

OFFICIAL PUBLICATION OF THE GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

BUSINESS IN UTAH

EXPANDING UTAH'S NATIONAL & GLOBAL LEADERSHIP

GOVERNOR GARY R. HERBERT



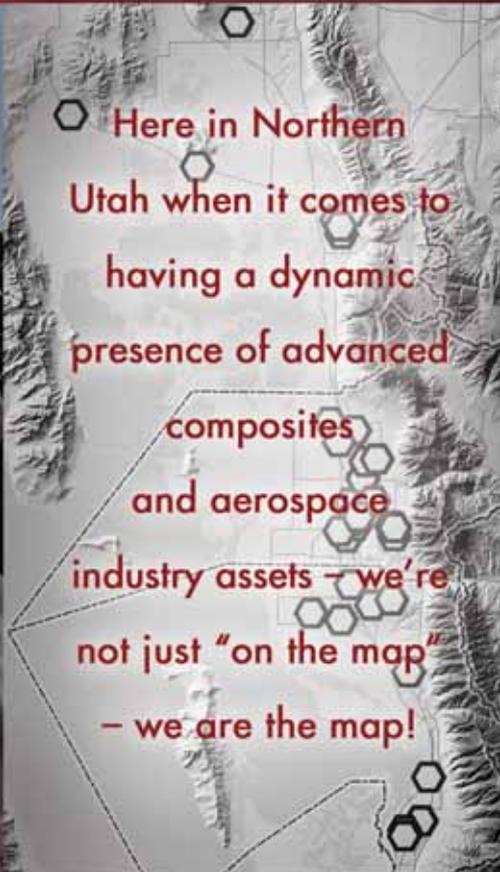


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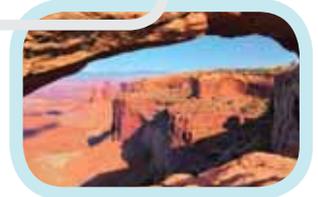
Like all of our Utah based clients, Peopletrail feels fortunate to have our roots established in this great state. We have benefited from all the wonderful opportunities it provides for both business and pleasure.

Over the years we've enjoyed growing along side many of our clients, providing them the actionable insight they need to make the right business decisions, keeping them secure and compliant with all local, state, and federal screening requirements.

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STATE OF UTAH

OFFICE OF THE GOVERNOR
SALT LAKE CITY, UTAH
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Dear Business Leader,

Executing the fundamentals in economic development is what has made Utah a best performing economy in the nation and has helped us to become recognized as a premier business global destination.

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 help accomplish this? By highlighting the "best practice" stories of what the *Wall Street Journal* has called the "brightest star on the American flag."

Utah is home to a vibrant private sector that has the support of a stable, proactive and "AAA" bond-rated government. UTAH: Life Elevated® encompasses the state's branding message, both in business and in lifestyle. Each story in the publication focuses on a different, exciting and productive economic development effort, which propels Utah's economy.

Utah is a great place to live and savor life. Eating can be a fun part of that experience. As an example of the variety of stories in this year's magazine, we hope you will enjoy the chapter discussing "Utah's Own" food products and some of the inventive chefs who prepare them.

As you review the pages of *Business in Utah*, 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 government and business integrity. Indeed, thanks to Utah's business friendly environment and rich resources, all of the state's business sectors are growing and adding jobs.

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



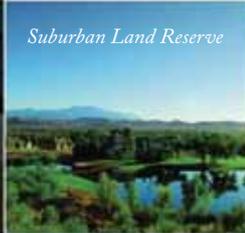
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Kirton McConkie's real estate expertise is highlighted by its significant role in the \$1.2 billion, 20-acre City Creek Center—the largest retail, office and residential development ever undertaken in Utah. The MicAm One Fourteen retail development involved a complicated ground lease, reciprocal easement agreements, special purpose entities and complicated tax financing from multiple jurisdictions. We assisted Suburban Land Reserve in acquiring Sunbrook Communities in St. George and resolving issues regarding litigation, water, two owners associations and taxes. Our involvement for The Thackeray Company's The Commons at Southtowne included land acquisition, entity documents, construction and long-term financing, tenant leases and municipal approvals.

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Suburban Land Reserve



MicAm, LLC's One Fourteen development



The Thackeray Company

City Creek Reserve, Inc.

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Importing Co.

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



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



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Brent Brown Automotive
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Kate Riggs

Riggs is an experienced advisor with nearly two decades of strategic public affairs experience.



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Winston Wilkinson
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BUSINESS IN UTAH



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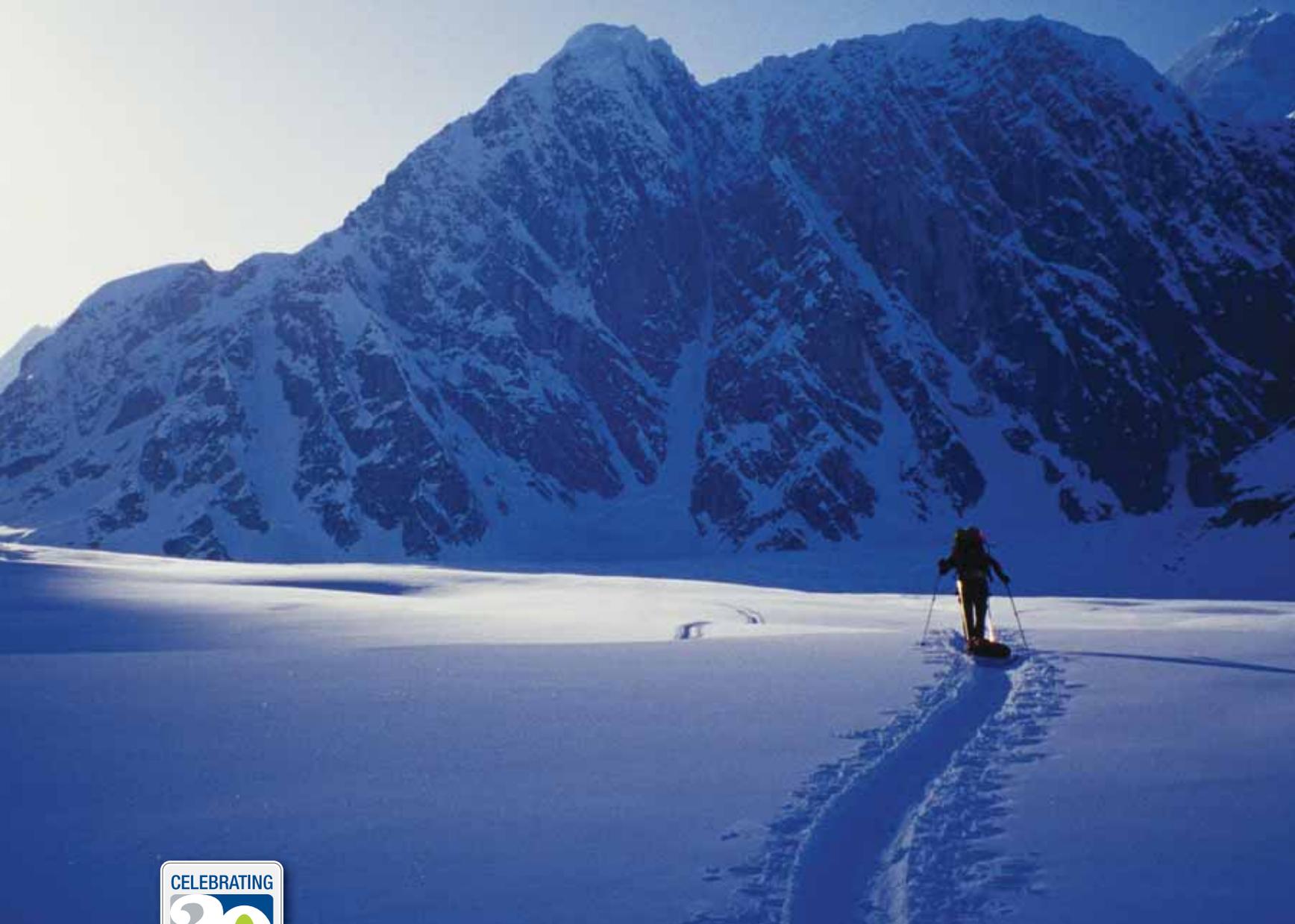
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TABLE OF CONTENTS

12 COVER STORY

COLLABORATOR- IN-CHIEF

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

FEATURES

24 ECONOMIC DEVELOPMENT 2.0

Gov. Herbert frequently evokes Utah's unprecedented partnerships when describing the state's economic momentum. Read how Herbert has focused on collaboration with industry leaders to build a robust economy.

34 SWEETENING THE DEAL

The Utah Governor's Office of Economic Development understands that business powers the state's economic engine. Learn about GOED's post-performance incentives that draw new companies to Utah and also help homegrown companies grow and prosper.

44 HITTING UTAH'S SILICON SLOPES

Utah's technology industry has grown exponentially, with giants like Adobe, EMC and Twitter opening up shop in the state. See how Utah has developed into the nation's "Silicon Slopes" and why tech companies are thriving here.

54 IT ADDS UP

The State of Utah is willing to put its money where its mouth is when it comes to funding Science, Technology, Engineering and Mathematics (STEM) programs. Read how Utah's education, industry and government leaders are working together to create a STEM-educated workforce.

62 HEAD OF THE CLASS

In Utah, education is highly valued—the state's rates of high school and college graduation are above the national average. But business and education leaders want more for the community. Read about the vital role the Utah College of Applied Technology system plays in creating an industry-ready workforce.

70 MORE THAN MEETS THE EYE

Breathtaking landscapes mean big business in Utah's rural regions, which are finding new ways to tap the business potential of the state's scenic vistas. The effort promises to bring economic growth and stability, along with an enhanced quality of life for rural residents.

78 SET UP SHOP

Utah offers a natural advantage for outdoor recreation companies: the perfect laboratory to test new equipment. The state has it all, from powdery slopes and steep mountain trails to sunny golf courses and tranquil lakes. No wonder Utah has more outdoor recreation jobs per capita than any other state.



ALEX NABAUM

The Meaning of the Bee and the Hive

In history, at its founding the State of Utah adopted the biblical symbols of work and industry. The Bee represents cooperative work and the Hive represents industry.

86 LAND OF MILK AND HONEY

The Beehive State is entering a new era of culinary tourism, and the driving force is local food. World-class chefs are using local food like artisan cheese, grass-fed beef and fresh produce to create unexpectedly delicious dining experiences.

94 AVENUE H

In the ever-changing healthcare landscape, Utah is ahead of the curve. The state's innovative, online health insurance marketplace, Avenue H, helps small businesses provide access to insurance at affordable costs.

102 WE'VE GOT THE POWER

Energy in Utah is inexpensive, abundant and—most importantly—developed responsibly. Oil, coal, natural gas, shale, sunshine and wind all play a part in the state's bright future.

