now trying to attract film companies, Utah’s film commission knew it would need more than just natural assets to stay competitive. “Our No. 1 selling point is our infrastructure — the crews, the talent and the equipment that supports the production and makes it a turnkey operation when they get here,” Moore says.

Utah also boasts another advantage over other states — its proximity to Hollywood. “To get to some other locations can take a day of travel,” Moore says.

Sometimes even great locations, solid infrastructure and easy accessibility aren’t enough to lure top filmmakers to the state. “Today you have to combine all that with a competitive rebate program,” Moore says. Through Utah’s motion picture incentive program, production companies are returned 25 cents of every dollar they spend in the state, as long as they use Utah crews, talent, support services and lodging.

“Our governor and legislators have realized the importance of film production to the economy and for promotional purposes — and there’s no bigger billboard for a state than a movie,” Moore says. In 2012, 18 films were produced using the incentive program, bringing \$43 million into the state.



Kami Perkins
Tooele City



WCF's dividend program is an important part of the equation when we evaluate insurance coverage.

Tooele City has received a dividend for the past 15 years we've been insured with WCF. As a local government entity, our priority is to obtain quality coverage at competitive rates, and WCF's dividend program is an important part of the equation when we evaluate insurance coverage. The dividend is just one of many programs at WCF that provides a direct value to our policy.

Kami Perkins
Tooele City



Though Utah's national parks are all located in the southern half of the State, there's still plenty to do up north. Within minutes of Salt Lake City, you can be mountain biking down wooded trails, fishing in streams or lakes, or horseback riding through countryside. City Creek Canyon lies just east of the city's historic capitol building and two blocks from downtown Salt Lake. A short walk up the canyon gives access to the Bonneville Shoreline Trail and the expansive Uinta-Wasatch-Cache National Forest. And within an hour of the city, you can be on Antelope Island at the Great Salt Lake, surrounded by a herd of buffalo.

INDOOR ADVENTURES AWAIT

Even the greatest adventurers enjoy a little downtime. And what better way to relax than to do a little shopping? Utah offers all of types of shopping experiences, from ski-town boutiques in Park City to outdoor outfitters throughout the Salt Lake Valley to factory outlets in Southern Utah.

The state's newest shopping destination, City Creek Center in downtown Salt Lake City, was recently named the best retail development in the Americas and ranked No. 3 in the world by International Property Awards. The 700,000-square-foot shopping center features more than 100 stores and restaurants, as well as a retractable roof, pedestrian skybridge and choreographed fountains.

A long day of shopping is enough to make anyone hungry — and thirsty. Luckily, award-winning local breweries like Epic Brewing, Squatters and Red Rock are all located within walking distance of City Creek. If it's home-brewed whiskey you're after, it may be worth your time to visit High West Distillery & Saloon in Park City, the only whiskey distillery in the world that you can ski right up to (and whose flagship whiskey took Double Gold at the San Francisco World Spirits Competition).

RESOURCES:

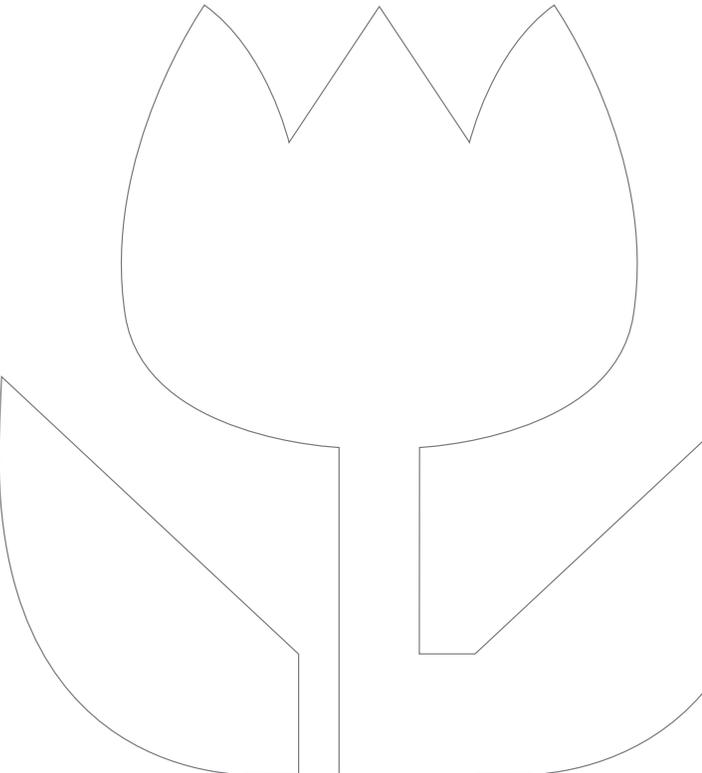
- **Ski Utah**
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www.travel.utah.gov
- **Outdoor Retailer**
www.outdoorretailer.com
- **Utah Film Commission**
www.film.utah.gov
- **Visit Park City**
www.visitparkcity.com
- **St. George Area Convention and Visitor Bureau**
www.atozion.com
- **Cedar City-Brian Head Tourism Bureau**
www.scenicssouthernutah.com

Impressive dining options are available all throughout the state. A growing trend in Utah dining is the farm-to-table concept, where restaurants prepare meals with locally produced ingredients. "A lot of our chefs are buying local produce and meats and incorporating them into the menu," Varela says. "It ensures the freshest foods and really gives travelers a great taste of the local cuisine."

The Farm, a restaurant located at Canyons Resort, focuses its menu on ingredients from farms and artisans within 200 miles of Park City and was named the "Best New Restaurant in Utah" by *Salt Lake* magazine. Hell's Backbone Grill in Boulder (near the Grand Staircase/Escalante National Monument), takes the farm-to-table concept a step further. The Zagat-rated



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restaurant's ingredients come from the restaurant's own organic no-harm farm located three miles down the road.

When it's time to call it a day, there's nothing more important than having the right place to lay your head. "Whether you want to camp, stay in a high-end property or anything in between, Utah has it," Varela says.

There are boutique hotels in the city center, lodges on the Colorado River, and bed and breakfasts tucked away in the mountains. And despite a sluggish national economy, the state's accommodation capacity keeps growing as national chains continue to expand their footprint in the state.

Over the past few years, Utah has also added a string of world-class accommodations, including St. Regis, Montage and Waldorf Astoria. "All these properties came online during a really tough economy. That says a lot about the potential they saw in the state," Varela says. "If you look at those high-end properties, Utah is quickly becoming known as a luxury destination." ■

AN OUTDOOR (BUSINESS) MECCA

Utah's outdoor opportunities don't just attract tourists, they attract businesses as well. In the early 1990s, Peter Metcalf decided it was time to move his fledgling outdoor equipment company from California to Utah.

Location was the No. 1 motivation for the move. "I knew if we were going to realize our vision of being one with the sports we serve — absolutely indistinguishable from them — we needed to be in an environment with a vibrant, super-energetic community of fellow users that would energize us and inspire our creativity and drive to innovate and bring forth really unique product," says Metcalf. "No market, region or city better exemplifies that than Salt Lake City. We're located within walking distance of Millcreek Canyon and we can be climbing, skiing, ice climbing within 10 minutes of this business."

That small company, Black Diamond Equipment, has since grown to become one of the world's leading climbing, skiing and mountaineering manufacturers and retailers.

David Williams, deputy director of marketing and research for the Utah Office of Tourism, says the Black Diamond story is not unique. "We have reasonable taxes and we get out of the way and let you grow your business," he says of the state's business climate. "We have one of the strongest economies in the country and your employees will love the quality of life in Utah."



UTAH'S DIVERSE, FOUR-SEASON OUTDOOR RECREATION OPPORTUNITIES HAVE ATTRACTED MANY COMPANIES, LIKE BLACK DIAMOND, TO THE STATE.

"We have reasonable taxes and we get out of the way and let you grow your business. We have one of the strongest economies in the country and your employees will love the quality of life in Utah."

DAVID WILLIAMS,
DEPUTY DIRECTOR OF MARKETING AND RESEARCH, UTAH OFFICE OF TOURISM

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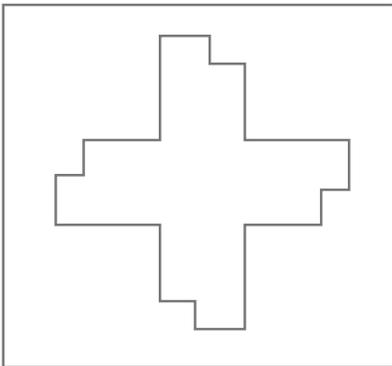


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MANUFACTURING

UTAH'S LIFE SCIENCE SECTOR IMPROVING HEALTH AND HEALTHCARE



Nestled in the foothills above the Salt Lake Valley is the University of Utah and its renowned hospital. The university, its medical school and hospital have been the launching pad for significant biomedical research and discoveries, from artificial organs to cutting-edge genetics.

The University of Utah is a leading medical research institution with a wide net. Just to the south is Utah's life science business cluster, home to dozens of world-class medical research, device and pharmaceutical companies who are changing the face of modern medicine. Utah's highly concentrated life sciences cluster has outpaced the nation in its rate of growth and it is now expanding virtually statewide.

Utah has a unique advantage when it comes to medical research: a rich database of genealogical information and residents who are highly motivated to participate in research efforts because it contributes to a more complete record of heritage. The Utah Population Database contains family histories that include medical information like cause of death, incidence of cancer and hospital discharge records for multiple generations of families.

From all of this, numerous Utah companies have spearheaded work in cancer research, medical devices, diagnostics, drug delivery systems, prosthetics and much more.

A STORIED HISTORY

"Utah is a great state for the life sciences, as witnessed by the growth of life science companies throughout the recession," says Peter Knauer, COO of the Intermountain Biomedical Association. "Utah outpaced just about all other states for growth in this sector."

According to a recent report commissioned by the Utah Cluster Acceleration Partnership (UCAP), employment in the state's life science industry grew by nearly 26 percent from 2001 to 2010, compared to a national rate of just 8.4 percent.

For this strength, Knauer credits not only the U, but also Brigham Young University for "delivering a well-trained workforce and great, innovative technologies."

The U's history of innovation dates back decades. In the 1960s, Willem Kolff joined the university and began work on the first artificial heart, which was successfully implanted in patient Barney Clark in 1982. Today, that legacy continues in the work of the Utah Artificial Heart Institute, which is developing ventricular

BY HEATHER STEWART



A BETTER LIFE



THE UNIVERSITY OF UTAH'S MEDICAL SCHOOL AND HOSPITAL
IS A LEADING MEDICAL RESEARCH FACILITY.

CONGRESSMAN JIM MATHESON, EDWARDS CHAIRMAN AND CEO MIKE MUSSALLEM, GOVERNOR GARY HERBERT, DRAPER CITY MAYOR DARRELL SMITH AND LAYNE WEBB, UTAH PLANT MANAGER FOR EDWARDS LIFESCIENCES, AT THE RIBBON CUTTING FOR THE COMPANY'S RAPIDLY GROWING DRAPER OPERATION.



assist devices that can provide full circulatory support for heart failure patients. Many other cardiovascular innovations in Utah have been stimulated by this core of expertise. Coherex Medical, for example, is a Salt Lake City-based multinational medical device company focused on the development of devices that address structural heart disease.

According to a Utah Cluster Acceleration Partnership (UCAP) report on life sciences, Utah is already specialized in four life science sub-sectors: medical devices and equipment; drugs and pharmaceuticals; research, testing and labs; and biomedical distribution.

Looking to the future, Knauer says personalized medicine is a promising arena in Utah, due to the renowned genomics sector in the state. “Personalized diagnostics will allow providers to drill down and find the particulars of a patient’s condition and then tailor a personalized course of therapies,” he says.

“Many companies are finding that places like China and India don’t provide the quality required for medical purposes,” says Knauer. But Utah offers a low-cost, educated and ethical workforce as well as robust transportation and distribution networks — as companies like Edwards Lifesciences, Merit Medical, BioFire Diagnostics and Amedica have already discovered.

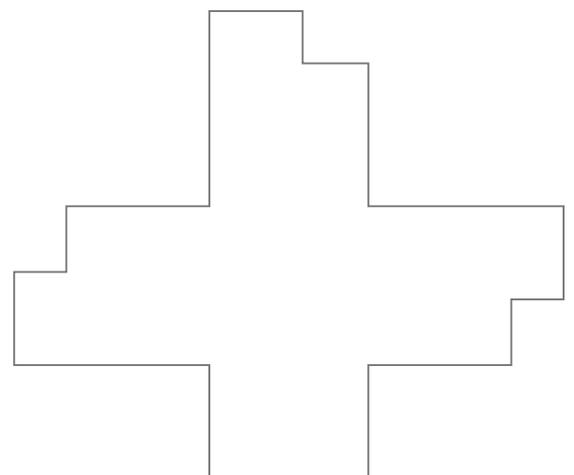
BYU also devotes significant resources to bio-medical research, focusing on molecular diagnostics, cancer-related drugs, Alzheimer’s disease risk factors and much more. In the 1990s, BYU Professor Daniel Simmons was instrumental in the discovery of the COX-2 gene and enzyme, paving the way for development of the anti-inflammatory drug Celebrex.

Indeed, Utah’s life science industry has developed into a \$15-billion-a-year sector, says Knauer. Many of the technologies developed here are significant but often unheralded. “Companies in Utah are responsible for many of the underlying medical technologies used worldwide,” he says.

Merit Medical, for example, both develops and manufactures disposable medical devices for use in cardiology, radiology and endoscopy. The company employs more than 2,600 workers worldwide, many at its five Utah-based manufacturing facilities.

“Utah is a great state for the life sciences, as witnessed by the growth of life science companies throughout the recession.”

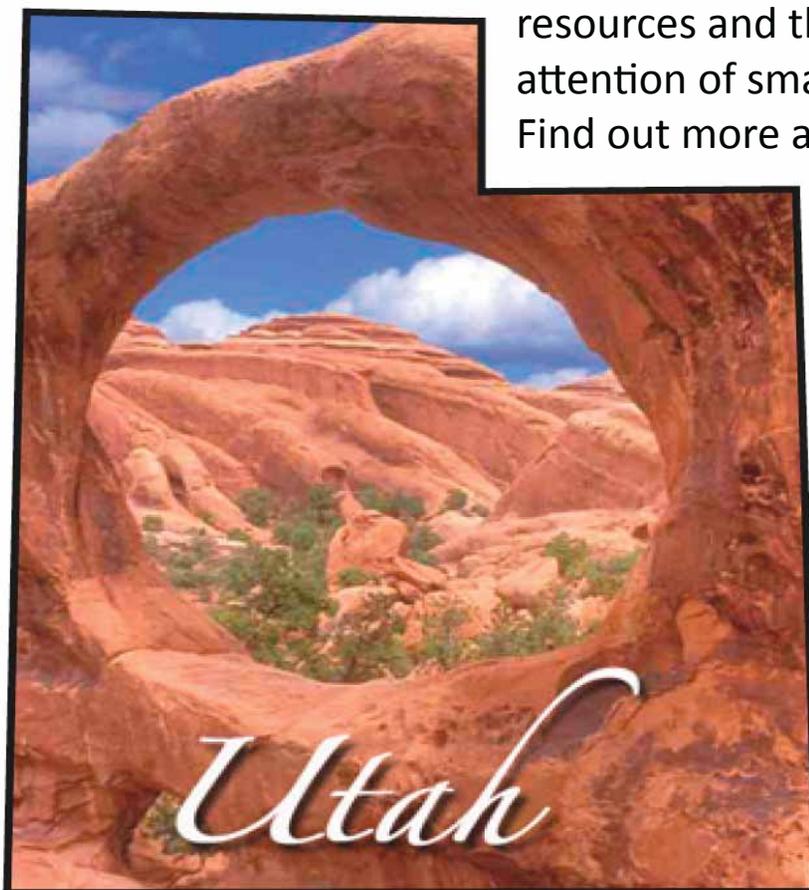
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INTERMOUNTAIN BIOMEDICAL
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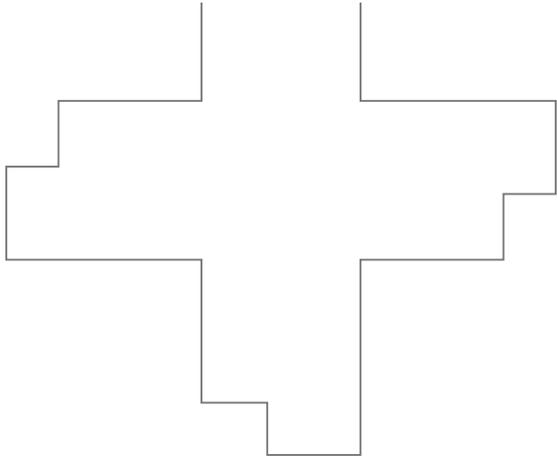


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Another company, Edwards Lifesciences, is a global presence in the field of heart valves and hemodynamic monitoring. Edwards Lifesciences is headquartered in California but maintains a large and growing facility in Utah for research, engineering and manufacturing of medical devices.

Utah researchers have also been pioneers in the realm of genetics and molecular diagnostics. Myriad Genetics used discoveries made at the U to develop a test for two genetic markers of hereditary breast cancer, the BRCA1 and BRCA2 genes. It also offers molecular diagnostics for colon cancer, prostate cancer and melanoma to assess an individual’s probability of developing these diseases.

The State of Utah is proactive in fostering both startup and established life science companies. Several public-private partnerships are instrumental in “bundling technologies from the universities into startup companies,” says Knauer.

The Utah Science Technology and Research (USTAR) initiative, for example, provides funding to attract researchers and has already built two state-of-the-art research facilities at Utah State University in Logan and the University of Utah in Salt Lake City. Another initiative, the BioInnovations Gateway (BiG), offers a unique incubator space to help push startup life science companies from concept to market. BiG (see page 66) is strategically housed in the Granite School District offices and the majority of the staff are district high school students. These students get hands-on training and credit toward a tech certificate and on up to a full four-year degree. In turn, startup companies accepted into BiG get vital laboratory space and technical support as they provide learning experiences for students and interns.

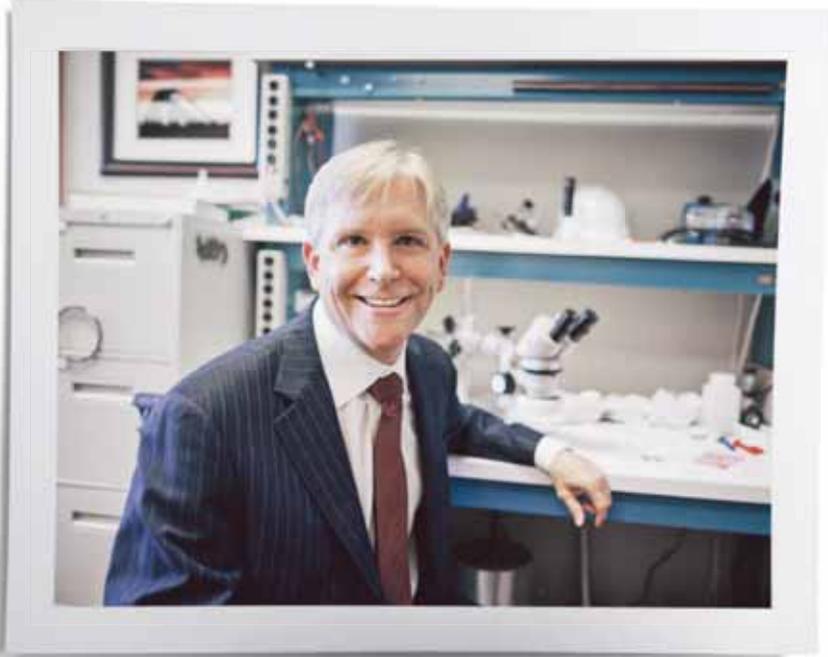


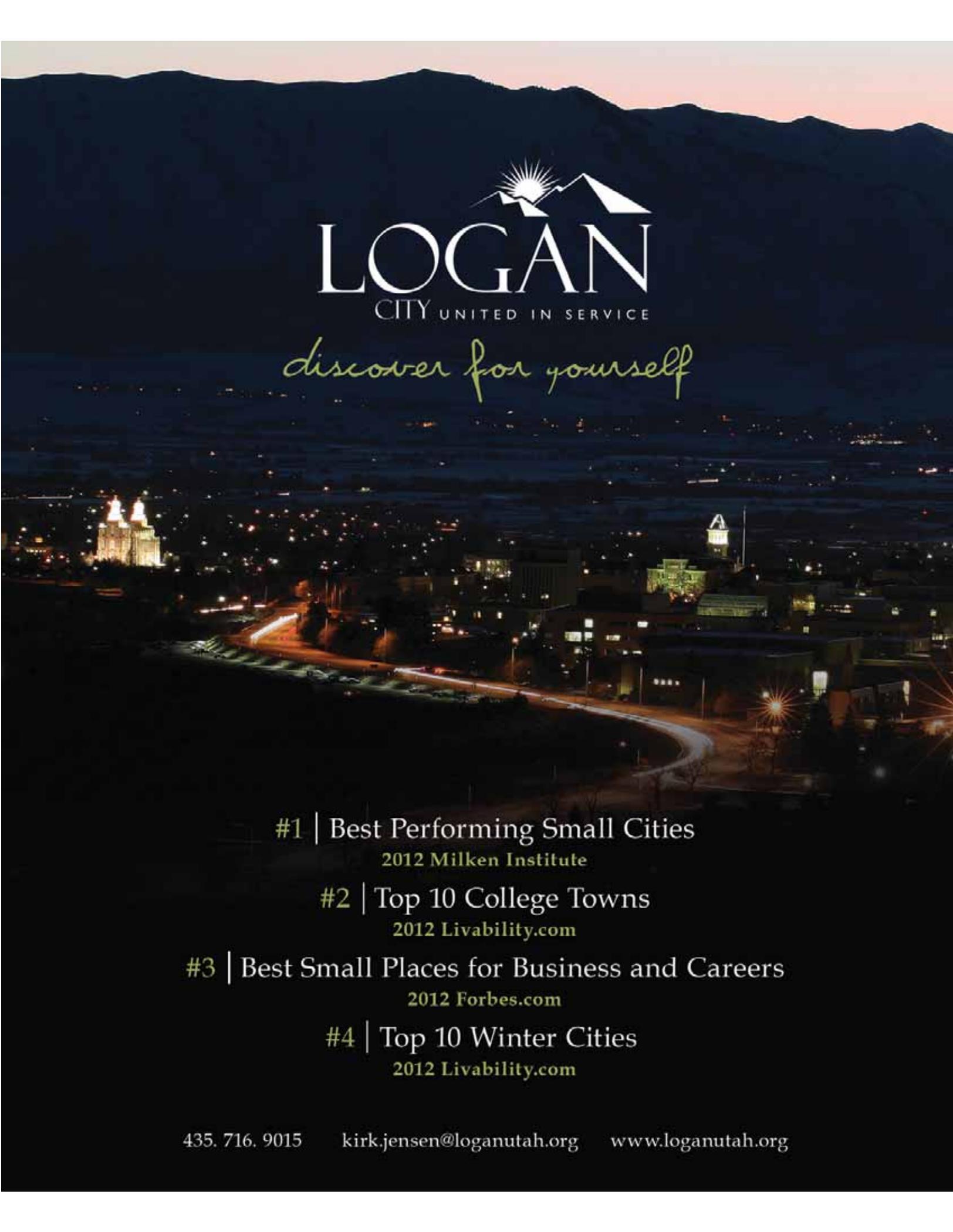
FROM FARM TO FIELD HOSPITALS

For BioFire Diagnostics, the road to commercializing university research was a little bit bumpy. The company was launched from research undertaken at the U. However, it was originally headquartered in Idaho — literally in a shed on a potato farm. “It was a long way from our science of today,” says CEO Kirk Ririe.

“The State has gotten excellent return on its investment — and there has been a substantial investment.”

**KIRK RIRIE, CEO,
BIOFIRE DIAGNOSTICS**






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It wasn't until 1999 that the company was able to relocate to Research Park at the U. The move was a turning point for BioFire Diagnostics — then known as Idaho Technologies. Proximity to the university allowed greater collaboration with researchers there, and the company quickly grew from 15 employees to 400.

“For a diagnostics-focused life science company, we are sitting on the right spot, literally on the doorstep of the university,” says Ririe. Over the years, BioFire has worked with several different departments at the U, including the departments of pathology, chemistry, engineering and mathematics.

“The U has developed into a major source of new ideas and of spin-off companies,” says Ririe. In many ways, the university has become a research and development arm for life science and technology companies.

Early in the 2000s, BioFire developed a beneficial relationship with the military, developing bio-threat testing tools. It was awarded the Joint Bio-

logical Agent Identification and Diagnostic System (JBAIDS) contract for an instrument that could identify multiple biological warfare agents, as well as dangerous pathogens.

BioFire used the knowledge gained from the JBAIDS instrument when it began working on its latest system, the FilmArray. The array is a new molecular diagnostic platform that allows health providers to test for large panels of organisms at once,

“Utah has a really great environment for life science companies and is highly supportive of biotechnology.”

BRYAN MCENTIRE,
CTO, AMEDICA

RESOURCES:

- **BIOUTAH**
www.md4utah.com
- **Utah Science Technology and Research**
www.innovationutah.com
- **Bioinnovations Gateway**
www.bioinnovationsgateway.org
- **Utah College of Applied Technology**
www.ucat.edu

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explains Ririe. The FilmArray tests for 20 of the most common or deadly pathogens that cause flu-like illnesses.

“The idea is to give ordinary hospital laboratories the ability to do rapid and comprehensive diagnostics,” he says. Previously, most hospitals had to send samples to an outside laboratory and wait a day or longer for results. In contrast, the FilmArray gives accurate results within an hour.

The array is extremely simple to use, says Ririe, and enables medical providers to start the patient on the right treatment right away, rather than performing a lengthy series of lab tests to discover the illness-causing pathogen.

Ririe credits the State of Utah for helping grow the life science sector here. “The State has gotten excellent return on its investment — and there has been a substantial investment,” he says.

RETURN ON INVESTMENTS

A life science tax credit helps new and existing life science companies survive and grow. And in general, the State has worked to strengthen both public and higher education and to foster productive collaborations.

Another investment, Custom Fit, is a customized worker training program through the Utah College of Applied Technology and its statewide campuses and sister institutions which can upgrade a company’s workforce with industry specific skills. Local life science company Amedica relies on this program to take people who are already technically proficient and teach them the specific skills needed for its manufacturing processes.

“And a portion of that is funded through the State,” says Amedica CTO Bryan McEntire.

Amedica was founded in 1996 based on the work of two University of Utah researchers. It is the only company capable of producing medical-grade silicon nitride, which it uses to make joint replacement devices. And it is the only company in the world with FDA clearance to make these silicon nitride devices.

Silicon nitride provides several advantages over traditional metal or plastic replacement joints, says McEntire. The unique chemistry and surface texture of silicon nitride are resistant to infection. He says that it is also more “bio-friendly” than metals. “It does not release metallic ions into the surrounding tissue, which tends to kill the tissue.”

Silicon nitride is “the toughest ceramic known to mankind,” he says. While there are other ceramic joint replacements on the market, they are not widely used due to fears about their brittle nature — durable silicon nitride overcomes these fears.

In 2008, Amedica brought to market “spinal cages” that replace the disc between vertebrae in a spinal fusion surgery. Since then, almost 10,000 of these devices have been used worldwide, says McEntire. The company is currently developing a hip replacement device, and McEntire foresees ankle, shoulder and other bone construction devices.

“Utah has a really great environment for life science companies and is highly supportive of biotechnology,” he says.

He also notes that Amedica has a close and continuing relationship with the U. The company has utilized the facilities and services of the Nano Institute and other departments of the U.

“The relationships we have with the U and with BYU have made our work world renowned,” says McEntire.

With a state committed to growing the life science industry, universities churning out ground-breaking discoveries, tech-savvy workers and a populace infused with entrepreneurial zeal, the Utah’s bio-medical industry will only continue to enhance health and healthcare for people worldwide. ■

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MANUFACTURING A STRONGER AMERICA

UTAH IS THE EPICENTER OF ADVANCED COMPOSITES INDUSTRY



ENVE COMPOSITES MANUFACTURES HIGH-END CARBON BICYCLE RIMS.

As the vice president and general manager of ITT Exelis Aerostructures, a leading composites manufacturing company in Salt Lake City, Mike Blair is often asked, “Why is Utah the epicenter of the advanced composites industry?”

Blair explains: “The heritage of carbon fiber manufacturing, as well as the roots of automated composites processing started right here in Utah. When you combine that heritage with the state’s support for composites process and manufacturing training, and with the location of major customers like Hill Air Force Base, you have a unique environment that has made Utah a special place for composites companies to grow.”

A BELLWETHER INDUSTRY

Manufacturing in Utah produces approximately 11 percent of the State’s gross domestic product. Within the manufacturing sector, advanced composites manufacturing is a bellwether industry. In the early 1970s, Hexcel Corporation began producing carbon fiber. In 1996, Hexcel purchased the composites products division of Hercules, placing Hexcel at the epicenter of Utah’s fully developed composites industry supply chain.

Thanks to unique competencies in composites and the growth of the supply chain here, other composites companies have steadily located in Utah. The State now boasts more than 120 composites-related companies, which account for at least 10,000 jobs. More than 6,000 new jobs are expected to be added to the industry in Utah as global demand increases for advanced composites products in the coming years.

Lightweight, stronger-than-steel composite materials have become integral to the aerospace and defense sectors, but they are also essential to a fast-growing list of companies that produce carbon fiber products for everything from high-impact body armor to outdoor equipment, recreational products and high-end sports cars.

BY GAYLEN WEBB



BOEING HAS PURCHASED AN 850,000-SQUARE-FOOT BUILDING IN SALT LAKE COUNTY, WHERE IT WILL MANUFACTURE COMPOSITE HORIZONTAL STABILIZER COMPONENTS FOR THE 787-9.

A GROWTH TRAJECTORY

Hexcel alone is currently investing \$1.1 billion in the expansion of its Salt Lake City operations. The 15-year expansion effort will solidify the company as the largest manufacturer of high-performance carbon fiber in the United States. Hexcel currently manufactures products for aerospace primary and secondary structures, helicopters, defense aircraft, satellites and sporting equipment. Every new Boeing 787 Dreamliner that lifts off the tarmac includes approximately \$1.5 million worth of Hexcel's advanced composite parts.

In fact, Boeing Commercial Airplanes recently selected an 850,000-square-foot site in West Jordan, Utah, to establish a new advanced composites fabricating operation for the horizontal stabilizer components of its 787-9 passenger jet. Boeing's existing operation in Utah is a 267,000-square-foot facility that produces complex machined parts. The close proximity of the two facilities will help the company improve efficiency while also allowing it to achieve a competitive advantage in its supply chain by expanding its internal composite capabilities.

Meanwhile, in Clearfield, Alliant Techsystems (ATK) operates a 615,000-square-foot, \$100 million Aircraft Commercial Center of Excellence facility, where workers manufacture composite-fiber airframe components for the Airbus A350 commercial jet and advanced composite parts for General Electric and Rolls Royce engines. Next door, ATK's computer-driven robotic machines weave composite fibers into wing skins and other critical parts for military aircraft. In total, ATK occupies nearly 1.5 million square feet of space for the manufacturing of its military and commercial aircraft composite structures.

When talking about ATK and its Utah operations, one must also mention the aerospace giant's hand in developing the James Webb Space Telescope, for which the company was recognized by NASA and Northrop Grumman Aerospace Systems. The telescope will launch into space in 2018, and engineers from ATK's Magna operations used advanced composites materials to construct the 2,000-pound platform that holds the telescope's mirrors.



VEXXEL COMPOSITES EMPLOYEES.

BEYOND AEROSPACE

Located in Ogden, Utah's ENVE Composites is one of the world's leading manufacturers of high-end carbon bicycle rims and related products. ENVE is the only manufacturer of carbon bicycle rims to win a world downhill championship. Also in Ogden, the carbon/graphite water skis of Goode Ski Technologies have won more national medals than all other brands combined. At half the weight, carbon/graphite offers twice the physical properties of any fiberglass water ski. Further north in Brigham City, sister companies Vexxel Composites LLC and Hypercomp Engineering Inc. have partnered with 3M Company to produce a broad portfolio of advanced composite gas tanks for use in compressed natural gas vehicles. Hypercomp designs, develops and certifies the technology and Vexxel manufactures the tanks. The tanks are lighter, stronger and less expensive than current tanks that are on the market and will revolutionize the natural gas vehicle industry.

"Hypercomp and Vexxel are excited about the possibilities for growth and expansion in Utah; the future for these tanks is bright," says Wayne C. Clark, president of Vexxel. "We expect utilization of these tanks to cut across multiple applications for military, industrial and commercial pressure vessels and we anticipate expanding into the worldwide market. We believe compressed natural gas to be the wave of the future and we are excited to be riding the crest of that wave."