112 THE SKY'S THE LIMIT

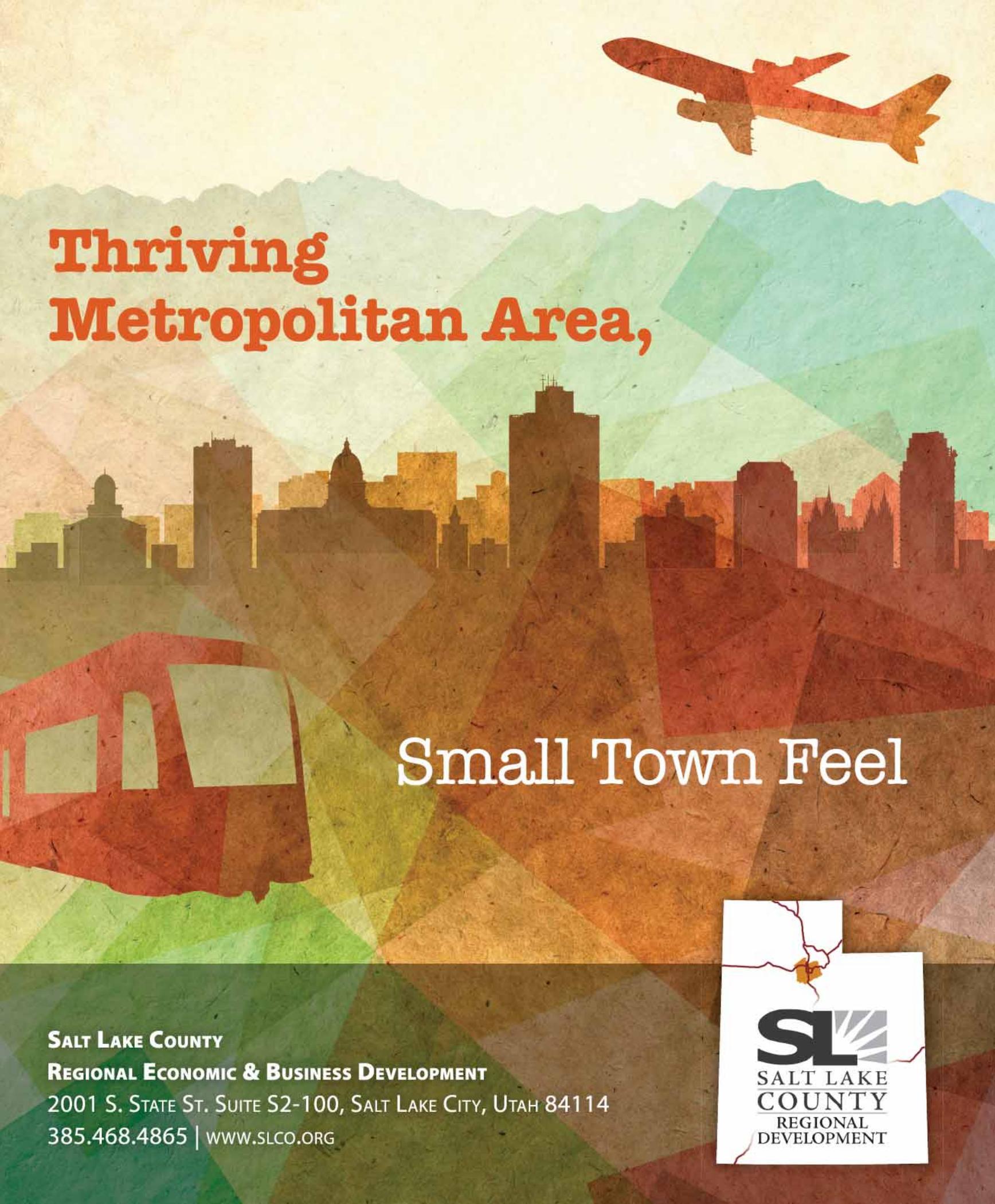
From rocket motors to jet engines, from satellites to aircraft parts and maintenance, leading aerospace and defense companies have found the perfect launching pad in Utah.

122 INTERNATIONAL HOT SPOT

Boasting numerous accolades, Utah has become known as a great place to do business. And when it comes to foreign investment, the state's dynamic business climate doesn't get lost in translation. Read about why international companies have put Utah on the map.

130 RESOURCES

ECONOMIC DEVELOPMENT AGENCIES BY COUNTY



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A man in a dark suit, white shirt, and red patterned tie stands in a large, circular tunnel. The tunnel's interior is composed of concentric, curved concrete or metal rings, creating a strong sense of depth and perspective. The man is smiling slightly and looking towards the camera. The word "COLLABORATOR" is written in large, bold, blue capital letters across the middle of the image, partially overlapping the man and the tunnel's structure.

COLLABORATOR



-IN CHIEF

Utah Governor
Gary R. Herbert's Vision for
Expanding Utah's National
and Global Leadership

BY KIMBALL THOMSON | PHOTOS BY ERIK ÖSTLING

THE GOVERNOR ELEVATING BOEING'S DREAM IN BOEING SALT LAKE'S NEWEST FACTORY IN WEST JORDAN; PICTURED IN FRONT OF A NEW AUTOCLAVE WHICH IS A 300,000 POUND 60 FOOT LONG PRESSURIZED OVEN FOR CURING THE COMPOSITE CENTER SECTION OF THE 787 HORIZONTAL STABILIZER.



GOVERNOR GARY HERBERT AND LARRY COUGHLIN,
GENERAL MANAGER OF BOEING SALT LAKE.



TOP: ADVANCED TECHNICAL WELDING
IN AUTOCLAVE. BELOW: BUILDING OUT
BOEING'S WEST JORDAN FACILITY.



Upon assuming the mantle of leadership in August of 2009, Utah Governor Gary Herbert developed—and publicized—a truly audacious vision for his state.

“Our vision was to lead out as the nation’s strongest-performing economy and to be widely recognized as a premier global business destination,” says Governor Herbert. “This was not a government-driven vision; they were the shared goals of courageous business, education and government leaders throughout the state.”

At the time, he acknowledges, even friends and allies expressed concerns that his stated goals lay beyond the reach of an inland state of less than 3 million residents, whose largest city has a population of less than 200,000. “People close to me were worried we may be setting ourselves up for embarrassment, or even failure,” he says.

REALIZING THE VISION: KEEPING THE PROMISE OF ECONOMIC VITALITY

When his predecessor accepted the call to serve as the U.S. ambassador to China, Governor Herbert used his first inaugural address to issue a collaborative call to action. “That day five years ago, I talked about the need for us to have unprecedented partnerships—and if we would develop unprecedented partnerships, we would have unlimited possibilities. Together, we entered the ring and engaged the population giants around the country, and emerged victorious.”

Less than four years later, Governor Herbert’s initial vision has been validated to a degree that even optimistic observers would never have predicted.

AMERICA'S MOST DYNAMIC ECONOMY

In August 2013, Pollina Corporate, for the second consecutive year, recognized Utah as the nation's "number one Pro-Business State," weighing a series of key indicators related to the environment created for business in the state. Prior to the two years of first place, Utah held second place in each of the three previous years.

Respected analyst Brent Pollina described Utah as "America's most pro-business state ... Utah is a symbol of economic growth and prosperity that other states should emulate." The state's proactive business-friendly approach and pro-growth focus helped it improve from No. 23 in 2005 to No. 2 by 2009, before supplanting Virginia for the top spot.

Using a different set of criteria, *Forbes* magazine also ranked Utah for three consecutive years in the top spot of its "Best States for Business and Careers" rankings. Utah remained strong at No. 3 in 2013, behind only Virginia and South Dakota.

Entrepreneurs find Utah to be the best setting in the U.S. to build their businesses. A 2013 nationwide survey of 7,766 small business owners by the Kauffman Foundation and Thumbtack found that Utah received the nation's highest grades in an inclusive set of criteria that ranges from support for entrepreneurship to ease of starting a business, unobtrusive regulation, qualified workforce, fair tax burden and other key indicators.

Despite its relatively small population and early dependency on one or two key sectors, Utah has been recognized as the fourth most diverse economy in the United States. Its multifaceted industry base and entrepreneurial ventures are the backbone of the state's economic vitality. In the life sciences, every major company or division—from homegrown dynamos such as Myriad Genetics, Merit Medical and ARUP Laboratories to large divisions of Actavis, Bard, BD, Fisher Scientific, Fresenius, GE Healthcare, Teva and Varian—began as an entrepreneurial venture in Utah.

In the computer technology arena, Utah is a global leader for engineers, as major divisions of Intel and Micron (IM Flash), Adobe's Omniture division, Sorenson Communications and a host of vibrant young entrepreneurial companies attest. High-tech manufacturing finds a good home in Utah as well as leading consumer companies such as Procter & Gamble, which a few years ago built its first fully "green field" manufacturing plant in 40 years in Utah.

"From aerospace and advanced materials to life sciences, IT and financial services, Utah is a world-class destination for entrepreneurs and for established players," says Governor Herbert.

GREAT COMMUNITIES, GREAT NEIGHBORS

The state's communities also over-perform extraordinarily in measures of economic opportunity and quality of life, with their abundance of economic and recreational opportunities and eye-popping scenery.

Salt Lake City was found to be the U.S. city that provided economically disadvantaged individuals with the best opportunity to attain their dreams, in a comprehensive 2014 study by The Equality of Opportunity Project led by Harvard and UC Berkeley, which used millions of anonymous earnings records to map the 10 best and worst U.S. cities for economic mobility.

The information technology Mecca of Provo was recognized as the fifth best city for both technology and business by the Milken Institute in 2014, up two places from the year before.

Provo and Salt Lake City were both named among the top five cities in Milken Institute's list of the 15 Best Performing Cities in the U.S. Salt Lake City was also named the Best City for Kids by MSN Real Estate, and the second best city for people who are young, broke and single, due to the relatively low cost of living, large community of people under 30, excellent public transportation and short commute times. A high quality of life is important to Utah's residents, and Utah delivers.

In addition to the safe, appealing communities they live in, Utah residents are surrounded by neighbors with a strong ethos of public service. As reported in the



GANTRY THAT TRANSPORTS THE AUTOCLAVE DOOR.

"I AM CONSERVATIVE IN PRINCIPLE, MODERATE IN MY TONE AND INCLUSIVE IN PROCESS. I BELIEVE IN BRINGING PEOPLE AROUND THE TABLE AND ASKING THEM TO TELL ME THEIR PROBLEMS. 'WHAT ARE YOUR ISSUES? I'M LISTENING. LET'S REASON TOGETHER AS TO HOW WE CAN SOLVE THE PROBLEMS WE FACE.'"