LOOKING FORWARD

ITT Exelis is also expanding its composite manufacturing operations in Utah. This agile company made advance preparations for an expected boom in demand for composite products. It has invested heavily in research and development, manufacturing space and initial capability. The company recently opened a new 250,000-square-foot manufacturing facility to complement its existing 140,000 square feet of space and added 100 more employees to its base of 300 workers in Utah.

"Most businesses typically try to capture new business before they invest in capability and capacity. ITT Exelis has done just the opposite," Blair explains. "The company said, 'We need to have this initial capability and demonstrate to the marketplace that we are willing to invest and be a partner in that initial capability.' So we have made that investment. Now, rather than having to win a program, do product development, construct a new facility and then train people to do the work, we have actually invested ahead of that need. That investment is proving to be a powerful discriminator in the marketplace for us. Companies can have confidence that our capacity and capability are already in place."

ITT Exelis has had operations in Utah for 40 years, but the company looked at a number of different sites before settling on Salt Lake City for its expansion. Blair says having a footprint here was certainly a plus, but knowing the core capability of composites is in Utah, along with the educational infrastructure, proved too much to pass over. Exelis was also influenced by the fact that Utah has a strong supply chain. The company has had long relationships with Hexcel and other Utah advanced composites companies.

"Having Hexcel here is certainly an asset. Some materials we initially had to import from Europe, but the fact that Hexcel is right here in Utah and is expanding allows us to buy those materials here. That is a huge advantage for us as well," says Blair.

"The heritage of carbon fiber manufacturing, as well as the roots of automated composites processing started right here in Utah. When you combine that heritage with the State's support for composites process and manufacturing training, and with the location of major customers like Hill Air Force Base, you have a unique environment that has made Utah a special place for composites companies to grow."

MIKE BLAIR,
VICE PRESIDENT AND GENERAL MANAGER,
ITT EXELIS AEROSTRUCTURES

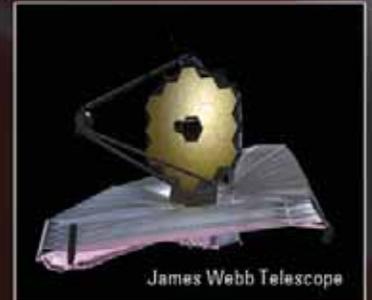


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UTAH'S WORK HARD, PLAY HARD ENVIRONMENT HAS ATTRACTED NUMEROUS OUTDOOR PRODUCTS COMPANIES TO SET UP SHOP IN THE STATE. AND AS ENVE COMPOSITES CAN ATTEST TO, UTAH HAS THE BEST TESTING GROUNDS AVAILABLE.

Core products manufactured by Exelis in Utah include all of the vacuum-release tanks for the Boeing 787 Dreamliner jets (the company has built more than 15,000 of the tanks to date and expects to deliver more than 700 tanks this year); missile bodies for Lockheed Martin's Joint Air-to-Surface Standoff Missile (JASSM); and composites parts for the escape systems on Airbus' flagship A380 jumbo jet.

"Since they are on the A380's escape system, you hope you will never have to see our parts, but there are about 44 of them on every A380 Airbus," Blair quips.

The company also manufactures composite blade seals for the F-35 Joint Strike Fighter. In fact, everywhere there is a moving part on Lockheed Martin's Joint Strike Fighter, there is an Exelis blade seal. ITT Exelis also makes the out-board wing skins for the aircraft carrier-based version of the F-35.

Other aerospace products Exelis manufactures in Utah include the tail rotor pylons and sponsons for the Sikorsky CH-53K "heavy-lift" helicopter. Blair says ITT Exelis won design authority for those products as well, so the company provides design, fabrication and assembly.

"We fabricate all of the components except for the metal parts that we buy, and then we assemble all of the components here in Salt Lake City and ship them to our customer, Sikorsky," he explains. He notes that ITT Exelis also manufactures composite tail rotor blades for Sikorsky's S-76 commercial helicopter.

THE BEAR CLAW

ITT Exelis is also using its aerospace experience to impact the oil and gas industry. As Blair explains, ITT Exelis has produced and trademarked what it calls the Bear Claw, a plug that oil and gas companies use when "fracking" to extract oil and gas trapped in rock layers far beneath the surface.

"Our plugs seal the wells when the oil and gas companies pressurize them to crack the rock. The Bear Claw replaces the old cast iron plugs of the past. They place our plug in the well to seal it off and hold the pressure, at temperature, while the fracking occurs," he says. "After they crack the rock in the oil or gas producing zone, they have to drill out the plugs to allow the gas or oil to flow. With cast iron plugs, it took up to a day to drill each one out. Our composite Bear Claw plugs can be drilled out in as little as 20 minutes, which allows the energy company to do an entire field in the same amount of time it took to do just one well in the past."

The composite plugs are a relatively new product, but they are every bit as strong as the old cast iron plugs. "We think of it as an aerospace product because it has the same kinds of requirements — it just happens to go a mile down in the ground," Blair says.

ENGINEERING A WORKFORCE

Utah's core composites capability, along with the strong infrastructure for educational training in composites manufacturing and processes, has made the State a magnet for composites companies. In fact, many of the growing number of advanced composites companies in Utah choose to locate or expand here largely because of the State's educational infrastructure and highly skilled workforce.

Mike Blair, vice president and general manager of ITT Exelis Aerostructures, says the workforce and educational support was a big part of why ITT Exelis decided to expand in Utah rather than go elsewhere.

Robert Brems, president of the Utah College of Applied Technology (UCAT), says four of the state's eight UCAT campuses offer specialized composites training courses.

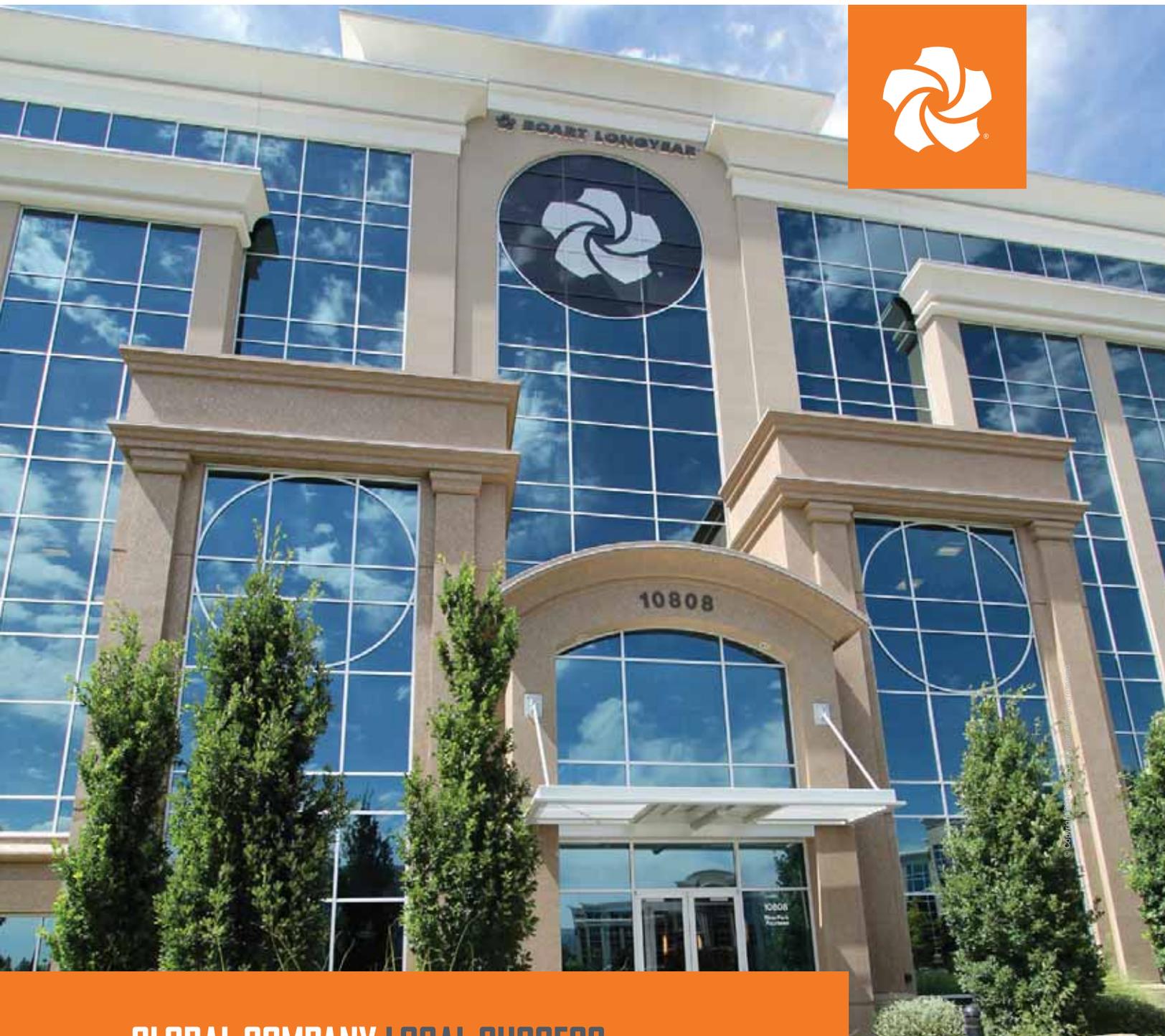
For its part, the Davis ATC has developed into a premier composites technical training facility and offers some of the most robust training programs in the state. The school provides training for workers from Janicki, ATK, Hexcel, ITT, Hill Air Force Base and a myriad of smaller composites companies.

Other Utah colleges and universities that offer training and are graduating hundreds in specialized programs in advanced composites include Weber State University, which offers a plastics and composites emphasis; the University of Utah, which offers a composites component as part of its engineering program; Salt Lake Community College, which has a composites training center and technician lab; Brigham Young University; and Utah State University.

Many of Utah's advanced composites companies work directly with the State's colleges and universities to ensure that the educational system continues to produce the skilled workforce required by the industry. Blair serves on the board of directors for the Davis ATC and says his company works closely with leaders there and with leaders from Salt Lake Community College to ensure the composites training programs align closely with industry needs.

Brems describes that relationship between the colleges and local employers as a collaborative effort that allows the colleges to offer unique composites curriculum from one campus to the next, based upon the needs of the composites manufacturing companies.

It's a successful model that has proven to be a win-win for both the industry and the educational system.



GLOBAL COMPANY LOCAL SUCCESS

For over 120 years, Boart Longyear has been the one source provider of drilling services, drilling equipment and performance tooling to mining and drilling customers globally. The company drills in over 40 countries and sells products in over 100. In 2012, Boart Longyear employed over 9,000 employees, with over 700 in Utah alone.

Boart Longyear established their regional headquarters in Salt Lake City in 1988 which then became its global headquarters in 2005. They have multiple buildings throughout the Salt Lake Valley including a manufacturing facility that provides products to customers all around the globe. Other buildings include sales, service facilities, engineering, finance, and other administrative functions.

PUBLIC SECTOR PARTNERS

Back in Ogden, ENVE Composites is a prime example of how a composites company can flourish by leveraging Utah's educational resources and unique ecosystem for nurturing businesses. As a young carbon fiber tube and component manufacturer, ENVE faced hurdles to growth: finding effective product testing and creating sustainable growth.

Through a \$30,000 technology development grant from the Utah Science Technology and Research initiative (USTAR), ENVE was able to partner with engineers from Weber State University to create a reliable testing framework and a machine to test its product designs and improve quality.

Solving its quality issues opened the door to growth, which created a new hurdle for ENVE. Accelerated growth and increased production led to the need for a larger workforce and the question of whether the company's expansion should occur in Utah or overseas.

With the assistance of the Economic Development Corporation of Utah, ENVE partnered with the Governor's Office of Economic Development and Ogden City to obtain a combined state and local post-performance incentive, enabling the company to match its workforce expansion with its growth. ENVE can now potentially add as many as 324 additional employees over seven years. Best of all, the incentive helped the company keep those jobs in Utah.

Such collaboration has helped companies like ENVE flourish, and allowed Utah to succeed globally as a premier business destination. ■

RESOURCES:

- **ITT Exelis Aerostructures**
www.exelisinc.com
- **Hill Air Force Base**
www.hill.af.mil
- **Hexcel**
www.hexcel.com
- **ATK**
www.atk.com
- **Janicki Industries**
www.janicki.com
- **Fiberspar**
www.fiberspar.com
- **Enve Composites**
www.enve.com
- **Conductive Composites**
www.conductivecomposites.com
- **Goode Ski Technologies**
www.goode.com
- **Utah College of Applied Technology**
www.ucat.edu

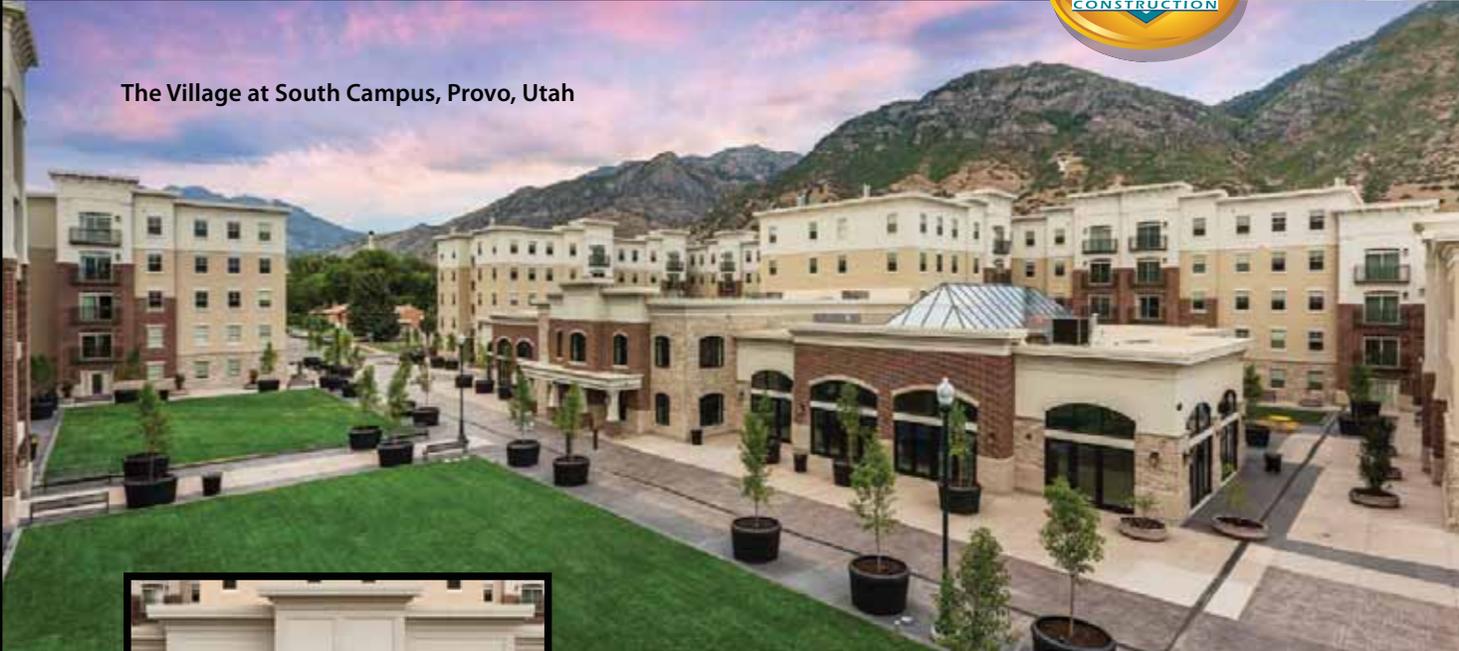
The advertisement features a large, metallic-looking background with a grid of rivets. In the center is the Peteresen Incorporated logo, which consists of a stylized globe icon and the text "PETERSEN INCORPORATED" with the tagline "A Winning Combination." Below the logo, contact information is provided: "1527 North 2000 West Ogden, UT 84404 • www.peterseninc.com • 801-732-2000". At the bottom, there are four panels, each with a different image and a label: "FABRICATION" (showing a large white structure), "PRECISION MACHINING" (showing a complex metal part), "WAREHOUSING & DISTRIBUTION" (showing a long warehouse aisle), and "FIELD SERVICES" (showing a large industrial structure). A QR code is also present in the fabrication panel.

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THE PLACE TO LIVE, WORK AND SHOP

UTAH'S UNIQUE GEOGRAPHY INFORMS AND ENHANCES THE RETAIL LANDSCAPE

Ten years ago, no one from a major American city would have described Utah as a “shopping destination.” Dallas, New York, San Francisco — now those are shopping destinations. But recent population growth, demographic changes and an explosion of retail development are changing the face of Utah’s shopping scene. Unique homegrown retailers are setting up shop alongside an increasingly large portfolio of internationally recognized storefronts.