GOVERNOR GARY R. HERBERT

Corporation for National and Community Service's "Volunteering and Civic Life in America" 2013 report, for the eighth consecutive year, Utah led the nation in volunteerism, with an extraordinary 47.7 percent of Utahns volunteering their time, compared with the national average of 26.5 percent.

People throughout Utah can join their civic-minded neighbors in a dizzying array of recreational activities. Residents along the Wasatch Front can ski at one of four resorts ranked among the top eight in the nation by *The Active Times* (Deer Valley No. 2, Alta No. 5, Park City No. 7 and Snowbird No. 8). Culture seekers can go to the global pioneering Sundance Film Festival, the Tony Award-winning Utah Shakespeare Festival and the stunning Tuacahn Center for the Arts and Amphitheatre.

Utah residents also have access to excellent healthcare as recognized by the *Wall Street Journal* and a recent Dartmouth study which also noted Utah as one of the most cost-effective states in the nation.

AMERICA'S MOST POPULAR GOVERNOR

Utah's chief executive is beginning to capture attention for his role in the extraordinary success of his state. Early in 2014, the *Washington Post* named the Beehive State's governor the nation's most popular, from either party, among his constituents.

Governor Herbert is similarly respected and admired among his peers. He becomes the vice chair of the National Governor's Association July 2014, and is slated to become the chair in 2015, having received the votes of all 30 Republican governors nationwide.

A COLLABORATIVE PRESCRIPTION FOR TRANSFORMATION: THE UTAH PATH FORWARD

Success of the nature and degree that Utah has experienced doesn't just happen organically or unaided. Nor could it have been driven solely by top-down government action. Rather, it is the result of thoughtful design and purposeful, cooperative action.

"Politics is so often confrontational in nature, but I'm more of a collaborator," says Governor Herbert. "I am conservative in principle, moderate in my tone and inclusive in process. I believe in bringing people around the table and asking them to tell me their problems. 'What are your issues? I'm listening. Let's reason together as to how we can solve the problems we face.'"

Success in establishing a workable partnership does not happen in a vacuum. "I listen to the people in my state and we look at what is happening around the country and the rest of the world," he says. "Then we come up with a Utah pathway forward. You can't do that in isolation. Sitting down and listening is absolutely key. And talking and dialoguing together in creating a pathway forward. That's why we have had such great success economically thus far, and why we will continue to achieve great things as a state going forward."

Having fulfilled the initial vision of leading the nation as the top-performing economy and becoming known as a global destination to build a business, Utah entered a new phase in our development as a state, says Governor Herbert. "Now we are working to maintain and build upon our position."

On January 1, 2012, Governor Herbert issued a statewide challenge, calling upon Utah's private sector to create 100,000 jobs in the next 1,000 days.

"We established this as a significant stretch goal, as our state and nation were emerging from the prolonged effects of a Great Recession," he says. "As of March 1, 2014, after 2.5 years, I am happy to report that we are at 85,500 new jobs created in the state. Whether we exceed the ultimate goal in the next four months or not, it has been a significant victory for Utah, its employers and its workforce."

As of March 1, the state was nearing full employment, with only a 3.9 percent unemployment rate, and was achieving job growth of 2.8 percent for 2014, well ahead of the pace nationally.



"SITTING DOWN AND LISTENING IS ABSOLUTELY KEY. AND TALKING AND DIALOGUING TOGETHER IN CREATING A PATHWAY FORWARD. THAT'S WHY WE HAVE HAD SUCH GREAT SUCCESS ECONOMICALLY THUS FAR, AND WHY WE WILL CONTINUE TO ACHIEVE GREAT THINGS AS A STATE GOING FORWARD."

GOVERNOR GARY R. HERBERT

UTAH'S LEADING PROJECTS



TRAVERSE MOUNTAIN
LEHI, UTAH



RIVERPARK
SOUTH JORDAN, UTAH



EAST BAY TECHNOLOGY PARK
PROVO, UTAH



THE POINTE
DRAPER, UTAH



STATION PARK
FARMINGTON, UTAH



NORTH POINTE
AMERICAN FORK, UTAH



VISTA STATION
DRAPER, UTAH



THANKSGIVING PARK
LEHI, UTAH



UNIVERSITY PLACE
OREM, UTAH



MINUTEMAN PLAZA
DRAPER, UTAH



ZIONS FINANCIAL CENTER
PROVO, UTAH



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To help ensure and maintain the realization of this phase of his vision for the state, Governor Herbert and his team established a mission statement for the state.

“Here is what we are committed to: Utah will excel in job creation, innovation, entrepreneurship, global business and maintaining a quality workforce. We will have a stable, sustainable business-friendly environment.” Utah is successfully meeting the challenge posed by reaching a goal—that is the challenge to maintain the lofty success, and Governor Herbert is confident that the collaboration among the private sector, education and government is moving Utah forward into the future.

FISCAL SOUNDNESS AND DISCIPLINE

For government, Governor Herbert sees a strong but limited role: “For a state government to support economic growth and prosperity, it needs to stay small, nimble, proactive and effective. I am happy to say that we have fewer state employees today than we had in 2001, lessening the burden on the private sector and the citizens of Utah. But we are finding a way to get more done.”

This fiscal discipline, an enduring hallmark of Utah state government, has resulted in 49 consecutive years of AAA bond ratings for the state and a balanced budget with an active rainy day fund. Utah is one of a handful of states with top ratings from all three major ratings agencies.

The bottom line for Governor Herbert is that private-sector growth is the key to a growing, expanding economy. “The government plays a key role in making sure there are regulations to protect people and keep the playing field level,” he says. “We also need to help create opportunity by ensuring excellent educational opportunities for our citizens, which is a challenge we need to address with courage and creativity on an ongoing basis.”

The Herbert administration is a strong supporter of science, technology, engineering and math (STEM) education. In 2013, the Utah legislature passed a comprehensive STEM center initiative that helps gather and disseminate best practices in rigorous STEM teaching and learning approaches throughout the state.

The Governor is also a strong believer in the arts. “If we couple the creativity that quality arts instruction provides students with excellent STEM instruction provides, we will be providing something very special,” he says. “I like to call it STEAM education, and I want us to do it with excellence in K-12 and throughout the higher education system.”

Governor Herbert has continually demonstrated his commitment to supporting education at all levels in Utah, not only by supporting STEM education, charter schools and other initiatives, but also by convening a commission that includes key industry, government and education leaders to match the needs of industry with the state’s strategic direction. He has also been the most active governor in recent memory in finding additional funding for schools beyond the personal and corporate income tax that funds Utah’s public schools.

EMPOWERING AND PARTNERING WITH THE PRIVATE SECTOR

As important as the government’s fundamental role and strengths are, they do not extend to economic value creation, Governor Herbert argues. That is the domain of the private sector.

“Government just takes and redistributes wealth. It doesn’t do a good job of creating it,” he says. “We understand the importance of the private sector. If you’re going to have a growing expanding economy, it comes only with unleashing the power of private-sector opportunity: the entrepreneurs and the established businesses that find new ideas and innovation to create wealth. That is the magic and wonder of Utah, and America, in my estimation. We want to make sure that government doesn’t stifle growth by getting too big or too intrusive.”



“HERE IS WHAT WE ARE COMMITTED TO: UTAH WILL EXCEL IN JOB CREATION, INNOVATION, ENTREPRENEURSHIP, GLOBAL BUSINESS AND MAINTAINING A QUALITY WORKFORCE. WE WILL HAVE A STABLE, SUSTAINABLE BUSINESS-FRIENDLY ENVIRONMENT.”

GOVERNOR GARY R. HERBERT

LIEUTENANT GOVERNOR SPENCER COX BUILDING ON A LEGACY OF JOB CREATION AND PUBLIC SERVICE

By Kimball Thomson

As Utah's "CEO," one of Governor Gary Herbert's most crucial partnerships is with his partner in leadership, Lt. Gov. Spencer Cox. As Cox assumed office in 2013, he brought with him a rich heritage of homegrown job creation, public service and enduring family ties.

LEAVING SANPETE

The Cox family's roots run deep in Fairview, an idyllic town of some 1,200 residents in central Utah's scenic Sanpete County. Cox is a sixth-generation resident. "We don't get out very often," he says with a chuckle. "Every ancestor from my great-grandfather on down is buried in Fairview Cemetery."

Cox's wife, Abby, is from the neighboring town of Mount Pleasant, where the two were high school sweethearts at North Sanpete High.

"She told me, 'Yes, I'll marry you ... but enjoy your time at BYU. I am going to Utah State,'" he says.

Cox opted to change his plans and move to Logan with Abby. After graduating, Cox moved to Washington, D.C. with Abby to attend Washington & Lee Law School and finished fifth in his class.

"After we moved away from Sanpete County, I swore we would never move back," he says. Cox worked at the Salt Lake headquarters of Fabian & Clendenin, a successful law firm with offices in Washington, DC, and Las Vegas.

"Even though I had a great job, I asked Abby whether we were making the world a better place; the answer for both of us was not really," he recalls. "And we missed having our families nearby."

RETURNING HOME

So in 2003, the couple decided to return to Fairview, where Cox accepted a job as vice president and general counsel for CentraCom, a CLEC telecom and high-speed internet company. Cox's primary focus was on driving business development for the company. The analytical skills he picked up from his legal training served him well in his new role, and he learned that he had a genuine flair for business development.

"We got busy and I'm proud to say that in the 10 years I was there, we more than doubled the size of the company," he says. The company expanded from telecom to high-capacity fiber in urban Utah and Salt Lake counties as well as rural Utah.

"I love the practice of law, but even more I love helping build a business that develops the local economy and creates quality jobs for people," he says.

As he helped grow the business and local economy, Cox felt another calling—to public service. He served successively as a member of the Fairview City Council, mayor and Sanpete County commissioner, before being elected as a Utah House Representative in 2012.



"I ALWAYS ASK IS THERE ANY PART OF ANYTHING WE DO IN THE GOVERNMENT IN UTAH THAT DOESN'T IMPACT ECONOMIC DEVELOPMENT? THE ANSWER IS NO. EVERYTHING WE DO HAS AN ECONOMIC IMPACT."

**LIEUTENANT GOVERNOR
SPENCER COX**

One formative influence in Cox's life in public service life was his experience as co-chair of Governor Herbert's Rural Partnership Board (GOPB). He says, "The primary questions are how do we create jobs and grow the economy in rural areas? I always ask is there any part of anything we do in the government in Utah that doesn't impact economic development? The answer is no. Everything we do has an economic impact."

EMBRACING THE CALL TO SERVE

No one was more surprised than Spencer Cox when he received the invitation to replace his mentor Greg Bell as lieutenant governor. "I was a freshman member of the House—and Fairview and its sister communities aren't exactly electoral powerhouses, should the Governor choose to run for re-election," he says and smiles. "It isn't Salt Lake, Utah, Davis or Weber County, where voting population is dense. The appointment decision shows that for Governor Herbert, governing effectively is more important, rather than re-election, and that he is committed to being the governor of the entire state."

This impression is further reinforced by other areas of the new lieutenant governor's core assignments: dedicated outreach with the nation's fastest-growing Hispanic community (by percentage of population growth), and with young residents. "These are two groups of people that will have an extraordinary impact on the future of Utah, and it is crucial that we fully involve them in our state's political and economic life," he says. "I love spending time and learning from them."

The lieutenant governor has embraced the opportunity to work with Governor Herbert, one of the most active former occupants of that post in the state's history.

"I feel like I won the lottery and am incredibly humbled he would even consider having me serve in this capacity," Cox says. "This is a job where you can do nothing or you can be involved in everything, and the governor prefers that I be involved in everything. This is a team effort, and I think if there's a governor in history of the State of Utah that works harder than Gary Herbert, I can't name him. I don't know how he does it. He is a whirlwind."

LISTENING TO INDUSTRY

In a very real way, Governor Herbert sees business as a crucial part of government's "customer base." Throughout his tenure as governor, he has actively sought the input of business leaders throughout the state. Toward the end of his time as lieutenant governor, he heard continued feedback from industry that Utah had an insufficient transportation infrastructure. So he convened a transportation summit to gather feedback and develop a plan.

"You want to talk to the customer, don't you? It's really about customer service," he says. "We heard from the business community that if you want us to succeed economically, you'd better make sure that we get from point A to point B more efficiently. You're not building enough roads and you're not keeping up with the congestion."

The result was a multi-faceted transportation infrastructure campaign. The nation's largest current transportation construction project, the \$1.7 billion campaign included a highly popular commuter light rail system, several new highways and major improvements to existing roadways throughout the state.

"We took industry's suggestions to heart and increased our transportation infrastructure 10-fold," says Governor Herbert. "This has already been a real positive on so many levels. We are building infrastructure for today and tomorrow. This has

all been done with Utah money, without the strings attached with federal dollars, so the project was completed under time and under budget. It was a direct result of the partner relationship we have with industry."

BOEING: A CASE STUDY IN BUSINESS-GOVERNMENT PARTNERSHIP

The Boeing Company has a strong and growing presence in the state of Utah. With more than 800 employees and almost 1,300 retirees currently living in the state, the company's footprint already extends much further than its direct employment. The company currently utilizes approximately 250 Utah companies as suppliers and had made more than \$220 million vendor purchases as of March 1, 2014. In addition, the company's wide-ranging charitable contributions are approaching \$600,000.

Currently Boeing is developing an 877,000-square-foot facility on the aptly named Prosperity Lane in West Jordan. The facility will house work on the 787 airliner and other projects.

"This building is bona fide business-government collaboration at work," says Larry Coughlin, general manager at Boeing Salt Lake. "We were hoping to expand our Utah operations beyond our location near the airport, but weren't having much success."

As the Boeing Utah leadership team weighed options, struggling to find the fit they hoped for in Utah, they received a surprise phone call from Governor Gary Herbert's team.

"We could barely believe our ears," Coughlin recalls. "To get a direct call from the Governor and his team in such a key time, telling us they may have found a good option for us. And the truth is, this facility and location have been phenomenal for us, from a cost standpoint to the ability to get up and running quicker and more efficiently than otherwise would have been possible. The bottom line is that we would not be here without the proactive help of the Governor and his team."

When the company was considering moving the manufacturing for its new 777X large passenger airliner away from its Washington manufacturing facilities, Governor Herbert says, "I was honored by the fact that they told me my office was the first number they called. Ultimately they decided to keep that operation in Washington,



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GOVERNOR GARY R. HERBERT

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but the fact that we are that high on their radar screen is an example of the significant sea change that has taken place in people's thought process and perspective of Utah as a place for business."

"Boeing has long been a great, great partner," says Governor Herbert. "We look forward to a long, productive and growing partnership with them."

The Boeing team is even more impressed with the Utah workforce than with the facility. "I've worked all around the world," says Coughlin. "I have found the Utah workforce to be top-notch throughout all areas of the organization."

The Boeing story, still developing and unfolding in many positive ways, is a compelling illustration of the productive power of effective collaboration between Utah's public and private sectors.

PARTNERING WITH THE WORLD

Governor Herbert's collaborative vision not only encompasses partnership between government, industry and education entities within the state. It also extends beyond Utah's borders.

For example, when Michigan's newly elected governor several years ago embraced key elements of Utah's economic development approach—including hiring away the state's director of budget—that state quickly moved from 50th to 23rd on the *Forbes* rankings of America's best states for business and careers.

Economic development for Governor Herbert is not a zero sum game. "Michigan's gain is not our loss. The rising tide of economic expansion raises all boats on the pond, the big boats and the little boats," says Governor Herbert with a smile. "That is a great principle, and we understand that here in Utah. Economic expansion means everybody wins."

Utah's current governor sees every state, and indeed every nation, as a potential partner for Utah. On a recent trade mission to Israel, President Shimon Peres and Prime Minister Benjamin Netanyahu remarked on the kindred spirit that seems to exist between Israel and Utah—beyond the namesakes Mount Nebo, a River Jordan running between a freshwater lake and an inland saltwater sea, and Moab.

"They said they recognize that Utah's doing something that is pretty remarkable and see Utah as a global leader in how to grow an economy, as we help lead the U.S. in recovering from the Great Recession," says Governor Herbert. "They love the association and affinity they have with Utah and are actively looking to expand their companies here."

The element of competition between regions and nations is not lost on Governor Herbert. On the most recent trade mission to China, he says, some government leaders said, "We have things to learn from Utah, but we will catch you." There is certainly competition in that comment. As other places catch on to what we are doing—whether it be other states or other nations—we will need to continue to raise our game. It is tough to get to the top, as we did. It will be even tougher to stay there. The good news is that we can, and we will. I have never been more bullish on Utah."

A sixth-generation Utahn, Governor Herbert remains a tireless champion and advocate for his state. His energy and enthusiasm only seem to accelerate as he moves through grueling 85-hour work weeks, fueled by his passionate belief in his home state.

"This is a very special place, like no other—not just for families like mine, but for individuals and families everywhere," he says. "For those who come here and plant their seeds, I am a firm believer that their chances of growing up a crop that is excellent and profitable is better than if they go to any other state." ■



"FOR THOSE WHO COME HERE AND PLANT THEIR SEEDS, I AM A FIRM BELIEVER THAT THEIR CHANCES OF GROWING UP A CROP THAT IS EXCELLENT AND PROFITABLE IS BETTER THAN IF THEY GO TO ANY OTHER STATE."

GOVERNOR GARY R. HERBERT

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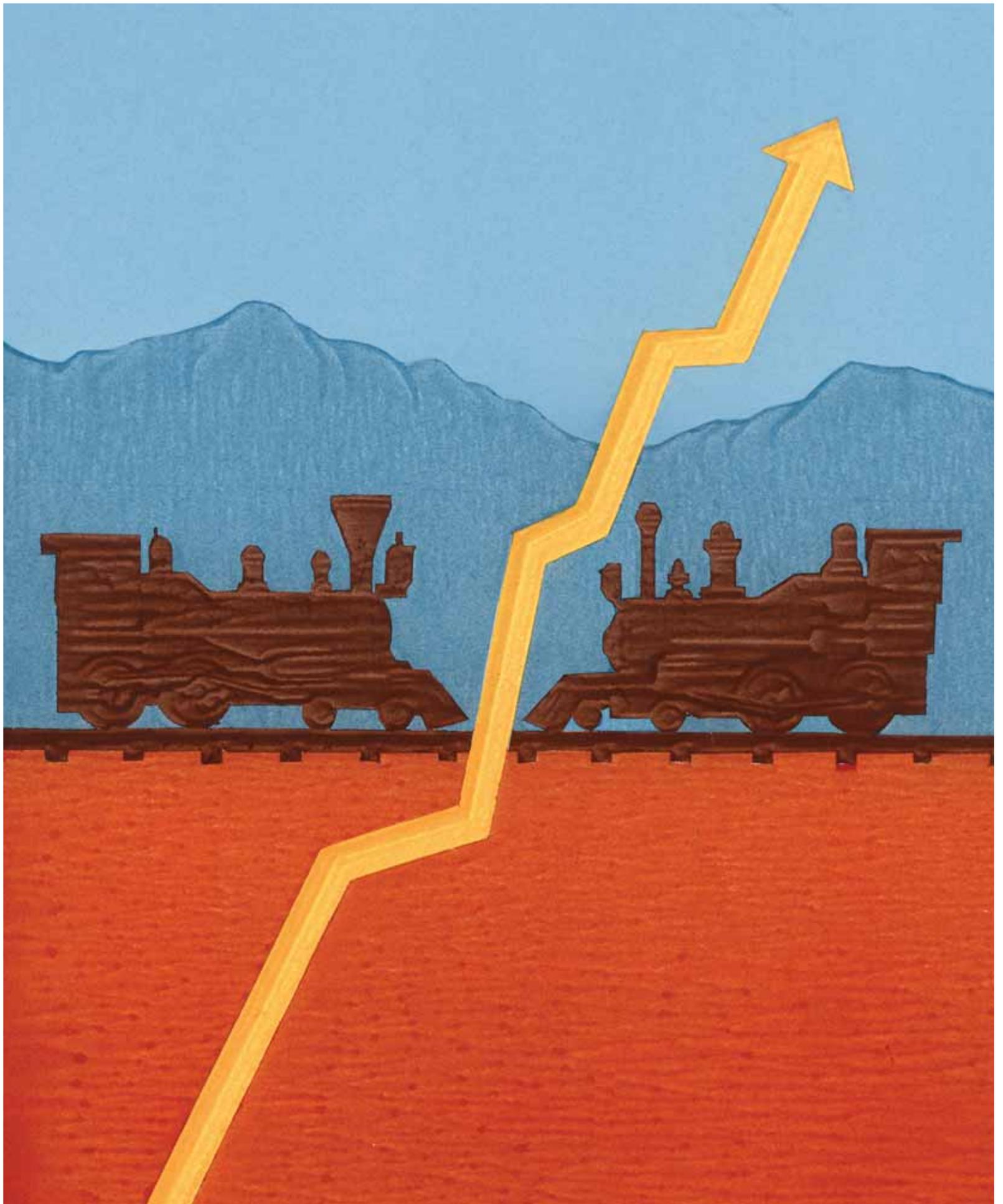


ECONOMIC DEVELOPMENT 2.0

VISION AND COLLABORATION SHAPING UTAH'S FUTURE

Governor Gary R. Herbert frequently evokes Utah's unprecedented partnerships when describing economic momentum achieved under his administration. What is meant by "unprecedented partnerships" boils down to one word: collaboration.