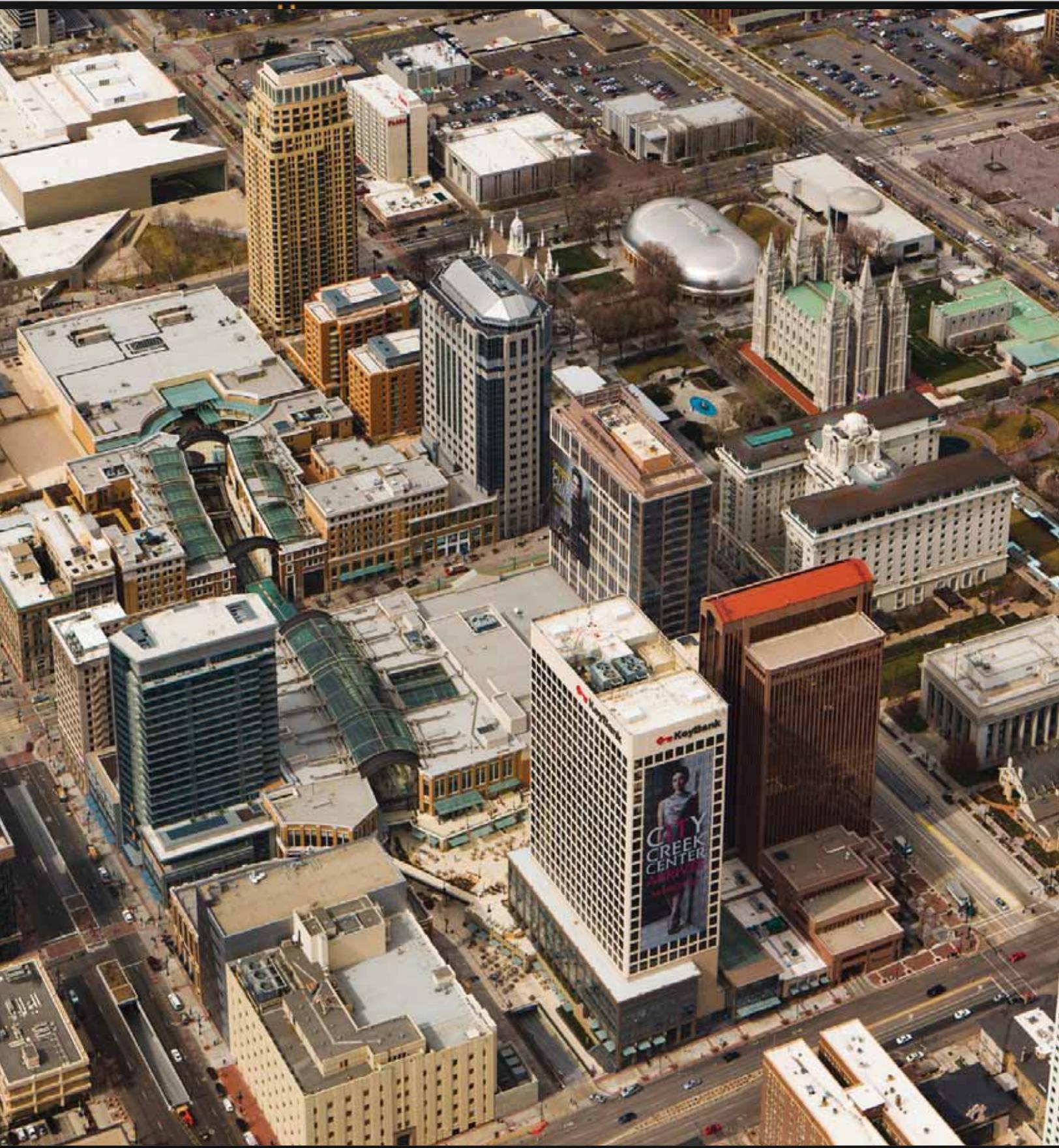
The scene is eclectic and is reflective of our active lifestyle and uniquely informed by a changing, evolving Utah aesthetic. No, Utah shopping isn’t like everywhere else — but who says we want it to be?

OPEN FOR BUSINESS

The retail sector was hit hard in the Great Recession, and the economic turmoil brought construction cranes to a grinding halt around the nation. But they kept moving in Salt Lake City. While the rest of the country was still just coming to life, City Creek Center — the largest urban redevelopment project in the United States — was completed and opened for business in March 2012. The 23-acre center sits on three prominent city blocks and instantly added more than 700,000 square feet of retail space to the city’s urban core. One-third of the 109 stores and restaurants were new to the Utah market and they cover the field from H&M to Tiffany. For years, in-the-know retailers have used Salt Lake City as a market test location because of its demographic diversity and large tourist population. Following that tradition, Amer Sports, the parent company of Salomon and Sunnto, has opened its flagship Salomon fashion and outdoor products store in City Creek Center. And now open is the new Microsoft retail store that will start competing with the ever-popular Apple Store, which has a new location in the western half of City Creek.

BY JEREMY PUGH





Around the edges of this downtown retail gem, local and smaller chains also bet on Utah. Dozens of new shops, restaurants and nightlife options opened near City Creek Center, creating a more vibrant downtown experience. A few blocks to the west, The Gateway shopping center put its money on entertainment with movie theaters, restaurants, a world-class children's museum and the city's planetarium and IMAX theater — all located on the doorstep of EnergySolutions Arena, home of the Utah Jazz. A little farther east of downtown and set in one of the city's residential districts is the classic Trolley Square shopping complex. Built in and around Salt Lake's 1890's trolley storage and maintenance buildings, Trolley Square features a large number of small independent stores and a beautiful new two-story Whole Foods market.

Prudent planning decisions by the Salt Lake City Council added new zoning options for growth in neighborhood shops, which in turn created a vibrant community of locally owned boutiques, salons and restaurants located in the city's hip Sugarhouse and Avenues neighborhoods, whose mix of historic housing, modern community aesthetic and access to downtown make them among the city's most popular.

The retail segment is burgeoning and diversifying across the entire State. In the north, the open-air Station Park development boasts unique and upscale shopping, dining and entertainment — all adjacent to light rail and commuter rail stations. The Outlets at Traverse Mountain, a new outlet mall, recently opened in Utah County has an array of top brands, many of them unique to the State. In Southern Utah, the Red Cliffs Mall is home to sought-after brands from Aéropostale to Zumiez.

All of this has coincided with a change in Utah's demographics. The 2002 Olympic Winter Games can be easily credited with introducing the world to Utah as a mountain sports paradise, and this giant billboard to the world helped spike growth. Not only is Utah growing from inside, it's more and more a choice for young tech workers and medical scholars who relocate to Utah for its quality schools, excellent medical facilities, rising technical workforce and, all importantly, close proximity to a mountain playground that adds to a healthy, active and exciting life outside of the workplace.

A PERFECT FIT

The Beehive State increasingly bolsters homegrown retail establishments and draws in global brands that find the State a welcoming place to establish new ventures alongside established quality firms. Now celebrating 108 years in business, Utah Woolen Mills has been designing fine clothing for men and women who want the very best in quality. In many ways, the new City Creek Center was partially built around Utah Woolen Mills' centennial location. Other homegrown clothiers, such as D. Grant Limited and the nine independently owned Mr. Mac suit stores, inhabit the many residential and outlying communities.

Yet there is room for more ventures in the growing, vibrant community. For example, entrepreneur Jason Yeats and his partner, Derek Bleazard, discovered that Utah was a perfect location for a high-end, custom-suit establishment. Together they founded Beckett & Robb in 2009. The duo realized they could leverage new technology to fill a niche between truly bespoke, tailored suits from European suit

"The quality of life is extremely high. As much as I love going to Italy, I love coming home. It's easy to get around, there's lots of space, things aren't as expensive. Plus there is real talent here, and that talent needs a great suit."

**JASON YEATS, CO-FOUNDER,
BECKETT & ROBB**



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makers and low-end, internet companies that were manufacturing suits with fabrics from the Pacific Rim.

“The custom-suit business has two polar extremes,” Yeats says. “You have cheap product coming out of Asia and really expensive stuff from Europe and America. We saw that we could disrupt that supply chain, bring the price down and make something special for our customers.”

Yeats and Bleazard use the internet and hard-won relationships with European mills, cloth makers and suit builders to create fully European custom suits with a moderate starting price.

Yeats attributes part of his success to a renaissance in menswear. The tie-eschewing culture of the Baby Boomers is fading in the face of a new generation that would rather wear a high-quality, well-fitted suit to stand out in a competitive business market. Call it the *Mad Men* effect, but rising business talents would rather dress for success and seal the deal than enjoy a casual Friday.

The two partners found it easy to locate such a globally minded business in Utah. As Utah grows, their unique company attracts traveling businessmen and locals who are venturing out into the global marketplace.

“The quality of life is extremely high,” Yeats says. “As much as I love going to Italy, I love coming home. It’s easy to get around, there’s lots of space, things aren’t as expensive. Plus there is real talent here, and that talent needs a great suit.”

Another Utah company, Lifetime Products, branched out from a wholesale focus and now operates a seven-store chain of storefronts in the state as well as marketing their branded products through retailers nationally.

If you’ve ever slam-dunked on an adjustable basketball standard, then you know Lifetime Products. The company was founded in 1986 by Barry Mower, and soon revealed the adjustable basketball hoop to the world. It was a groundbreaking invention, especially for pint-sized middle-schoolers who could now, amazingly, lower the rim and experience the thrill of dunking a basketball.

Since that breakthrough, the company has specialized in developing products that make use of the combination of molded plastic and metals. It has expanded out from backyard hoops into backyard picnic tables, folding chairs, storage sheds, garden carts and, recently, kayaks.

Company spokeswoman Tonnie Dixon says if there is one central theme amidst this wide array of products, it is family. “Our products are things that bring families together in the out of doors,” she says.

Lifetime Products’ chain of retail stores sells factory seconds and returns to the Utah public, but it really makes hay by selling in large quantities to retail giants like Costco. And thus its products are almost ubiquitous in American yards, so ubiquitous you may not even realize that you’re enjoying a family picnic on a Lifetime table and chairs while the kids play jam ball on one of its basketball standards.

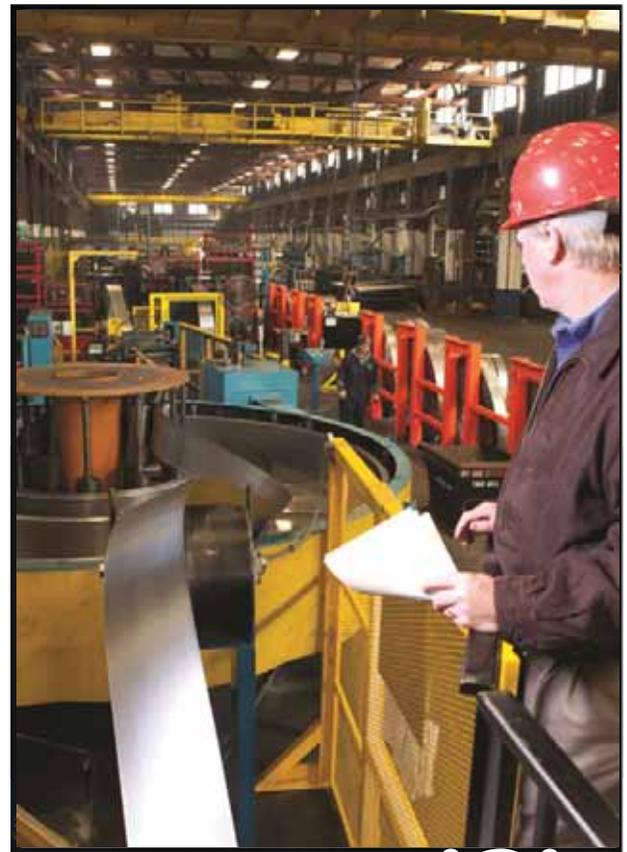
The company’s headquarters and manufacturing plant remains in Utah at the Freeport Center in Clearfield. “Our founder has strong ties to and a love for Utah,” Dixon says. “This is where we started and we remain to help create quality jobs here in Utah.”

If Lifetime Products specializes in outfitting American backyards with family-friendly spaces to play, local retailer Albion wants to make sure fitness itself is a priority — and a comfortable one at that. Six years ago, following their distinctly Utahn entrepreneurial instincts, Liz Findley and her husband, David, started the clothing company that specializes in high-end athletic apparel geared toward keeping moms active, with modesty in mind. Clothes for female athletes, Findley says, designed by females.

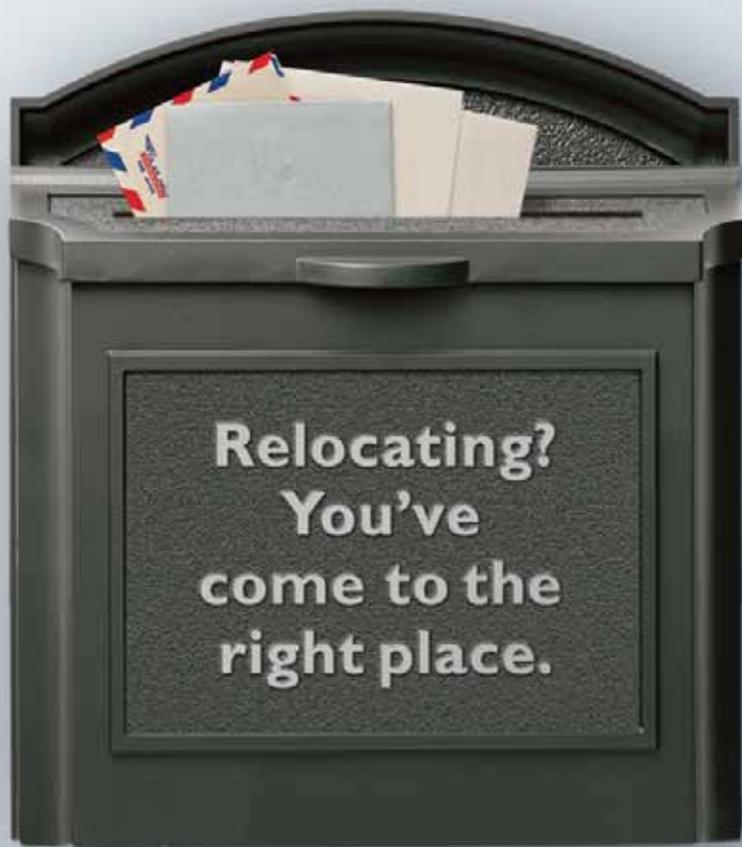
“Our clothing is for the mom who is running her kids to preschool and then

“Our products are things that bring families together in the out of doors.”

**TONNIE DIXON, SPOKESWOMAN,
LIFETIME PRODUCTS**



OVERLOOKING ACCUMULATOR FOR THE TUBE MILL AT LIFETIME PRODUCTS' UTAH MANUFACTURING FACILITY.



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running a half marathon that day,” Findley says. “That happens here in Utah and we want to make durable, fashionable clothing to support the active mother’s lifestyle.”

Albion’s family-fitness-centric designs — from yoga gear to tennis togs, swimwear to running clothing — and attitude proved a perfect fit for City Creek Center, where it opened its first retail storefront.

“The mall is gorgeous and we’re a local company that gets to share space with Rolex and Tiffany,” Findley says. “It attracts tourists from all over the country who discover our unique lines. It’s great for us.”



SALOMON PRODUCT TESTING FOR PARENT BRAND AMER SPORTS AMERICAS, HEADQUARTERED IN OGDEN, UTAH.

LIVE, WORK, PLAY

Atomic, Salomon, Sunuto, Acteryx, Wilson and Mavic are all brands well known to gearheads — from skis to trail running shoes, gadget-heavy watches to high-end cycle wheels. The umbrella company for all these brands, Amer Sports, is a heavy hitter in the outdoor gear business worldwide.

In 2007, the company chose to locate its United States headquarters in Ogden, Utah. Amer Sports is more commonly known by the Salomon brand, where they marquis the new Salomon Center in downtown Ogden. North American General Manager Mike Dowse says it was a great move.

“There were always three reasons for choosing Utah,” Dowse explains. “One is the mountains, second was the incentives provided by Utah’s economic development office and third was the affordability — a lot of our employees were able to buy homes here.”

“There were always three reasons for choosing Utah. One is the mountains, second was the incentives provided by Utah’s economic development office and third was the affordability — a lot of our employees were able to buy homes here.”

MIKE DOWSE, NORTH AMERICAN GENERAL MANAGER, AMER SPORTS

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The mountains have continued to augment Salomon's success in Utah, helping the company attract talented employees who use the trails and ski hills surrounding Ogden for inspiration.