For the uninitiated, collaboration may seem straightforward and easy. It is not. Truly effective collaboration is, as Envision Utah's president and CEO Robert Grow points out, a messy process, only made possible by hard work, good listening and incredible foresight. Utah's unprecedented brand of collaboration means constantly revisiting plans, even the best ones, to ensure community stakeholders remain invested in the plan and aligned to common goals. Consequently, even with countless thought leaders and indices ranking Utah at or near the top of multiple economic and quality-of-life studies, Utah does not relax at the helm. Rather, the state recognizes that though there may be wind or no wind, without a good plan it does not always mean smooth sailing.



Since Utah has gained recognition on the world stage for its economic success and thoughtful management, some people have taken the step to join in that success, and many are watching—they are waiting to see if Utah can sustain its new spot on the global business stage. Utah's leaders are working to stay successful by building on the well-crafted, solid foundation that has been laid.

Four years removed from the drafting of Economic Development Plan 1.0, Plan 2.0 is forming as a major new vision strategy and action plan that works to Utah's strengths and is designed to reinforce Utah's economy in the present while simultaneously positioning Utah to stay ahead and continue to lead well into the future.

Plan 2.0 capitalizes on Utah's successes. It emphasizes state and local government, all levels of education, and perhaps most importantly, visionary business people in the private sector who are executing at the highest level in pursuit of continuing excellence. With the confidence to thrive and grow within Utah's business-friendly environment, it is private sector leadership that engages the community, works with local and state government, and continues to create quality jobs and solid economic growth for all Utahns.

In fact, job creation stands in the front row of Economic Development 2.0's goal: "Utah will excel in job creation, innovation, entrepreneurship, global business, and quality workforce and have a stable and sustainable business-friendly environment."

As Governor Herbert has said, and Utah has demonstrated, excellence in these arenas has helped Utah achieve its vision, as stated in Plan 1.0, to "lead the nation as the best performing economy and be recognized as a premier global business destination."

As a result of achieving this vision, Utah delegations have been welcomed on trade and diplomatic missions throughout the world. The achievement has also maintained stability at home, including a strong export economy, top small business loan value per household, a continuous AAA bond rating and an unemployment rate among the lowest in the nation.

Built on the "four cornerstones" of education, job growth, energy and self-determination, which are now deeply embedded in Utah's fertile economic soil, Governor Herbert and the Governor's Office of Economic Development (GOED), led by Executive Director Spencer P. Eccles, continue to collaboratively execute on the "four objectives" established by the initial economic development plan, but freshly tuned to meet the new and shifting challenges that face Utah in the coming years. These objectives are to:

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

A QUALITY GROWTH STRATEGY

One of the state's partners, Envision Utah, is working proactively to help the state prepare for an additional 2.5 million residents by 2050, or 5.4 million people in total. Envision Utah is a nonprofit, public-private partnership promoting quality growth across a range of key issues by engaging communities and understanding their values. Through the "Your Utah, Your Future" initiative, Envision Utah seeks to help incorporate and empower residents in the planning process to facilitate Utah's growth without sacrificing quality of life.

As a statewide initiative, "Your Utah, Your Future" rallies a diverse group of stakeholders around eight top issues by organizing large, engaged task forces with expertise in each area to help collect public input and frame Utah's best options to move forward. The issues underlie or inform multiple areas of Economic Development 2.0, and also take on economic growth as a whole. Some of the areas addressed are air quality, water, housing and cost of living, economic development, education, transportation and communities, energy, and a task force focused on natural lands, agriculture and recreation.



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

ECONOMIC DEVELOPMENT 2.0 GOAL



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The initiative builds on a foundation laid by Envision Utah's original quality growth strategy, which was the result of a visioning process executed from 1997 to 1999.

Robert Grow says the visioning process gets people to think through multiple perspectives by actually showing alternative virtual futures in scenarios and enabling them to make informed decisions in their spheres of influence.

The original strategy featured four future growth scenarios that Grow calls "groundbreaking" because they showed Utahns that the area was no longer "just a small town in the West with an agriculture and mineral base, but that we're becoming a major urban area."

The scene mirrors one put forth by Governor Herbert in his 2014 State of the State, where he describes the time when Governor William Spry cemented the cornerstone of Utah's capitol building in 1914, and how the people wondered why the building was so big given Utah's small population: "The answer is simple. They were not building for what they were. They were building for what Utah will become."

Grow says as part of his planning work, he's consulted on quality growth in about 90 regions around the country. With their focus on collaborative outcomes, Grow finds Utahns are uniquely inclusive in their ability to find common ground on various topics, even amid occasional squabbles.

"Collaboration is not an easy process. It's a messy process," Grow says. "It's always easier to get your friends together who agree with you and decide what to do. But collaboration is a challenging effort of listening to every perspective, respecting every perspective then saying how do we model [that choice] into the future. If you think this is a good choice, then let's see how that would play out 20 years or 30 or 35 years from now."

STATEWIDE FOCUS

Governor Herbert has been a direct participant in planning and strategy development from the very beginning. He was a Utah County Commissioner when Envision Utah's original strategy was launched. Grow describes a county under Herbert's watch that was booming and changing its base from mining and mineral extraction to a high-tech economy. The lessons learned from that experience have been carried forward into the successful diversification of the entire state economy, now recognized as the fourth-most-diverse economy in the nation.

It is no coincidence that Utah's overall economy has shifted and diversified along a similar path as Utah County, or that the State of Utah has directed its economic development, business growth and recruitment efforts toward that goal.

"Freed from locational factors like mineral and agricultural resources, Utah's leaders have recognized how important it is that Utah compete and compete well for future businesses and to strengthen and expand its existing industry clusters and businesses," Grow says.

That is exactly what Utah has done, almost quietly and systematically, until the Great Recession pushed Utah into the spotlight. On its strengths of a diversified and resilient economic base and an educated, ethical and productive workforce, companies have increasingly looked to Utah for expansion, as the state found itself engulfed in "Best State for Business" acclaim.

As Utah emerged as an economic leader, several key industry clusters were strengthened thanks to good planning and fiscal responsibility. IT/software, finance, aerospace and defense, and life sciences all grew as mainstays in the Utah business environment. Adding to those key parts of the economic landscape, Utah renewed its commitment to the state's renowned outdoor recreation economy. The resources, iconic landscapes, pristine backcountry and a commitment to sustaining and enhancing its quality of life make Utah's success even easier to understand why it emerged as a top destination for business growth and relocation.

Utah's complete portfolio has been integrated as a global "Utah: Life ElevatedSM" brand under the guidance of Vicki Varela, GOED's director of tourism, film and glob-

"Collaboration and partnership are our guiding principles, so we convened many stakeholder roundtable meetings including both private sector and public leaders that produced a lot of dialogue about specific challenges and how broad or narrow the economic development goals for Utah should be going forward."

SOPHIA DICARO,
DEPUTY DIRECTOR, GOVERNOR'S
OFFICE OF ECONOMIC DEVELOPMENT



Location, location, location.

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al branding. Varela hopes the brand will unite passionate Utahns as well as those who have “adopted” the state as ambassadors of the brand. Given the importance of the tourism economy to Utah’s rural counties, it is a key component of objective three’s goal to increase national and international business through tourism as the “More than Meets the Eye” story describes.

A HOLISTIC APPROACH

The Governor’s Economic Council (GEC) is a private-public assembly at the heart of Economic Development 2.0 that leverages GOED’s power to convene and to coordinate statewide goals around economic development activity. Other partners include World Trade Center Utah (WTCU), Utah Science Technology and Research initiative (USTAR), Economic Development Corporation of Utah (EDCUtah), Utah Capital Investment Corporation (Formerly the Utah Fund of Funds), the Governor’s Rural Partnership Board and multiple business support resources. The GEC has supported Envision Utah’s planning efforts, along with critical vision documents like the Utah Department of Transportation’s Unified Transportation Plan, which was approved by Governor Herbert.

Spencer Eccles, GOED executive director, likewise focuses on broad-spectrum business growth throughout the state.

“Economic Development 2.0 addresses a wide range of issues. There are elements of air quality, infrastructure enhancements, tourism growth, economic clusters, and the energy initiatives and regulatory considerations that make business a sustainable prospect in Utah. Then we see how we can diversify Utah’s economy and from that grow its export economy, such as aggressively diversifying value-added exports 75 percent by 2016. We do this by increasing our trade and export services thanks to strong relationships in our key export partner countries. As our visibility and reputation grow, we are continuing to see increased capital investment in Utah,” says Eccles.

It is easy to understand the state’s holistic approach to economic development even though there are a lot of ambitious goals in their objectives. Sophia DiCaro, deputy director of the Governor’s Office of Economic Development (GOED), who fills the COO role at GOED, points to the economic development plan’s foundation for addressing how Utah will achieve its goals:

“Collaboration and partnership are our guiding principles, so we convened many stakeholder roundtable meetings including both private sector and public leaders that produced a lot of dialogue about specific challenges and how broad or narrow the economic development goals for Utah should be going forward. We listened, and then captured the thoughts and priorities of each group, as a result of having everyone around the table. This process helped us not only be efficient, but also ensured there are no overlapping efforts.”

The results have proven successful, since multiple third party organizations have hailed Utah as a best performing economy and a premier global business destination.

BUILDING FOR THE FUTURE

Eccles especially enjoys objective two, which is dedicated to “increasing the velocity of business” by focusing on innovation, entrepreneurship and investment. It promotes deepening relationships with the state’s entrepreneurship ventures, incubators and foundries to help grow Utah’s entrepreneurial ecosystem and innovation economy.

“If we can identify what we want to look like tomorrow and work together, we can identify costs in order to prioritize what’s most important. Each objective costs



SPENCER ECCLES SPEAKING AT PROSPERITY 2020

“We have a culture that is innovative and forward thinking, and driven by a deeply rooted entrepreneurial spirit.”

SPENCER P. ECCLES,
EXECUTIVE DIRECTOR, GOVERNOR’S
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a lot of money so we have to have dialogue, model the future and see what elements of each issue rise to the top to decide what needs to be prioritized,” Eccles says. “We have a culture that is innovative and forward thinking, and driven by a deeply rooted entrepreneurial spirit. It is important that we make sure we help plan and support a space wherein innovation thrives. By strengthening and perfectly articulating our highly regarded science, technology and research model, for example, we can continue to expand Utah’s university-based innovation capacity.”

Objective four prioritizes education. Utah’s STEM (science, technology, engineering and math) initiatives and coordination among higher education bodies effectively prioritize educational outcomes to help develop the workforce needed to meet private-sector demands now and in the future. To this end, tens of millions of dollars have been added specifically to STEM education by the legislature at the same time it is adding hundreds of millions more to overall improvements in both public and higher education. The state is clearly aware that the educational foundation of its residents is equally important as investment into its infrastructure.