"When we came to Utah, Salomon wasn't as known for its trail-running products," Dowse says. "I credit the trail system above Ogden for helping push that aspect of our lines. Our employees talk more about the trails than the skiing, although they love that too, but I didn't expect that. There's a dozen trailheads right near our office."

For Salomon and its sister brands, the evolution into a mountain sports company, rather than just a snow sports company, is a trend that Dowse sees based in Utah's urban-wild interface. "Today, the mountain means so much more than snowboarding and skiing," he says. "It's trail running, hiking and biking, and people are taking that mountain style of exercise into the streets. They're getting off the treadmills and outside, running past cars and traffic right onto trails."

Dowse's Ogden office has hired 70 percent locally with 30 percent coming from the company's worldwide workforce, and he says he's been impressed with the quality of the locals he's hired.

With Utah's clear connection between a mountain and active lifestyle, Dowse and others predict that young, urban and active transplants will continue to discover Utah's unique way of life, where work and play are more connected than ever before.

Utah and Ogden itself have been widely ranked in the media as the capital of outdoor products and recreation. Large and small companies like Scott, Goode Ski, ENVE Composites, Klymit, Geigerrig, Quality Bicycle Products and many other firms make Ogden home. It's one reason among many that Ogden is also ranked among the nation's most livable and top metropolitan areas for business — throughout the year.

Utah is indeed becoming a mecca for outdoor product companies. That fact is underlined by the Outdoor Industry Association, which recently decided to continue holding its twice-yearly Outdoor Retailer tradeshow in Utah through 2016. The organization has brought the winter and summer gatherings of gear, goodwill and economic growth to Utah since 1996.

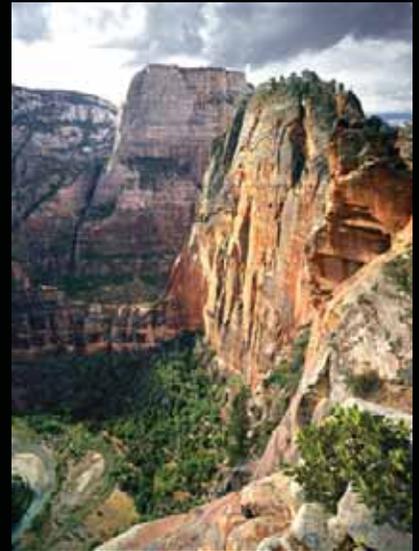
"We are among many companies who are making the move to Utah because of its outdoor connection," Dowse says. "Rossignol is here in Park City, Black Diamond continues to grow in Salt Lake, and [other outdoor products companies have] arrived here, and all that's a win for us because it brings a cluster of talent and ideas to this place."

Outdoor products and recreation have long been a key part of Utah's quality of life, which explains the recent publication of the Governor's Outdoor Recreation Vision, which has seen the creation of the Governor's Office of Outdoor Recreation. Already home to the US Ski and Snowboard Association and the US Speed Skating Association headquarters and training facilities, Utah is a four-season recreation epicenter. That said, it's hard to beat Utah's winter resorts and facilities and the quality of its snow. Consequently, Utah has just announced it is "ready and willing" to host the world again at another winter Olympic Games. Whether shopping or recreation is your sport, Utah is ready to fill your needs! ■

RESOURCES:

- **City Creek Center**
www.shopcitycreekcenter.com
- **The Gateway**
www.shopthegateway.com
- **Outlets At Traverse Mountain**
www.outletsattraversemountain.com
- **Utah Woolen Mills**
www.utahwoolenmills.com
- **Beckett & Robb**
www.beckettrobb.com
- **Lifetime Products**
www.lifetime.com
- **Amer Sports**
www.amersports.com

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Utah is a four-season world-class travel destination and a premier global business destination. At the nexus of both is the nation’s preeminent outdoor products and recreation industry. ■ Utah’s vibrant outdoor business community has a workforce that is eight times more concentrated than the nation and produces everything from award-winning carbon fiber composite bicycle rims and water skis to essential clothing and outdoor products. ■ In Utah we not only enjoy top tier outdoor products and the best in fashion, we design them for the world to enjoy. ■ Utah is the proud home to many fine companies designing truly world-class products. The following pages showcase a very small selection of fashion and products from **Utah-based companies such as Black Diamond, Salomon, Ogio, Utah Woolen Mills, Kuhl, Petzl, Easton, Mr. Mac, Albion and many other fine firms**...names you already know or definitely should!



ENVE Composites
Smart ENVE System 6.7
\$3100



Goode Nano One
\$2,000



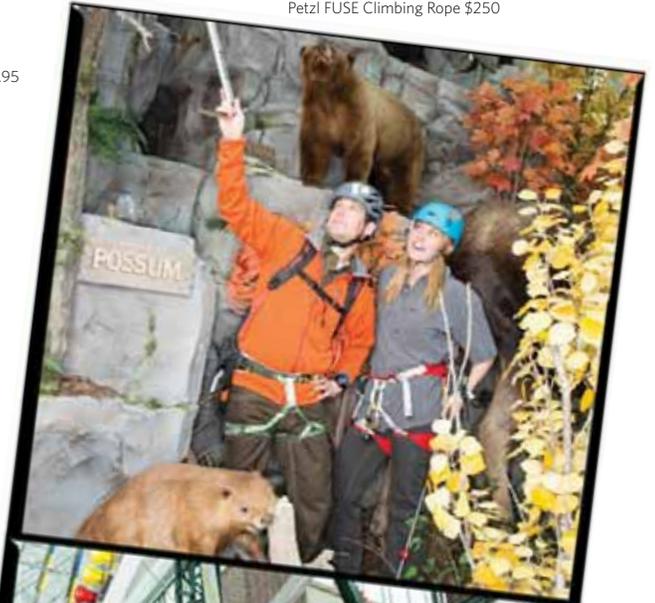
LEFT TOP (Hiking)
 Gregory Contour 60, Reflex blue \$279
 Gregory Wander 50, Chlorophyll green \$179
 Black Diamond Women's Distance FL Trekking Pole (purple) \$129.95
 Black Diamond Ultra Mountain Carbon (red, black) \$169.95

LEFT MIDDLE (Golfing)
 Ogio Grom golf stand bag \$239.99
 Ogio Knockdown Pants \$85
 Ogio Moxio Polo \$80
 Suunto Core Watch \$299

LEFT BOTTOM (Camping)
 Easton Rimrock Tent \$499
 Black Diamond Mercury 75 Pack \$289.95
 Black Diamond Sprinter Headlamp \$69.95

Woman:
 Kuhl Istria Full Zip Jacket \$62
 Kuhl Java Hoody \$59
 Kuhl Katerina Pants \$75
 Black Diamond Brittany Beanie \$29.95

Man:
 Kuhl Fugitiv Pants \$35
 Kuhl Ponderosa Shirt \$50
 Kuhl Burr Jacket \$55

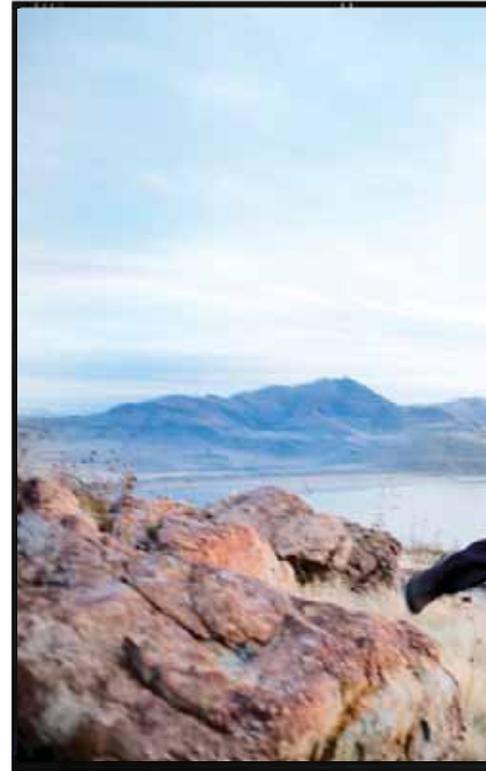


RIGHT BOTTOM (Skiing)

Woman:
 Salomon Superstition Ski Pants \$220
 Salomon Clima ProStorm Coat \$240
 Salomon SPK Ski Boots \$375
 Salomon Rocker2 90 Ski \$799
 Salomon Z10 Bindings \$150
 Black Diamond Torre Beanie \$29.95
 Black Diamond Prodigy Glove \$129
 Black Diamond Distance FL Trekking Poles \$129.95

Man:
 Black Diamond Quadrant Boot \$669
 Black Diamond Razor Carbon Poles \$119.95
 Black Diamond Hat \$20
 Black Diamond Hybrid Shell Dawn Patrol \$249
 Salomon Endoro Skis \$650
 Salomon Z10 Bindings \$150
 Black Diamond Quadrant Flex Ski Boot \$639
 Black Diamond Kajia Gloves \$129

RIGHT TOP (Climbing)
Woman: Kuhl Splash Roll Up Pants \$42
 Salomon Mount SHS Shirt \$65
 Petzl Elios Helmet \$65.95
 Petzl SAMA Climbing Harness \$64.95
 Petzl Attache Carabiner \$13.95
 Easton Carbon Trekking Poles \$120
 Petzl Spirit Quick Draw \$24.95
Man: Black Diamond Dawn Patrol Hybrid Shell \$249
 Black Diamond Coefficient Hoody: \$169
 Suunto Core Watch \$299
 Kuhl Outkast Pants \$75
 Black Diamond Raven Pro Ice Axe \$99.95
 Black Diamond Nitro Pack \$119.95
 Black Diamond Focus Harness \$79.95
 Black Diamond Vapor Helmet \$139.95
 Petzl FUSE Climbing Rope \$250





Clockwise from Left Top
 PHOTO 1
 Goode Nano One \$2,000
 Utah Woolen Mills Suit & Tie:
 Richards Street \$1495 & \$95

PHOTO 2 (Antelope Island)
 KUHL Flight Jacket \$160

PHOTO 3 (Downtown Salt Lake)
 Voyage Down Jacket \$180

PHOTO 4
 anne b Triangle Tease with Vinyl Clutch \$50

PHOTO 5
 anne b Folded Clutch Bags \$50

PHOTO 6
 Mr. Mac Phillip St. John 2-pant Suit \$325

PHOTO 7 (Alta, Utah)
 KUHL Men's Burr Jacket \$110

PHOTO 8
 Utah Woolen Mills Suit: 59 West \$850
 Shirt: Custom Made UWM \$150



LEFT TOP
Rockwell Watches
Brooklyn White Ceramic w/ Diamonds \$1600

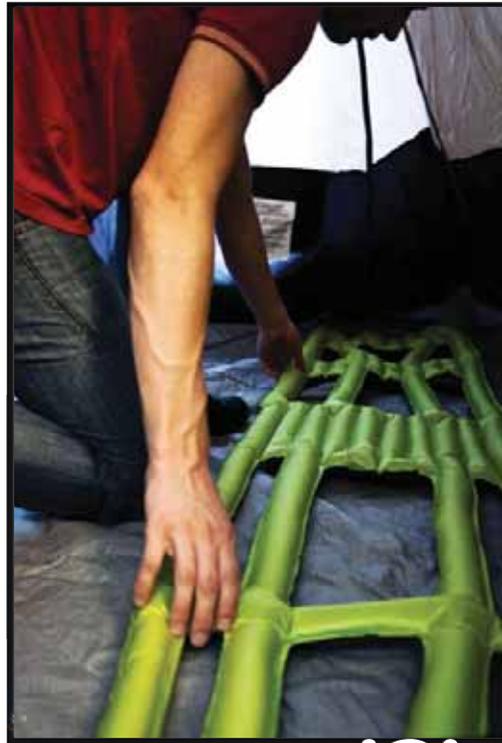
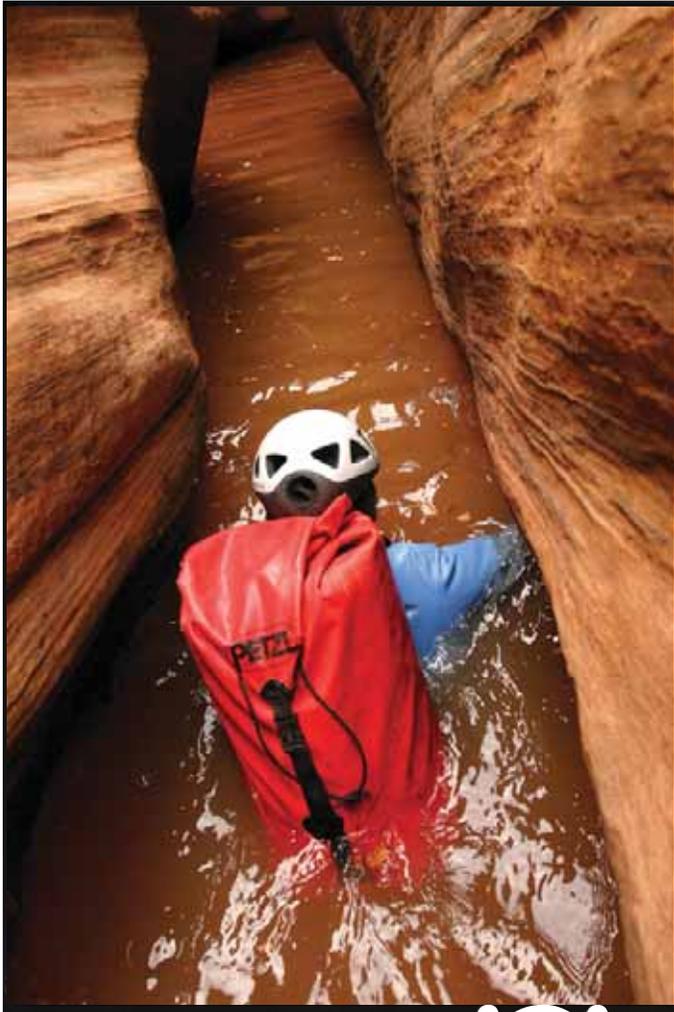
RIGHT TOP
Albion So Meshed Suit \$108

RIGHT MIDDLE
Albion Zig and Zag Swimsuit Charcoal \$108
Albion High-Waisted Bikini Bottoms with Ruching \$44
Albion Cha-Cha-Cha Bikini Top - Papaya \$68

RIGHT BOTTOM
Petzl Elios Climbing Helmet \$65.95
Vizion Visor for Elios \$49.95
Nomatic Ice Tool \$299

LEFT BOTTOM
Albion Icon Swimsuit Black \$112





RIGHT TOP
Pixa 3 Headlamp \$75.00

RIGHT MIDDLE
Klymit Inertia X Frame Sleeping Pad \$99.95

RIGHT BOTTOM
Rockwell Watches
Commander Rose Gold Swiss Movement \$380
Rockwell Watches
Cartel Gunmetal/Gray Japan Movement \$280

LEFT BOTTOM
EK Ekcessories Speak Easy/Dri Cat \$39.99-59.99

LEFT TOP
Petzl Elios Helmet \$65.95
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MUTUALLY BENEFICIAL

THE VALUE OF PRIVATE-PUBLIC PARTNERSHIPS

Since moving to Utah eight years ago, Instructure CEO Josh Coates helped launch two different companies in the Beehive State. In both instances, Coates has seen his company transition from a plucky startup to a thriving venture within a short time.

Continued success isn't a matter of good luck or timing as far as Coates is concerned. Starting a business in Utah, he says, is much easier to do than in many other parts of the nation because the State offers the perfect climate for a company to survive and thrive.

"Utah isn't the center of the world," Coates says. "It isn't Silicon Valley. It's not Manhattan. But it doesn't need to be. There are some brilliant people here in Utah and fantastic things come out of Utah. It's a great place to continue to grow." While Utah doesn't have Silicon Valley, it does have an aggressively growing "Silicon Slopes" which includes rapidly growing venture capital, life science and IT communities sharing much of the same real estate.

The fact that Utah is a great place to grow has been repeatedly confirmed by *Forbes*, which recently ranked Utah No. 1 in its "Best States for Business" — for the third year in a row.

One important reason why a business friendly climate exists in Utah is that private and public leaders work together in partnerships that make it possible for businesses to operate on solid ground. These private-public partnerships lay a foundation that encourages innovation and builds on the states entrepreneurial.

There isn't a single area of Utah's economy that escapes the influence of collaboration between private and public leaders and organizations.

Private-public partnerships can be found in technology, manufacturing, education and other industries in Utah. They often form as a solution for overcoming obstacles to economic growth. One partnership might exist to bring about improvements in infrastructure and transportation. Another partnership might be tasked with promoting educational initiatives that will prepare a workforce qualified for high-tech jobs.