Exemplifying collaboration in Utah’s education arena is Utah’s Cluster Acceleration Partnership (UCAP), which Eccles says is a structured system collaboratively built and accelerated with a careful allocation of funds. He describes a specific example where UCAP was able to help Utah’s workforce close the final gap to fill an industry need:

“Utah has a large, resilient and rapidly growing life science cluster. But when we met with representatives in the industry to get feedback, we learned that there wasn’t enough training, experience or knowledge in regulatory affairs. Working collaboratively with industry leaders and academic officials at the University of Utah and Utah Valley University, we addressed that gap by creating new programs in the field.”

Eccles goes on to say that by adding a new full-time life science cluster director in the office, GOED was acting on industry feedback. The new director supports the industry’s fast-paced climate of innovation and helps address regulatory hurdles.

Ultimately, education and workforce are highly intertwined. To Eccles, that means action is a four-dimensional collaboration, inclusive of time and recognizing the demographic shifts in our population that are occurring. Nothing can be done in a silo.

“Demographic shifts occurring now will define our future education needs and future markets. Fortunately, despite rapid change, we have kept our government small and nimble in order to stay ahead of trends, to engender stability in policy and to support a confident private sector. We can get stakeholders on the same page based on stability and confidence. That kind of trust engenders a climate of inclusivity, which is essential for our long-term success.”

Robert Grow adds, “When a company comes to Utah, or a homegrown business asks, ‘What will it be like here if we invest in your community for the next 25 years?’ We can show them a vision and a plan which says this is what it will be like, this is where we are going, and here is how we’re going to get there.”

Economic Development 2.0 builds on Utah’s competitive assets and economic momentum, and welcomes public involvement and promotes collaboration so that the next generation of Utahns will benefit from the successes of the present work. ■



Demographic shifts occurring now will define our future education needs and future markets. Fortunately, despite rapid change, we have kept our government small and nimble in order to stay ahead of trends, to engender stability in policy and to support a confident private sector.

ROBERT GROW
CEO, ENVISION UTAH



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SWEETENING THE DEAL

STATE TAX INCENTIVES ARE A WIN-WIN FOR COMPANIES AND UTAHNS

If there's one thing that the Governor's Office of Economic Development (GOED) understands, it's that business powers the state's engine. To keep the business community vibrant and strong, GOED uses incentives not only to draw new companies to Utah, but to help homegrown companies continue to grow and prosper right here in the Beehive State.

In a highly competitive national and global market, GOED looks to incentivize companies that create new, high-paying jobs that help improve the standard of living, diversify the state economy, increase the tax base, attract and retain top-level management, and encourage graduates of in-state universities to remain in Utah.

The state has a number of tools to attract new business growth. Incentives are one of the high profile tools that may be awarded in the form of a post-performance, refundable tax credit and are only available when two or more locations, other states or countries, are competing for a company's business. Utah does not incent organic growth, but actively looks for new product lines, services or business opportunities that will result in high-paying jobs.





ATK RECEIVED A POST-PERFORMANCE INCENTIVE FROM UTAH TO CREATE MORE THAN 1,000 LOCAL JOBS.

“If a company is growing because of the great fertile ground that we have in Utah, we want to continue to provide that fertile ground through tax incentives,” says Christopher M. Conabee, managing director of Corporate Recruitment and Incentives.

This tax incentive, called Economic Development Tax Increment Financing (ED-TIF), is awarded to dozens of companies each year, across all types of industries. The list of recent recipients includes Goldman Sachs, Adobe, 1-800 Contacts, Allstate and many other industry leaders. Businesses may receive a credit of up to 30 percent, with an average closer to 20 percent, of new state revenues over the life of the project, the term is typically 7-10 years. The longer term of the agreements tends to help ensure the continuity of the jobs created and gives the companies enough time in market cycles to meet their growth targets.

FACILITATING GROWTH

ATK Aerospace Structures, a Utah-based aerospace, defense and commercial products company, has signed several incentive deals with state over the last few years. In return for tax and training incentives totaling just over \$20 million, ATK promised to create more than 1,000 new local jobs and as with any state incentive, it is only paid out as the jobs are actually created.

“State incentives are critical when you’re in expansion mode,” says Joy De Lisser, vice president and general manager at ATK. “If we can use a state’s cash instead of the company’s money to build infrastructure and put up machines, it really matters.”

It also matters to ATK that GOED has been “very creative in helping our company expand here,” De Lisser says. That creativity was manifested in the state’s efforts to bring some of ATK’s suppliers to Utah. Because ATK uses products that can only be used for a limited amount of time—including some products that even need to be stored frozen—proximity to suppliers is a must. Because of incentives, one of ATK’s suppliers is now located just down the road from them.

“It’s critical to have suppliers close by that can help you and that understand your industry, the urgency and the requirements,” De Lisser says. With its vendors so close, deliveries are more like “a milk run,” she says, saving ATK money and cutting production time.

Incentives are not the only reason companies are expanding in Utah. There are many reasons why Utah has been the right fit for ATK. De Lisser says the state provides a few key factors that contribute to her company’s success. Foremost is a skilled

“The state offers us a lot of forums for us to talk about taxes, environmental issues, employee issues, education and training with the universities. The governor’s office is also open to other ideas for future growth.”

JOY DE LISSER,
VICE PRESIDENT AND GENERAL
MANAGER, ATK

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workforce coming out of the state's universities and technical colleges, both of which are producing graduates with engineering, math and technical skills.

Work ethic is also important to ATK. "People here are ready to work really hard," De Lisser says. "They're very diligent in what they do and want to be successful." The state's workforce is also largely union-free, something that is "a big deal to us, our industry and many manufacturers."

She also praises the state's business-friendly atmosphere. "The state offers us a lot of forums for us to talk about taxes, environmental issues, employee issues, education and training with the universities," she says. "The governor's office is also open to other ideas for future growth."

THE RIGHT CLIMATE FOR BUSINESS

Xactware is another Utah company experiencing major growth. The company traces its roots back to the pen-and-paper days when contractor James Loveland was doing insurance repair work. At one point, he almost put himself out of business when he couldn't read his own handwriting and misplaced a decimal point. That mistake became the catalyst for creating a computer-based system for insurance estimating. In the years since, Xactware's technological innovations have not only made the company the industry leader in the property insurance market, but have basically changed the way insurance claims are handled, improving service for customers and efficiency for insurance companies.

The company recently expanded its Utah operations and moved its 500 employees from Orem to a new facility in Lehi. The move placed Xactware's headquarters about halfway between Provo and Salt Lake City, making it easier to recruit employees from both Utah and Salt Lake counties.

"We've flourished here. I think that's an endorsement of Utah's business climate," says Matt Weir, vice president of marketing at Xactware. "The workforce and our people are the foundation of what helps us to be successful."

In addition to its business climate, Utah's physical climate also has played a role in Xactware acquiring and retaining top talent. "The range of outdoor amenities [in Utah] is a big deal," Weir says. Some of Xactware's employees use their lunch break for rock climbing, mountain biking or even skiing.

"When we were in our Orem office, we had an employee who would ski at Sundance at lunch," Weir recalls. "He could get from his desk to the chairlift in about 15 minutes, so he'd take an hour-and-a-half lunch and get in a little skiing. That's hard to beat."

Xactware will receive a GOED post-performance tax credit over 20 years, something that made a strong impression on Verisk Analytics, Xactware's New Jersey-based parent company.

"We were also offered incentives from the state of New Jersey, but the GOED assistance not only offset that offer but actually fostered a new level of interest from Verisk to keep us here," Weir says.

In addition to Xactware, Verisk owns two other Utah companies, Healthcare Insight and Mediconnect. "The success of these three Utah companies speaks to the business climate in the state," he adds. "It's a very positive indicator."

A YOUNG, ENERGETIC WORKFORCE

Qualtrics, a company that is fast becoming the global leader in enterprise survey technology, has also benefitted from state tax incentives. The Provo-based company received a post-performance tax credit to help it create more than 1,000 new Utah jobs over the next seven years.

While the company is appreciative of the tax breaks, CEO Ryan Smith is more impressed by what it represents. He says it's the local government's way of saying "We're here to support you, we want you to build, we recognize you and understand you."



XACTWARE'S NEW LEHI OFFICE

"We've flourished here. I think that's an endorsement of Utah's business climate."

MATT WEIR,
VICE PRESIDENT OF MARKETING,
XACTWARE

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Much like tech giants Google, Facebook and Twitter, Smith says Qualtrics is in “hyper-growth” mode. Their client list includes more than half of the *Fortune* 100 and 97 of the top 100 business schools. To keep up with the market’s demand for Qualtrics’ products, the company is leaning heavily on local talent and is hiring in every department within the company.

Qualtrics finds an eager pool of potential employees at Brigham Young University and Utah Valley University, which are both located just minutes from Qualtrics’ headquarters, and also recruits new graduates from other universities around the state.

“One of the advantages of Utah is a young, hungry workforce that is incredibly talented,” Smith says, “We have some of the smartest people around. They’re so willing to grow on both a personal and career level that it’s been a match made in heaven for our company.”

Still, on some occasions, Qualtrics has had to look to Silicon Valley and other locations to find experienced leaders—something Smith hopes will change in the future. “We’ve had to recruit executives from outside of Utah who understand the size of scale we’re going through,” he explains. “Our head of engineering had to come from Amazon because he’s one of the few people who’d seen the type of data growth that we’ve had over such a short time.”

As Qualtrics—and other strong Utah tech companies like Domo, InsideSales and HireVue—continues to grow, Utah’s tech hub will mature and become a destination for more tenured techies. “Luckily, we have the right workforce,” Smith says, “We just need the generals to come and command this great group.”

A young and enthusiastic workforce is the perfect fit for a company that Smith says is taking a “new school” approach to data collection technology. “Basically what Qualtrics is doing is helping businesses and customers be right,” Smith says. Whether it’s a cruise line trying to figure out what to name a new ship or a startup trying to determine price points, the company’s software allows users to create surveys to create empirical data and—more importantly—answer questions.

“The market research that just a few years ago would have taken weeks and weeks to gather, we can deliver in hours or even minutes,” Smith says. “Our clients are so much further along that it’s almost like cheating.”

GOOD FOR BOTH BUSINESSES AND TAXPAYERS

While some states offer upfront incentives to businesses that expand or relocate, GOED feels its post-performance awards benefit both businesses and the state’s taxpayers.

“Instead of recruiting businesses with taxpayers’ dollars, we recruit them with their own money,” Conabee explains. “The state ends up receiving 70 or 80 cents of each dollar companies bring into the state.” Without the tax incentives, it’s likely the state could lose the entire dollar as those businesses seek more accommodating locations outside of the state.

Utah residents also see benefits beyond taxes. “The most immediate benefit is the capital expenditure. Whether a company leases or buys a building, someone is financing it, putting it in the ground and paying for it,” Conabee says.

“When a company makes a commitment to do a large-scale project, they don’t do it blindly. If we win that work, and a company deploys that level of assets, they don’t generally move them in a short period of time,” he says. “If we do our job of providing all the resources they need to flourish, that creates our next opportunity for capital expenditures. We’re in a great cycle right now where things are growing. Up and down the I-15 corridor and across I-80, you can see invested assets in the ground to the tune of hundreds of millions of dollars.”



QUALTRICS CEO RYAN SMITH

“One of the advantages of Utah is a young, hungry workforce that is incredibly talented.”

RYAN SMITH,
CEO, QUALTRICS



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The growth of incentivized businesses also helps grow other companies. Back in 2011, IM Flash Technologies received a tax incentive. The flash memory manufacturer and its 2,000 employees are now supported by the services of more than 200 Utah companies.

The post-performance incentives also protect the state from unforeseeable circumstances. A few years ago, GOED helped recruit a cabinet company to Utah. After building a \$70 million facility, the bottom fell out of the housing industry and the company had to close its Utah location. Because of the post-performance model, rather than taking a hit on prepaid incentives—likely tens of millions of dollars—the state was still able to collect several hundred thousand dollars in taxes during the company’s short stay.

More importantly, the completed structure became a great recruiting tool. GOED reached out to Boeing, who subsequently purchased the 870,000-square-foot facility, creating a next-generation plant for building composite structures and a home for 100 new well-paid jobs.

“We couldn’t foresee the crash of the real estate market,” Conabee says. “But we found success in the darkest hours. We were able to get the building built, and when the building was resold we got new assets, new tenants and new jobs.”

While the tax incentives have played a critical role in attracting and keeping top companies in the state, Conabee says incentives are just one of the many things businesses are looking for in a location.

A qualified workforce, access to airports, mass transit and educational facilities, and the cost of living, and employees all factor in. “Having an incentive program gets us in the game,” Conabee says, “but it’s when we step up to the plate and deliver for companies on an individual level that we succeed.” ■

“Having an incentive program gets us in the game, but it’s when we step up to the plate and deliver for companies on an individual level that we succeed.”

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HITTING UTAH'S SILICON SLOPES

WHY TECHNOLOGY COMPANIES LOVE UTAH

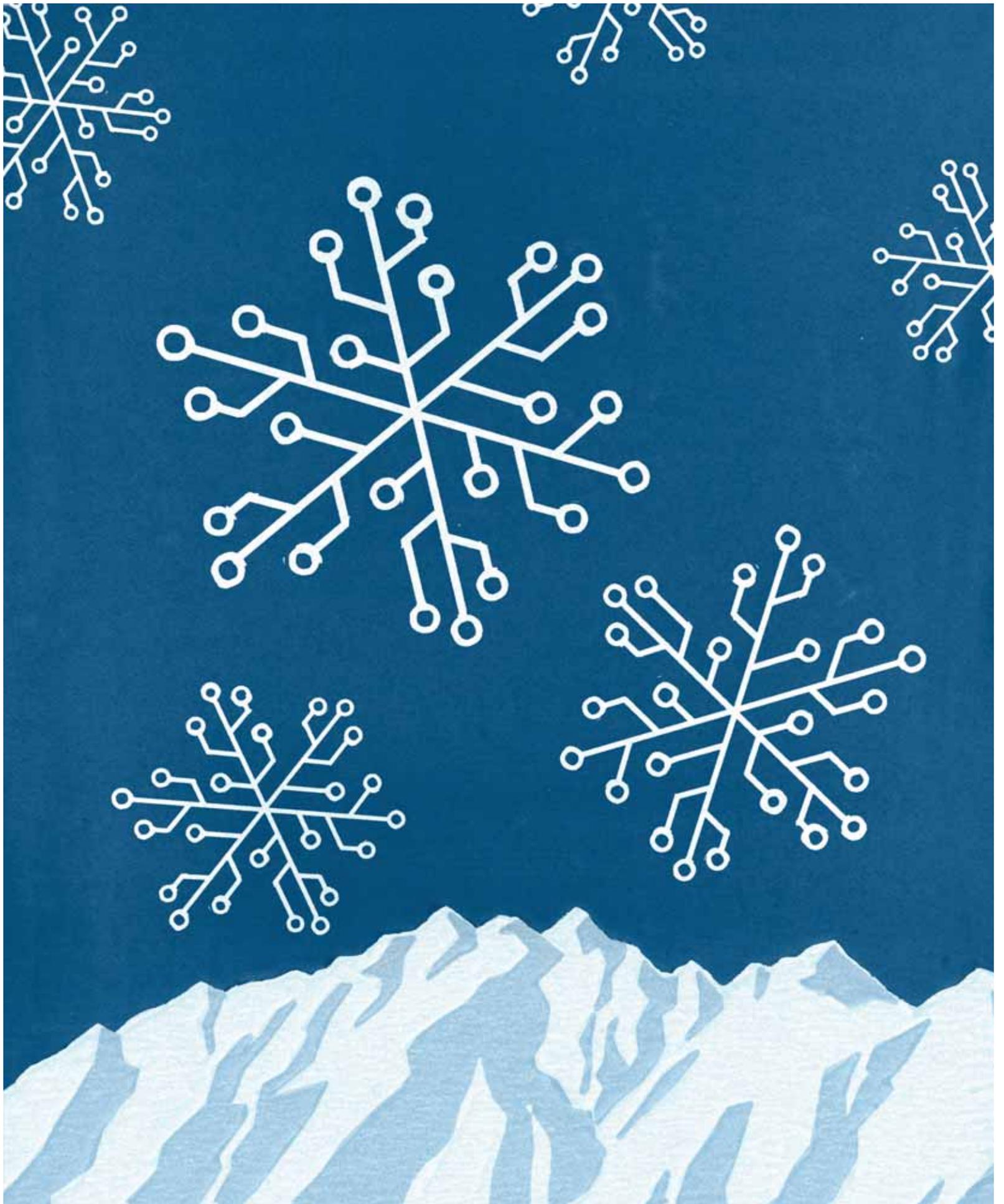
Utah is well known for having the Greatest Snow on Earth®. Each year, millions of tourists visit the state in search of the world-renowned powder found across the Wasatch Front during the winter season. Utah's so-called "Silicon Slopes" are also growing in popularity, as technology companies of all sizes set up shop in the Beehive State.

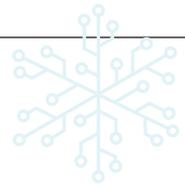
In recent years, the state's technology industry has grown exponentially. Tech giants like Adobe, EMC and Twitter, as well as emerging innovators like Workday, have started moving operations to Utah, taking advantage of the state's skilled workforce and business-friendly practices.

In every way possible, Utah has built an environment where businesses of all types can thrive. Technology leaders who come to Utah quickly realize the environment can help them grow their businesses in ways that are good for investors, employees and the company itself. This symbiotic relationship is beneficial for all parties involved and is likely the reason many of the fastest-growing tech companies keep coming to Utah.

AN ENTREPRENEURIAL ECOSYSTEM

Over the past decade, Utah has earned a number of national accolades for its business-friendly practices. *Forbes* magazine and other thought leaders have ranked Utah and its cities as some of the top locations in the country for business and careers. Whether it is an award for tax-friendly policies, cities that are driving the future, or best states to start a business, Utah is a regular contender for top spots on the charts.





While awards don't necessarily create success, they are telling of environments where businesses can flourish.

"Utah provides an environment that makes it easy to do business here," says Brad Hatch, communications manager at eBay, which employs 2,000 Utah residents in its Draper facility. "Through tax incentives and lower taxes in general, the state has partnered with high-tech companies to bring them here, and it's attractive because there is a highly educated workforce and the state and local governments remove a lot of the red tape."

These types of incentives make it easy to migrate a business to Utah or open an office in the state. The impressive talent found in Utah also makes it easy to find skilled employees.

With schools like University of Utah, Brigham Young University and Utah State University—and their strong computer science programs—Utah's talent pool of engineers is ever-growing. By working side-by-side with local universities, many of the state's innovators prepare programmers and developers to enter the workforce by collaborating with students on real-world projects.

"eBay has worked with the U of U to build programs that develop talent to feed right into our business needs," says Hatch. "BYU also has fantastic technical programs in software development, engineering and leadership through MBA programs that help supply talent to eBay."

LOCATION, LOCATION, LOCATION!

While Utah may seem like an off-the-beaten-path place to build a business, its location is actually enticing to many technology corporations. Just a 90-minute flight away from the Bay Area, Salt Lake International Airport services more than 600 flights each day to places around the world.

The accessibility to the state, combined with its many amenities, is a huge draw that attracts both businesses and employees.

Fortune magazine profiled one of Utah's serial entrepreneurs, Josh James, founder and CEO of Domo, and former CEO and co-founder of Omniture describes Utah this way: "Utah is a place people want to live. Everyone knows about our snow and winter sports, but we have four seasons of outdoor recreation. Our arts community is incredibly vibrant—the Utah Symphony, Ballet West, the Sundance Institute, just to name a few."

In addition to skiing and snowboarding, outdoor enthusiasts can also enjoy a number of Utah's amenities during the warmer parts of the year, like watersports on Lake Powell, hiking one of the state's five national parks, ascending one of the hundreds of rock-climbing routes or downhill mountain biking a ski slope in the summer.

Also, Utah's lower cost of living means it is more affordable for both businesses and employees. Salt Lake City homes cost less than half of what they do in San Francisco and nearly one-third compared to prices in San Jose, Calif. Commercial real estate is also much more affordable in Utah. Managing a large office or campus for hundreds or thousands of employees often leads to millions of dollars of savings over the long term when compared to operating costs outside the state.

HIGH PEAKS, LOW OVERHEAD

Home prices are not the only thing that is more affordable in Utah. Employee salaries are competitive to national benchmarks when cost of living is factored into an offer. Overall, the lower operating costs can save companies significant overhead when compared to operating an office elsewhere. Companies in Utah's strategic industry clusters of IT/software, aerospace, and life sciences still provide some of the highest salaries for employees in the state.



"Utah is a place people want to live."

JOSH JAMES,
FOUNDER AND CEO OF DOMO

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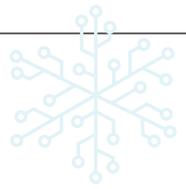
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EBAY'S DRAPER, UTAH, OFFICE



“The industry has tons of six-figure jobs and when private companies go public or get sold, there’s often a great upside for employees,” says James, whose previous venture, Omniture, was purchased by Adobe for \$1.8 billion. “Most of the 100 individuals who became millionaires through the Omniture experience were employees.”

The lower overhead means technology companies can afford to provide employees with much better amenities and benefits while still saving money when compared to opening offices in other states. These savings allow many Utah technology companies to provide 100 percent healthcare coverage, free or subsidized lunch, public transportation reimbursements, tuition assistance, retirement programs and stock incentives. By reinvesting these savings into their team members, these businesses have found a recipe for long-term success.