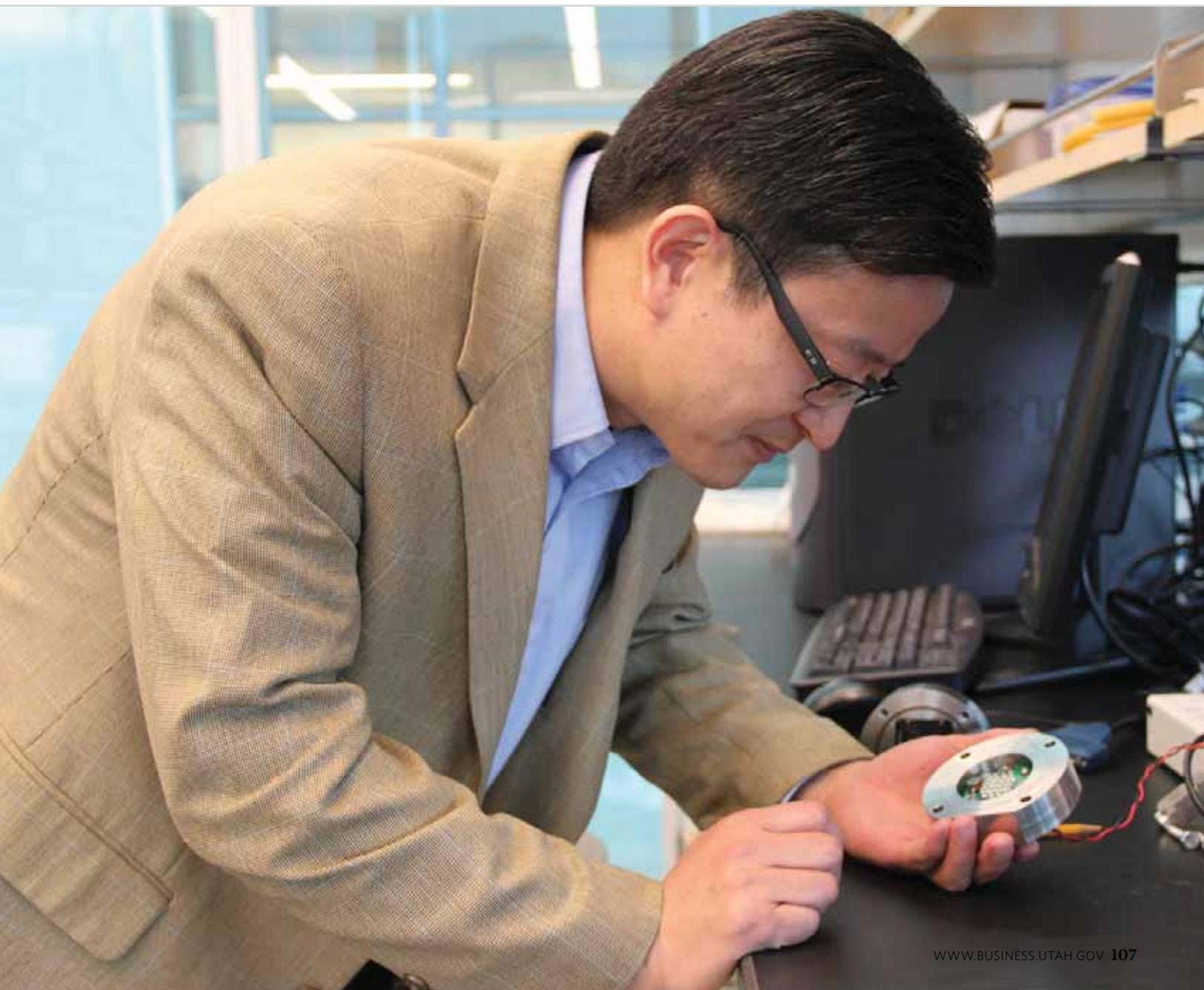
BY JOHN COON

"There are some brilliant people here in Utah and fantastic things come out of Utah. It's a great place to continue to grow."

**JOSH COATES, CEO,
INSTRUCTURE**



**LEFT: THE JAMES L. SORENSON MOLECULAR BIOTECHNOLOGY BUILDING – A USTAR INNOVATION CENTER.
RIGHT: MOUNTAIN STATES STEEL IN LINDON, UTAH
BOTTOM: UTAH-BASED VAPORSENS BUILDS “SNIFFING” NANO TECHNOLOGY THAT ASSISTS SECURITY ORGANIZATIONS.**



The main principle that successfully guides private-public partnerships is setting and achieving collaboratively supported goals that push Utah forward into a prosperous future.

A FIRM FOUNDATION

“What we do is we look at the community,” says Lane Beattie, president of the Salt Lake Chamber. “We look at government. We look at economics. The great thing about business is it is always looking to the next horizon.”

Beattie can attest to the value of collaborations between private and public leaders through experience. The Salt Lake Chamber has helped facilitate many key private-public partnerships in recent decades.

One of the most prominent examples of this effort is the Utah Science Technology and Research initiative, or USTAR. The Salt Lake Chamber and several other chambers of commerce across Utah joined with the Utah Technology Council, the Economic Development Corporation of Utah and the Utah Governor’s Office of Economic Development to develop USTAR as a means to facilitate the creation of high-paying, high-tech jobs in the State.

Since the State legislature passed a bill to create USTAR in 2006, it has served to fund research at the University of Utah and Utah State University by recruiting research teams, building top-of-the-line research facilities and assisting in commercializing innovations that come directly from research.

This partnership has made it possible for many successful companies to originate out of research done at these universities. Since USTAR formed, the University of Utah has found a place among the nation’s leading research universities in the number of companies commercialized from its scientific research efforts.

Other private-public partnerships exert an equally profound influence in their sphere of expertise. They help shape development in many key economic and educational sectors.

The Utah Technology Council is a trade association that works closely with the governor, State agency leaders and the State Legislature to advance, grow and protect the 4,000 IT companies and 900 clean technology companies that currently do business in Utah.

The UTC has also worked to create more capital in the State. Along with 150 CEOs and senior business executives, it worked with the Governor’s office and State Legislature in 2002 to secure more early-stage capital to fund innovation efforts through the Utah Fund of Funds. A 2003 bill passed by the legislature allocated \$100 million for that purpose. That amount later rose to \$300 million through further legislation.

“It has fundamentally changed the capital structure of the State,” says Richard Nelson, president of the Utah Technology Council. “We have attracted over 200 venture and private equity firms to the State. That’s a big deal. This is the best example of changing the capital structure in the country, I believe. ... Because we have an ability to have these deep, trusted relationships across that public and private sector, we’ve been able to do some complex and significant things to change the environment so our companies can grow and thrive.”



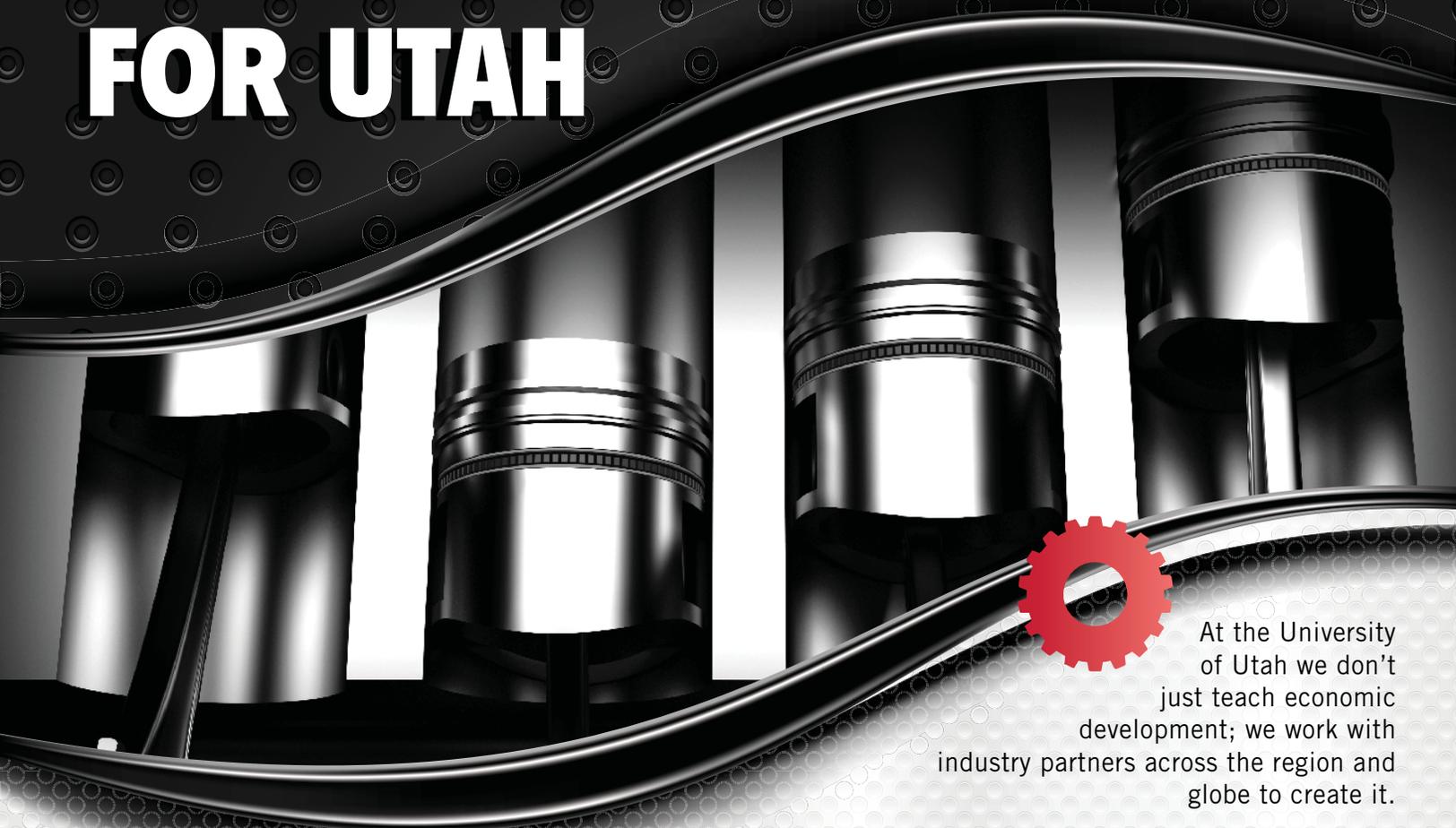
“Great businesses teach us every day the importance of planning, goals and achievement. That’s what these partnerships help create. They take the best of government services and enhance the productivity by applying business principles.”

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



**SERIAL ENTREPRENEUR JOSH COATES
LAUNCHED EDUCATION-SOFTWARE COMPANY
INSTRUCTURE IN SALT LAKE.**

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Of the technology companies currently doing business in Utah, 86 percent are growing or thriving. Less than 10 percent are declining in revenue.

MEP Utah offers another example of a partnership that has positively influenced development in a targeted economic sector. This manufacturing extension partnership works directly with small to mid-size manufacturers in Utah by providing expertise and services tailored to their most vital needs. These needs can range from worker training to technology deployment.

The Manufacturing Extension Partnership (MEP) works with approximately 100 local companies per year and has a \$100 million to \$200 million impact on the state economy. In 2011 alone, MEP Utah assisted 96 local manufacturing firms, created or retained 4,040 jobs, produced \$176 million in additional employee wages and generated \$24.7 million in additional State tax revenue.

“Our main focus is on small to medium-size manufacturing companies and helping them do what they do better,” says Chad Parker, president of MEP Utah. “We don’t actually manufacture or make anything. We help the manufacturers in the State of Utah do what they do better.”

Other efforts are helping revitalize and strengthen specific areas within the State. City councils are working with developers to bring vibrant business districts to life, and transportation officials are also working with developers to create transit-oriented projects that bring economic vitality to communities.

Efforts by the Downtown Alliance in Salt Lake City have created a lively downtown. Before the 2002 Olympic Winter Games, one-third of all stores and office buildings on Main Street were closed and empty. Now, nearly every downtown building is at or near capacity. The City Creek Center, which features a combination of residential, office and retail space, represents a \$1.5 billion investment in downtown by the Church of Jesus Christ of Latter-day Saints.

OUTLINING A PROSPEROUS FUTURE

Creating a healthy economic climate in Utah isn’t limited to facilitating job growth in the present. Many private-public partnerships are driven to eliminate potential obstacles that could hinder a prosperous future for the State.

With an increasing number of companies relocating to Utah or expanding operations within the State, furnishing a qualified workforce for these jobs is the No. 1 priority for private-public partnerships like the Utah Technology Council and Prosperity 2020.

Prosperity 2020 originated from a task force created by the Salt Lake Chamber to push for reformed funding and priorities in higher education. This private-public partnership branched out to form a statewide entity in 2010. The primary goal for leaders involved in Prosperity 2020 is to refocus education in the State into areas where it will create a better-educated and better-qualified workforce.

Education is the vehicle that will drive all future economic development in Utah, says Mark Bouchard, chairman of Prosperity 2020.

“All of the peripheral discussions are unimportant,” Bouchard says. “The only thing that matters in Utah is education. We’ve got to focus in on education.”



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“We have a unique competitive advantage in having entrepreneurial talent here. It comes from the early DNA from the people that settled Utah. They bootstrapped things. They made things happen.”

**RICHARD NELSON, PRESIDENT,
UTAH TECHNOLOGY COUNCIL**

To that end, Prosperity 2020 outlined a plan to boost graduation rates for adults aged 20 to 64 — especially among women and minorities. The goal it has put forward is for 66 percent of all Utah adults in that age category to earn a certificate or degree by 2020, currently about 43% of the workforce holds advanced certificates.

Among K–12 students, the goal is to emphasize an education based on science, technology, engineering and math (STEM) and \$9 million has been earmarked STEM education by the legislature. This will better prepare students with an education that aligns more fully with the skills and knowledge required by high-tech jobs coming into Utah.

“Major companies today are not chasing incentive deals. They’re not chasing real estate deals. Major companies today are chasing a workforce,” Bouchard says. “They’re going where they think they have the best opportunity to have the most qualified workforce to support their business.”

UTC has also worked continuously with local school districts to promote rigorous STEM coursework that will give students access to guaranteed scholarships and open the door to the fastest-growing industries. It is currently working on a \$55 million STEM initiative — \$30 million in public, \$20 million in higher education and \$5 million in applied technology college funds — designed to better prepare students to take the STEM jobs that are booming in the State.

Delivering better prepared students can help Utah retain its reputation as a state where companies can spring up and spur innovation. It is a part of the State’s heritage that private and public leaders don’t want to lose.

“We have a unique competitive advantage in having entrepreneurial talent here,” Nelson says. “It comes from the early DNA from the people that settled Utah. They bootstrapped things. They made things happen.”

REAL PARTNERSHIPS, REAL SUCCESS

On a more basic level, private-public partnerships are shepherding individual companies and allowing them to expand and flourish.

Instructure is one such company. It was founded in 2008 as a service provider for public and higher-education schools, and now offers a cloud-native learning management system. Growth came fast and furious. Instructure ballooned from a dozen employees to more than 200 in 24 months. It also tripled its customer base in 2012. The company started the year with 100 schools that used Instructure’s Canvas open-source software to run their campuses and finished with 300 schools.

With a quickly growing customer base that includes Ivy League schools, public school districts and technical colleges across the country, Instructure faced a turning point — continue growing in Utah, or move operations elsewhere.

The company was awarded a competitive post-performance economic incentive by the Governor’s Office of Economic Development so it can continue to build and expand its operations while remaining in Utah.

“We committed to grow to more than 600 employees here in Utah over the next seven years,” Coates says. “There are a lot of different places we can grow, but having an economic incentive to grow in Utah is enticing. That’s very real. It benefits us as a company and is a compelling reason to keep growing here in Utah.”

That’s the message private and public leaders want to send to every company considering doing business in Utah. Their collaborative partnerships are paving the way to create an environment where innovation is encouraged, education is valued and a superior quality of life is the natural order of things.

“The value we have in Utah is that we have a bright, articulate and healthy workforce,” Beattie says. “That is a strength of Utah going forward. So when a business decides it has to grow, they don’t only look at where they can find land, but engage where the economy is strong, where they can find transit and where can they hire employees that are at the level of competency and quality they want.” ■

RESOURCES:

- **Instructure**
www.instructure.com
- **Salt Lake Chamber**
www.slchamber.com
- **Utah Science Technology and Research**
www.innovationutah.com
- **Economic Development Corporation of Utah**
www.edcutah.org
- **Utah Technology Council**
www.utahtech.com
- **Utah Fund of Funds**
www.utahfundoffunds.com
- **Prosperity 2020**
www.prosperity2020.com



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1917-2009

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THE RIGHT TOOLS FOR THE JOB

GOED'S TOOLBOX

In order to practice their trade, skilled craftsmen have an array of specialized tools at their fingertips. Whether they are mechanics, software programmers or attorneys, each has a set of dedicated tools they use on a regular basis to be successful.

Businesses in Utah have a set of professional tools that are organized to help companies run efficiently and effectively in today's society. The job is made easier given that the raw materials of Utah's business ecosystem are business people who define themselves by their innovation, renowned work ethic and nation-leading entrepreneurialism. Utah's best performing economy is framed on those raw materials.

The Governor's Office of Economic Development (GOED) is committed to creating a business friendly environment and is focused on developing a solid foundation for companies to build on.

"The Governor's Office of Economic Development has a formula for success, which at first may seem simple, but in practice is very sophisticated and powerful: $C^2 + E^2 = \text{Success}$," says Spencer P. Eccles, GOED executive director. "Success is the sum of coordination and collaboration plus efficiency and effectiveness. This formula requires a full understanding and execution by all partners in order to succeed, and I know of no other state that has so fully embraced this formula as has Utah's business, education and government sectors. That is why Utah is recognized as *Forbes* magazine's Best State for Business and Careers year after year."

With power tool partners like the Economic Development Corporation of Utah (EDCUtah), business resource centers (BRCs), World Trade Center Utah (WTCU), the Department of Workforce Services and the Utah Science Technol-

"Success is the sum of coordination and collaboration plus efficiency and effectiveness."

SPENCER P. ECCLES,
EXECUTIVE DIRECTOR, GOED

BY PERI KINDER





GOED EXECUTIVE DIRECTOR SPENCER P. ECCLES SPEAKS DURING GOLDMAN SACHS' 10,000 SMALL BUSINESSES CONFERENCE.

“Utah is open for business, and we prove that by digging in and helping companies problem solve.”

TODD BRIGHTWELL, SENIOR VICE PRESIDENT OF BUSINESS DEVELOPMENT, EDCUTAH

OPEN UP SHOP: STATEWIDE BUSINESS RESOURCE CENTERS

Dave Staheli, a farm manager in Southern Utah, created a revolutionary agricultural machine that goes between the tractor and hay baler to control the humidity of the hay as it is processed. The Dewpoint 6110 allows farmers to bale hay whenever the crop is sufficiently dry, without waiting for natural dew.

Needless to say, business is booming at Staheli West. Dozens of units have been sold (at more than \$100,000 each) and orders are pouring in. Success has created all kinds of logistical problems that the developers couldn't address. Staheli turned to the Southern Utah University-based business resource center for answers. Craig Isom, executive director of the SUU-BRC, connected Staheli with a manufacturing expansion partnership organization to help the company grow.

“We have a dozen different partners. That's the whole concept of the business resource center, to amalgamate the resources that are critical to help small businesses prosper and grow.”

BRCs in the State help startup companies organize by teaching people what it means to run a business. Founders go through the Start Smart program, which provides two hours of instruction including how to register with the State, how to obtain a business license and how to prepare a business plan.

But it's not just rural ideas that come through the BRC's doors. Three years ago, the Southern Utah University Technology Council brought together like-minded people to support the tech industry in the area. Now, the technology council is pushing 200 members and is getting people to talk about production for these enterprising tech companies.

In all there are 14 Business Resources Centers providing counseling and consolidating services for entrepreneurs and business owners throughout the State. A full list can be found by visiting www.business.utah.gov/start/business-resource-centers.



STAHELI WEST'S DEWPOINT 6110 ON DISPLAY IN PAROWAN, UTAH, DRASTICALLY IMPROVES HAY BALING EFFICIENCY.

ogy and Research initiative (USTAR), businesses in Utah can access an intricate network of partnerships designed to provide unparalleled expertise in a wide variety of industries.

As more out-of-state companies discover the value of Utah's business climate, new and established enterprises are relocating and expanding in the State. With its proactive and strategic relocation tools such as EDCUtah, GOED can accumulate the necessary data, site information and personal contacts to make integration into the State as easy as possible. Companies like Adobe, Procter & Gamble, Goldman Sachs and eBay have chosen Utah as a catalyst to ramp up their industry endeavors, finding the best possible conditions for doing business.

GROWTH ASSISTANCE RESOURCES

As a private sector partner, EDCUtah is an invaluable tool in the GOED toolbox. For more than 25 years, the organization has been heavily involved with bringing quality jobs and capital investments to the State. Hundreds of business members invest in EDCUtah, creating an environment that helps convince companies to move to Utah. EDCUtah works with State and local government entities, as well as private industry, to effectively get projects in the door.

Additionally, EDCUtah provides a connection with business, community and government entities to help companies perform due diligence while researching a stable location for their industry.

“We currently have 220 projects underway. That number is higher than it's ever been. Even during the downturn we had some of our best years,” says Todd Brightwell, senior vice president of business development at EDCUtah. “We really demonstrate that Utah is open for business, and we prove that by digging in and helping companies problem solve. We've focused our efforts more than ever before and feel like all the components are in place.”

With an unstable national economy, business leaders are looking for safety. Utah's AAA bond rating, fiscally responsible government programs, post-performance corporate tax incentives, central location and the No. 1 rated economic outlook in the nation are all viable reasons to bring a company to the State.

TOP 10 IN QUALITY.

3 YEARS RUNNING.



- 1 - University of Colorado Hospital
- 2 - Emory University Hospital
- 3 - The University of Kansas Hospital
- 4 - **University of Utah Health Care**
- 5 - Beaumont Health System
Beaumont Hospital, Royal Oak, Mich.
- 6 - Emory University Hospital Midtown
- 7 - Mayo Clinic – Rochester, Minn.
- 8 - NYU Langone Medical Center
- 9 - The University of Arizona Medical Center
- 10 - Denver Health

For the third year in a row, University of Utah Health Care has earned a top 10 ranking from the University HealthSystem Consortium's prestigious Quality and Accountability Study. It's an accomplishment that puts us among the best academic medical centers in the country and affirms our ongoing commitment to provide top-quality care.



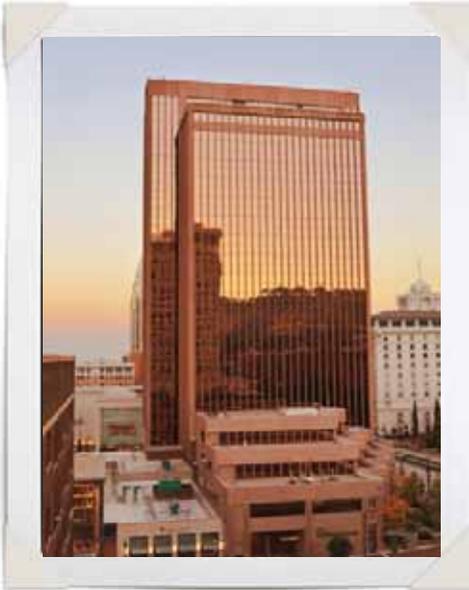
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www.healthcare.utah.edu/quality

RECRUITMENT OPPORTUNITIES AND PARTNERSHIPS

Utah has one of the country's most educated and skilled workforces with competitive, young, productive individuals vying for jobs in all industries. The business atmosphere in the State is a finely honed tool that attracts a quality workforce through better-paying jobs, enhanced opportunities for education, a high standard of living and a flourishing outdoor recreation industry.

Utilizing established connections with public and higher education, and the Department of Workforce Services, employers have access to trained and talented employees, alumni services and a series of workshops offering vital information for day-to-day operations.



UTAH WORLD TRADE CENTER TOWER IN THE HEART OF SALT LAKE CITY.

“The governor challenged his office to create unprecedented partnerships. The reality is that challenge has been taken seriously and it's in place right now,” Brightwell says. “Employers can get the right people on the phone without any trouble at all. They can talk with someone that can directly address any issues concerning their company.”

World Trade Center Utah (WTCU) is an exceptional tool for companies looking to expand into worldwide markets. Through the GOED/WTCU partnership, Utah companies are given incomparable guidance while positioning themselves in the global marketplace. Every year, GOED's International Trade and Diplomacy Office (ITDO) hosts more than two dozen ambassadors and trade missions, and helps

lead Utah companies on several international trade missions. With 95 percent of consumers living outside of the United States, and with 75 percent of the world's purchasing power coming from foreign countries, creating a global strategy can place a company's product or service into a new and profitable market.

WTCU and ITDO collaborate to assess a company's readiness to do international trade and then offer customized market reports to help facilitate global trade and investment. Seminars, workshops, trade missions and training programs motivate and educate business leaders who want to take advantage of the chance to expand. By facilitating connections with overseas agents, distributors, manufacturers, embassies, attorneys and financial contacts, WTCU creates a network of reliable interactions for business leaders.

“We live in a global economy and Utah is uniquely positioned to make us a prime candidate for going forward in the international marketplace,” says Lew Cramer, president and CEO of WTCU. “There are U.S. embassies around the world that focus on how to get Utah and U.S. products into their markets. Companies come into our office and our only job is to make them profitable. I like connecting people and I love helping Utah companies succeed.”

BUSINESS-BUILDING INCENTIVES

Some of the most effective tools in the GOED toolbox are Utah's corporate incentive programs. The most commonly used incentive is the state's Economic Development Tax Increment Financing (EDTIF) post-performance tax credit model that companies can use to assist in the creation of new jobs through relo-

“We live in a global economy and Utah is uniquely positioned to make us a prime candidate for going forward in the international marketplace.”

LEW CRAMER,
PRESIDENT AND CEO,
WORLD TRADE CENTER UTAH

“We work at the speed of business rather than the speed of government.”

CHRISTOPHER CONABEE,
MANAGING DIRECTOR OF
CORPORATE RECRUITMENT AND
BUSINESS SERVICES, GOED



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cation or expansion. The State's sustainable incentive programs are designed to help maintain Utah's quality of life and increase the standard of living for residents. The program also allows companies to retain top-level management and a productive workforce, and it encourages graduates of Utah's colleges and universities to stay in the State.

"Utah's incentive programs are good for the company, the State and the workforce," says Christopher Conabee, GOED's managing director of corporate recruitment and business services.

L-3 Communications Systems-West is a long-term member of the Utah business community and is an award-winning provider of communication solutions for high-performance intelligence collection, surveillance and reconnaissance for the Department of Defense and other government agencies. With more than 4,000 employees, L-3 is one of the larger employers in the State, and it recently qualified for post-performance corporate tax incentives of \$5.5 million over the next 10 years. Although the company had excess space in other locations around the world, it chose to add capacity with new operations in the State because of its success in maintaining a high-quality output. Many other firms have taken advantage of the post-performance incentive program offered by the State, including Adobe, eBay, IMFlash Technologies, Boeing, Procter & Gamble, Family Dollar and Workday.

The criteria for receiving an EDTIF incentive include creating at least 50 new jobs during the term of the agreement and offering 125 percent of the county's urban average salary or 100 percent of the rural average salary. In return, the incented company will receive tax reimbursements of a percentage of the Utah income, wage and sales taxes paid during the agreed term of the incentive.

"The incentives provided by the State of Utah through the Governor's Office of Economic Development helped solidify L-3's plans to expand operations in the State of Utah," says Susan Opp, president of L-3 Communication Systems-West. "L-3 has played a significant role in Utah's economy for over 56 years by providing high-paying jobs with competitive benefits, partnering with other Utah businesses in our supply chain and recruiting from in-state universities. L-3 is proud to be part of a community that supports economic growth. We look forward to our continued partnership with the State of Utah and the Governor's Office of Economic Development."

L-3 is a good example of the quality of businesses that are choosing to expand or relocate in Utah. The company was named the 2012 Manufacturer of the Year by the Utah Manufacturers Association, and was also nationally recognized for its veteran-friendly practices, receiving the 2012 Secretary of Defense Employer Support Freedom Award. Recipients of the Freedom Award have demonstrated the ability to go above and beyond in supporting career assistance, as well as providing a variety of services for veterans' issues.

The State's tax incentive programs encourage business owners to keep employees and jobs in the State, and promote out-of-state recruitment to bring new tax-paying residents to Utah. Because the incentives are awarded post-performance, the State's tax dollars are never at risk. If a company doesn't meet the annual projections, it doesn't receive the portion of the incentive it could have earned for that year.

"Utah is a very business friendly state. We hear it every day. We work at the speed of business rather than the speed of government. We're willing to dig in and spend the extra time to get things done," Conabee says. "The State is well-managed and we provide some of the best incentive packages, in addition to the State's high quality of life, low taxes and optimistic business climate." ■

"The incentives provided by the State of Utah through the Governor's Office of Economic Development helped solidify L-3's plans to expand operations in the State of Utah."

SUSAN OPP, PRESIDENT,
L-3 COMMUNICATION SYSTEMS-WEST



L-3 COMMUNICATION'S UNIVERSITY OF MANUFACTURING IS A PUBLIC-PRIVATE EDUCATIONAL PARTNERSHIP LAUNCHED WITH SALT LAKE COMMUNITY COLLEGE TO TAILOR SLCC'S EXISTING ELECTRONICS TECHNICIAN PROGRAM TO MEET L-3 SPECIFIC NEEDS.

RESOURCES:

- **Governor's Office of Economic Development**
www.business.utah.gov
- **Business Resource Centers**
www.business.utah.gov
- **Department of Workforce Services**
www.jobs.utah.gov
- **Post-Performance Incentives**
www.business.utah.gov
- **Economic Development Corporation of Utah**
www.edcutah.org
- **World Trade Center of Utah**
www.wtcut.com



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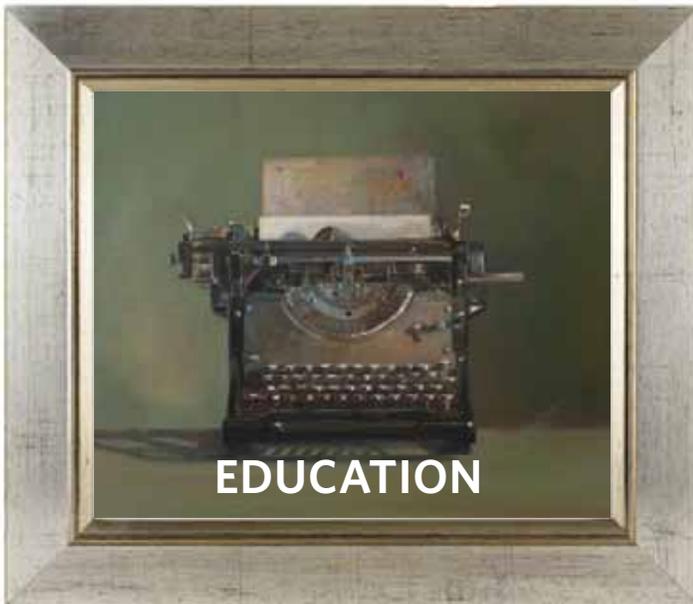
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MORE THAN A GOAL

'FOUR CORNERSTONES' ARE FOUNDATIONAL IN GOVERNOR GARY HERBERT'S COMMITMENT THAT UTAH WILL HAVE THE BEST PERFORMING ECONOMY IN THE NATION



WENDY CHIDESTER, *TYPEWRITER ON GREEN*, 2008
CARLOS ANDERSON, *MAIN STREET 1870, 1934*

JAMES T. HARWOOD, *PIONEER MILL*, 1934,
JED THOMAS, *PROCESSIONAL SERIES III*, 1989

When you have a strong economy, you have the basis for solving many of your challenges and taking advantage of your opportunities. That's a succinct description of the foundation underlying Utah Governor Gary Herbert's administration and his vision that "Utah will lead the nation as the best performing economy and be recognized as a premier global business destination."

"Economic development is foremost among Governor Herbert's objectives because he knows if we have a strong economy, we can do better at funding education and we are better able to pay for the services people expect from government," say Chief of Staff Derek Miller. "Most importantly, a strong economy gives opportunities to individuals to improve their lives, to be self-sufficient and to take care of their families. The Governor realizes that having a strong economy is the best way to help Utah families."

Miller explains that Governor Herbert's vision is more than a goal. It is a call to action — a call to state and local governments and business, education and civic leaders to collaborate in what the Governor has identified as the four cornerstones of his administration:

Education

Energy

Jobs

Self-determination

MEANINGFUL AND MEASURABLE

Successful implementation of key objectives within each cornerstone is essential for Utah's continued economic prosperity. Hence, it's Miller's job to drive the Governor's agenda regarding the cornerstones throughout State government and ensure each objective has meaningful and measurable results. To that end, each cornerstone has a call to action — a goal stating what the Governor wants to accomplish in that cornerstone, followed by 6–8 action items that form the work plan the administration will accomplish in the current year.

To drive the effort, Miller meets monthly with each of the policy advisors and members of the Governor's Cabinet in separate cornerstone meetings, "where we review together what is being done to accomplish the action items. We have a disciplined process that we go through to ensure that the cornerstones are not just goals, but that we measure the progress we are making in each of the areas and their underlying objectives."

BY GAYLEN WEBB



"A strong economy gives opportunities to individuals to improve their lives, to be self-sufficient and to take care of their families."

DEREK MILLER,
CHIEF OF STAFF, STATE OF UTAH

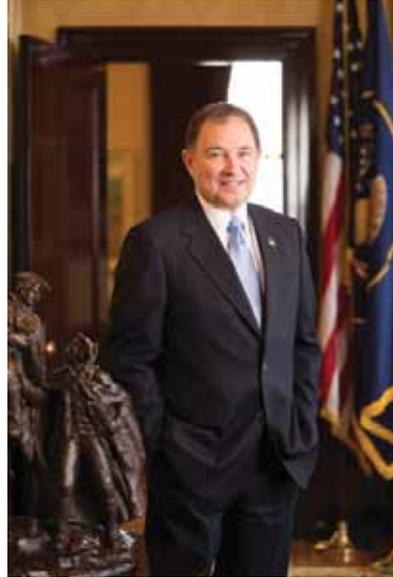
EDUCATION

Call to Action: Sixty-six percent of adult Utahns will have a post-secondary degree or professional certification by 2020.

Miller says Governor Herbert recognizes there is an economic imperative for the State's educational system to produce a workforce with the skills and degrees necessary to meet the job requirements of the future. Based on a comprehensive study by Georgetown University's Center on Education and Workforce, by the year 2020 two-thirds of the jobs in Utah will require some form of post-secondary education. Currently only 43 percent of Utah's workforce meets this education standard.

Governor Herbert affirmed the necessity of an education/workforce alignment during his State of the State address, where he said, "Nothing matters more than preparing our children to face the new, interdependent global economy." State government and education leaders through the Governor's Excellence in Education Commission has formed close working partnerships with many stakeholders in the private sector, including the Prosperity 2020 initiative sponsored by the Salt Lake Chamber and the state-wide business community. The initiative also articulates the 66 percent goal for Utah's workforce and has called on the private sector to step up and contribute 20,000 volunteers from the business community to assist in our schools.

This commitment may seem extreme, and might be in another state, but not in Utah where 52 percent of the population volunteers every year. The U.S. Census Bureau reported over 144 million hours of service were donated in 2012 alone. In fact, Utah has been recognized as the number one volunteer state in the country for the last seven years in a row.



"Nothing matters more than preparing our children to face the new, interdependent global economy."

GOVERNOR GARY R. HERBERT

ENERGY

Call to Action: Ensure access to affordable, reliable and sustainable energy by producing 25% more electrical energy than we consume by 2020.

"This really relates to the notion of energy independence," says Miller. "As a State, we want to be energy independent and a net exporter of energy. Currently we are producing about 15-20 percent more energy than we consume."

Energy development is a big part of Utah's economy and developing the State's natural resources is important for both job creation and keeping the State competitive in terms of business recruitment and expansion. "One of our top competitive advantages is the low cost of energy for businesses. When eBay and Oracle came to Utah, and when other companies such as Boeing, Hexcel, Procter & Gamble grow in Utah, they like the fact that our energy costs are about a third less than they can get anywhere else," adds Spencer Eccles, executive director of the Governor's Office of Economic Development.

JOB CREATION

Call to Action: Accelerate private sector job creation of 100,000 jobs in 1,000 days.

The Governor's administration is always careful to talk about job creation in terms of empowering the private sector to create jobs, rather than for the government to create jobs. A 1,000-day job creation goal started in November of 2011 and not quite halfway through the private sector has created nearly 50,000 jobs," so we are on track to hit that goal," says Eccles.

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www.ExploreTooele.com

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

Eccles also points out that job creation in the private sector is easier thanks to a business climate that supports growth. In addition, targeted efforts by GOED in the form of post-performance tax increment financing credits support the creation of thousands of long-term high paying quality jobs by helping companies grow or relocate in the State.

SELF-DETERMINATION

Call to Action: Cultivate solutions for healthcare reform, public lands and immigration.

Miller describes the self-determination cornerstone as the basis for solving Utah challenges with Utah solutions — especially in the areas of immigration reform, public lands policy and healthcare reform.



“We have our own unique challenges and should be allowed to pursue our own solutions,” he explains. “We are not going to rely on the federal government to solve these problems for us. Take healthcare as an example. There is a big national push for healthcare reform, but the Governor’s stand is that we have a unique demographic in Utah, we have a unique culture, and we ought to pursue and implement reforms in our State on healthcare that make sense for Utah rather than submitting to a national one-size-fits-all approach. That same concept should be applied to immigration reform and public lands policy as well.”

LOGICAL PIECES

The four cornerstones are natural, distinct and logical pieces of economic development, thus they connect directly to Governor Herbert’s vision for the State — that Utah will have the best performing economy in the nation and will be recognized as a premier global business destination.

“To obtain that economic prosperity we have to build upon a solid foundation, which we have clearly defined as education, energy, jobs and self-determination,” Eccles continues. “And if you look at what’s being done within each cornerstone, we are making meaningful progress in every area.”

Regarding education, Miller points out that there is an economic imperative to align the skills and degrees Utah’s education system is producing to what business requires from the workforce. Hence, Utah is educating for where the jobs of the future will be rather than simply focusing on current needs. “With the rise of a technologically-oriented economy, Utah has a renewed focus on STEM education: science, technology, engineering and math, because that is where the jobs will be,” he explains.

One initiative is focusing on STEM education for K-16 students, which both the State’s higher education system and Governor Herbert plan to put more money toward. In fact, the request is explicit in the Governor’s budget. Further, the Centers of Excellence programs in Utah elementary schools are placing greater focus on STEM education.

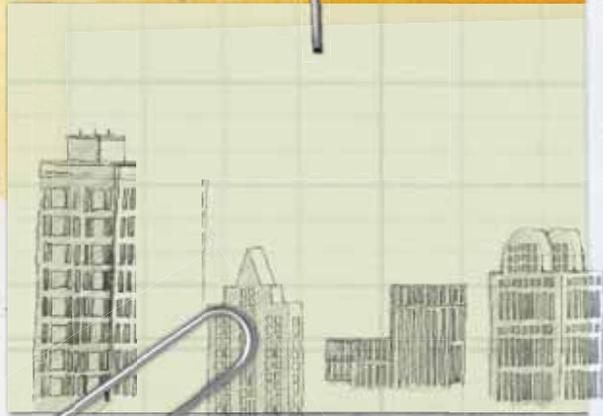
ENGAGING STAKEHOLDERS

Meanwhile, the State has proactively engaged all major stakeholders and leaders on every front, including education and business, to unite behind and commit to the education goal of “66 percent by 2020.” As mentioned, one product to emerge from that engagement is the Prosperity 2020 initiative, which lays out many of the specific priorities and steps it will take to turn Utah’s young workforce into “the greatest workforce in the country.”

“One of our top competitive advantages is the low cost of energy for businesses. When eBay and Oracle came to Utah, and when other companies such as Boeing, Hexcel, Procter & Gamble grow in Utah, they like the fact that our energy costs are about a third less than they can get anywhere else.”

SPENCER P. ECCLES,
EXECUTIVE DIRECTOR,
GOVERNOR’S OFFICE OF
ECONOMIC DEVELOPMENT

What exactly will an educated, well-trained workforce do for Utah's economic environment?



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- SLCC's Professional Development programs offer crucial resources and mentoring for Utah's small businesses.
- Our Department of Economic Development and Business Partnerships provides customized training for Utah manufacturers and businesses.
- The Goldman Sachs Foundation program, "10,000 Small Businesses" will boost more than 400 local businesses.
- SLCC has three campuses that are dedicated to industry partnerships, workforce and economic development.

Training, education and support. That's how SLCC helps Utah's workforce and economic development stay "a step ahead."



Regarding job growth, Miller says the focus is on empowering the private sector, which Governor Herbert is doing through sensible regulation. Last year the Governor led a regulatory reform initiative at the State level that reviewed every business regulation on the books, over 2,000 and eliminated or amended more than 300 regulations that no longer served a valid public purpose. This year Governor Herbert has begun a pilot project with the cities of Provo, South Jordan, Cedar City and Ogden to engage in regulatory reform at the municipal level.

“We will take this year to complete the pilot project and then roll it out to cities statewide after that,” Miller continues. “We have a commitment from the mayors of these cities to review and eliminate needless regulations at the local level and the State will assist the cities along in the process.”

Utah’s favorable tax climate and business environment also empowers the private sector. However, Miller says another important thing the State government does, that businesses talk about all of the time, is provide certainty and predictability through fiscal prudence and responsible governance. “That is really what these entrepreneurs and business owners need from government – more certainty and more predictability – so that is what we try to provide,” he says.

HEALTHCARE REFORM

In terms of self-determination, Utah has addressed the high cost and uncertainty of healthcare reform by developing Avenue H, the State’s health exchange, which was actually developed before implementation of the Affordable Care Act (Obamacare). Avenue H uses a private sector, free market model that provides consumers freedom of choice regarding health insurance while participating businesses enjoy the advantage of a defined contribution system rather than a defined benefit.

“Avenue H gives that certainty to business, and that is our approach to healthcare reform,” Spencer Eccles, GOED’s executive director explains.

Avenue H is housed in the Governor’s Office of Economic Development because the State recognized several years ago that access to healthcare and insurance that met individual need was a major drag on the growth of Utah’s small business community. Avenue H was created to help Utah companies with 2–50 employees offer health insurance, many for the first time, by allowing for a set dollar amount, or “defined contribution” to be paid monthly and then allowing each employee to select from a very wide array of insurance options that met their individual and family need. This approach has been widely acclaimed as a “best practice” for many other states to follow.

Meanwhile, in relation to public lands, Governor Herbert has issued an Outdoor Recreation Vision document that has implications for both job creation and self-determination in the public lands arena. “Governor Herbert’s intent behind releasing the Vision document is to recognize the important role that outdoor recreation plays in our State for businesses here, for tourism and for quality of life,” says Miller.

Eccles says the fact that tourism is a nearly \$7 billion industry in Utah emphasizes the need to be sensitive to and protect the outdoor recreation opportunities that are here. “As Derek has said, it all ties into the vision the Governor has that Utah will be the best performing economy,” he adds. “Everything Governor Herbert does, he examines first through the lens of whether it will help or hurt the economy. That doesn’t matter whether it is a policy to be implemented or a day-to-day decision that he needs to make. He always asks, ‘Will this help or hurt the economy?’”

“Everything Governor Herbert does, he examines first through the lens of whether it will help or hurt the economy. That doesn’t matter whether it is a policy to be implemented or a day-to-day decision that he needs to make.”

SPENCER P. ECCLES,
EXECUTIVE DIRECTOR,
GOVERNOR’S OFFICE OF
ECONOMIC DEVELOPMENT

RESOURCES:

- **Governor Herbert’s Four Cornerstones**
www.utah.gov/governor
- **Governor’s Office of Economic Development**
www.business.utah.gov
- **Salt Lake Chamber**
www.slchamber.com
- **Prosperity 2020**
www.prosperity2020.com
- **Avenue H**
www.avenueh.com

COLLABORATION

Miller notes the nature of work in the Governor's office, "with the eyes of the state on you," requires collaboration and consensus building. "Utah is fortunate to have a governor who really believes in bringing all the people together, hearing all of the different ideas, coming up with the best of the ideas, and then working to implement them," he says.

Hence, Governor Herbert has many advisory groups, such as his Education Excellence Commission, his Energy Task Force and his Economic Council. "We don't sit in a back room and come up with what the action items should be. We vet our efforts with education and business leaders, with our legislative leaders and other key stakeholders. They help us come up with what our action items are going to be," Miller explains. "We have groups that are made up of a wide range of representatives from both the public and private sectors, to put the best minds and the best thinking on our objectives." While such vetting makes the process a little slower, it certainly makes the changes more lasting.

Gaining fundamental "buy in" from all stakeholders, in each major decision, is what makes Utah's renowned collaborative environment work. This is fundamental to Governor Herbert's vision; he knows that economic success is best accomplished when all stakeholders have been heard and have participated in the decision-making process. It is this process that determines the direction we will take in meeting the opportunities of growth and economic prosperity. ■

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ECONOMIC DEVELOPMENT CONTACTS (BY COUNTY)



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Salt Lake City, Utah 84111
(801) 328-8824
edcutah.org

BEAVER
Beaver County
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105 East Center Street
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Beaver, UT 84713
435-438-6490
beaver.utah.gov

BOX ELDER
Box Elder County
Economic Development
01 South Main Street, Room 20
Brigham City, UT 84302
435-734-3331
boxeldercounty.org

CACHE
Cache Valley
Chamber of Commerce
160 North Main Street, Suite 100
Logan, UT 84321
435-752-2161
cachechamber.com

CARBON
Carbon County
Economic Development
120 East Main Street
Price, UT 84501
435-636-3295
carbon.utah.gov/econdev

DAGGETT
Daggett County
Economic Development
95 N. 100 W.
Manila, UT 84046
(435) 784-3218
daggettcounty.org

DAVIS
Davis County
Economic Development
61 South Main Street
Farmington, UT 84025
801-451-3278
daviscountyutah.gov/economic_development

DUCHESNE
Duchesne County
Economic Development
50 East 200 South
Roosevelt, UT 84066
435-722-4598
uintabasin.org

EMERY
Emery County
Economic Development
95 East Main Street #297
Castle Dale, UT 84513
435-381-5576
emerycounty.com

GARFIELD
Garfield County
Economic Development
55 South Main Street
Panguitch, UT 84759
(435) 676-1157
garfield.utah.gov

GRAND
City of Moab
Economic Development
217 East Center Street
Moab, UT 84532
435-259-5121
moabcity.org

IRON
Cedar City – Iron County
Economic Development
10 North Main Street
Cedar City, UT 84720
435-586-2770
cedarcity.org

JUAB
Juab County Economic
Development Agency
160 North Main Street, Room 102
Nephi, UT 84648
435-623-3415
juabbusiness.com

KANE
Kane County
Economic Development
30 North Main Street, Suite 201
Kanab, UT 84741
435-616-5858
kane.utah.gov

MILLARD
Millard County
Economic Development Association
71 South 200 West
Delta, UT 84624
435-864-1407
millardcounty-ecdev.com

MORGAN
Better City
48 West Young Street
Morgan, UT 84050
801-920-0000
morgan-county.net

PIUTE
Piute County
Economic Development
550 North Main Street
Junction, UT 84740
435-577-2949
piute.org

RICH
Rich County – Bear Lake
Regional Commission
69 North Paradise Parkway, Building B
Garden City, UT 84028
435-946-2198
bearlakeregionalcommission.org

SALT LAKE
Salt Lake County
Economic Development
2001 South State Street, Suite S-2100
Salt Lake City, UT 84114
385-468-4866
upgrade.slco.org

SAN JUAN
San Juan County
Economic Development
P.O. Box 490
117 South Main Street
Monticello, UT 84535
435-835-4321
utahscanyoncountry.com

SANPETE
Sanpete County Economic
Development Association
191 N. Main Street
Manti, UT 84642
(435) 835-4321
sanpete.com

SEVIER
Sevier County
Economic Development
250 North Main Street, Room 116
Richfield, UT 84701
435-893-0454
sevierutah.net

SUMMIT
Summit County
Economic Development
P.O. Box 128
Coalville, UT 84017
435-336-3220
summitcounty.org

TOOELE
Tooele County
Economic Development
47 South Main Street
Tooele, UT 84074
435-843-3150
www.co.tooele.ut.us

UINTAH
Uintah County
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152 East 100 North
Vernal, UT 84078
435-781-6767
vernalutah.org

UTAH
Utah County
Economic Development
815 West 1250 South
Business Resource Center
Orem, UT 84058
801-863-7546
utahvalleydata.com

WASATCH
Heber Valley
Tourism and Economic Development
475 North Main Street
Heber City, UT 84032
435-654-3666
gohebervalley.com

WASHINGTON
Washington County
Economic Development Council
1071 East 100 South, Building C, Suite 7
St. George, UT 84770
435-652-7750
dixiebusinessalliance.com

WAYNE
Wayne County
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18 South Main
Loa, UT 84747
435-836-1315
waynecountyutah.org

WEBER
Weber Economic Development Partnership
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Ogden, UT 84401
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