The Utah workforce is also known for having a good balance of work and personal life. By building a work-life balance within an organization, many Utah companies find they can improve productivity and employee retention in the long run while also reducing turnover rates.

Utah employees are often viewed as some of the most productive in the country. During the recession, a study found that Utah employees’ productivity increased by 8.3 percent, which was first in the nation, far surpassing the national average of 0.9 percent.

“The workforce here in Utah is a willing workforce that’s ready to dig in and support these large tech companies,” says Josh Coates, CEO of Instructure and founder of Mozy, which was acquired by EMC for \$76 million. “Companies, as they are looking to expand, they consider overseas or they look in their own backyard, and they are finding that the reliability, stability and work ethic of people that live in Utah is a great investment to help build out their companies.”

Many businesses that acquire Utah tech companies ultimately decide to double down on their investment and bring additional operations to Utah. Adobe, after acquiring Omniture, moved many of its operations to Utah and recently invested more than \$100 million in its new Lehi, Utah campus, where it employs approximately 1,000 workers. After EMC acquired Mozy and its 300 employees, the company decided to increase its Utah-based office by an additional 500 positions.

As more technology companies decide to call Utah home, or move portions of their business to the state, it adds to the growing talent pool of technical employees like engineers and programmers. This ultimately draws more technology companies to the state, as the workforce continually expands and becomes more qualified.

“We have a legacy for strong technology companies in Utah and with every cycle, we get more innovation coming from that,” says Coates. “You can look all the way back

“Utah provides an environment that makes it easy to do business here.”

BRAD HATCH,
COMMUNICATIONS MANAGER
AT EBAY



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to the days of Novell and WordPerfect, and from those companies people spin out and continue to innovate. What we're finding now is that there are three or four companies on the cusp of going public, which is unprecedented in Utah's history, so this is compounding the ecosystem in Utah in respect to the tech venture community.”



MEET THE NEIGHBORS

Whether they began their journey in Utah, moved here after an acquisition, or simply decided to expand their offices into the state, some of the largest tech companies in the world have a presence in Utah.

Twitter built its first custom data center in the south end of Salt Lake Valley around 2011. The data center was specifically architected for Twitter's unique power and cooling needs. While details have never been disclosed publicly, the data center currently serves customers 140 characters at a time. Oracle also chose Utah to host one of its major data centers. In 2006, the company consolidated its 40 data centers into two major locations, one of which is located in Utah. The state's low energy costs and centralized location in the Western states are just a few of the drivers that bring companies to build data centers in the region.

In addition to eBay's offices, the company's e-commerce subsidiary PayPal also has a Utah presence. PayPal recently architected an energy efficient data center in Utah that is partially powered by special fuel cells that operate on natural gas to generate low-emissions energy.



EBAY'S COMMUTER FRIENDLY CAMPUS

Since the opening of its Utah offices 14 years ago, eBay has continued to make significant investments in the Beehive State's technology industry. The company now employs more than 2,000 Utahns with plans to add more team members in the coming years, largely made possible through the opening of its 40-acre, transit-oriented campus.

The new LEED (Leadership in Energy and Environmental Design) gold certified facility sits in the southern part of the Salt Lake Valley with direct access to many thoroughfares and public transportation routes. This creates a workplace that is easy for employees to access, including those who commute from surrounding areas like Ogden and Provo. By building the new campus next to a FrontRunner commuter rail station, employees who live far away can easily commute to the office, allowing eBay to draw on a much larger number of potential employees. To encourage commuters to cut their carbon footprint, eBay provides reimbursement for public transportation costs.

Inside the facility, employees enjoy amenities like a fitness room, a café and communal areas that encourage team members to work together by boosting camaraderie. These types of benefits are becoming more common for Utah tech companies, as businesses are eager to enhance the work life of their employees through unique perks.



In 2012, software-as-a-service provider Workday opened its Salt Lake City office, where it employs project managers, engineers and financial specialists to develop its human resources software. The rapidly growing company plans to add hundreds of positions over the next 10 years after receiving tax incentives to help grow its business.

Fusion-io develops flash memory products for data centers and was founded in Utah in 2007. The company's ioMemory solutions accelerate applications for its customers, which include Apple, Facebook, Salesforce and many others.

The solar energy, home automation and security company Vivint is headquartered in Provo, Utah. The business was recently purchased by Blackstone Group, an investment firm, for approximately \$2 billion. The acquisition is one of the largest in Utah's history.

Even government agencies see the value in Utah's technology industry. The National Security Agency built a state-of-the-art data center in Bluffdale, Utah. The project will store exabytes of surveillance data. While there has been some debate around the project, it is, without a doubt, one of the largest data centers in the country with a price tag of nearly \$2 billion.

Success stories are easy to find in Utah. From startups to *Fortune* 500 companies, Utah is helping companies of all shapes, sizes and industries grow their business. Even technology companies, which demand a highly educated and exceptional workforce, are finding Utah is the place for growth, profit and success. ■



“The workforce here in Utah is a willing workforce that’s ready to dig in and support these large tech companies.”

JOSH COATES,
CEO OF INSTRUCURE

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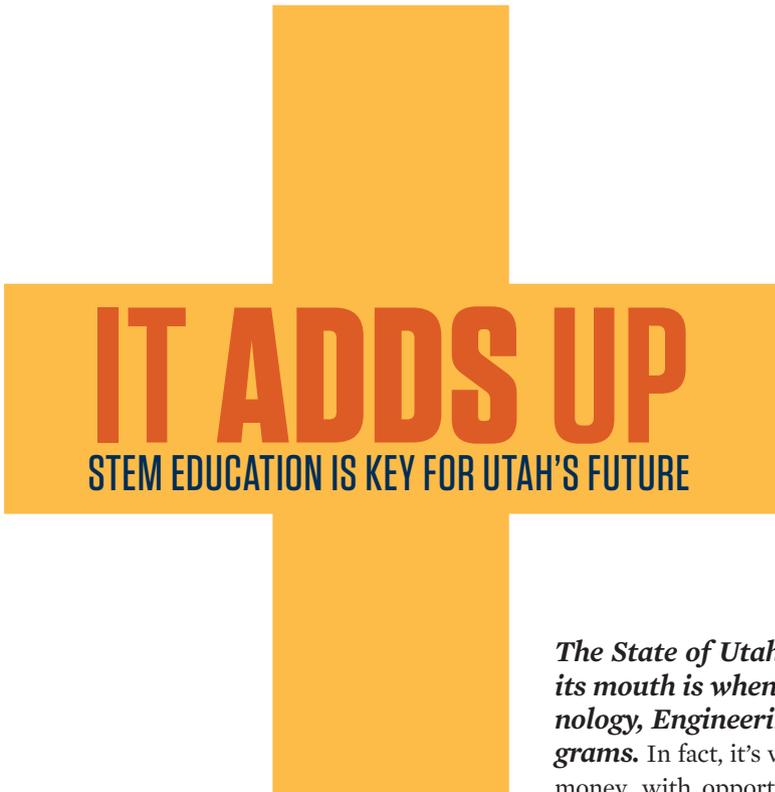
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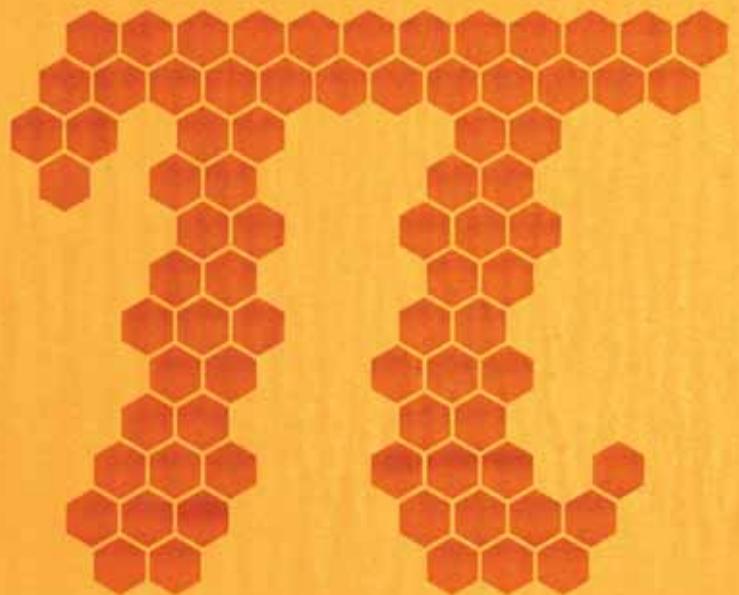
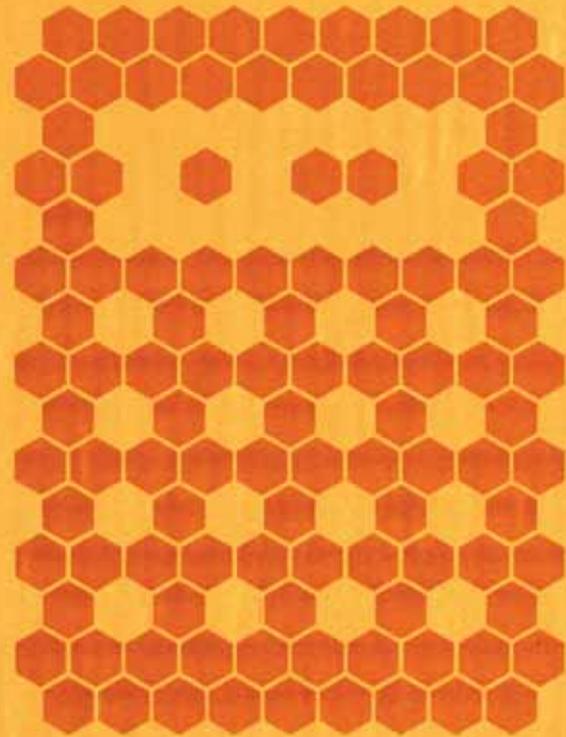
IT ADDS UP

STEM EDUCATION IS KEY FOR UTAH'S FUTURE

The State of Utah is willing to put its money where its mouth is when it comes to funding Science, Technology, Engineering and Mathematics (STEM) programs. In fact, it's willing to put up \$10 million in "startup" money, with opportunity for continued funding each year, to ensure ongoing collaboration between education, industry and government groups to create an educated workforce, well-versed in STEM disciplines. All of this effort is being done so a continuous flow of well qualified people will be prepared to meet the needs of businesses in the future. With over 665,000 students currently in Utah's public education system there is an ever increasing need for great jobs in Utah for our growing workforce and well qualified people to fill the jobs.

As more technology companies like Adobe, Microsoft and IBM move to the state, and with companies like ATK, Evans Sutherland and Nelson Laboratories already based here, Governor Gary R. Herbert has made it a top priority to provide a highly trained workforce to fill STEM jobs that increase the standard of living for all residents.

In order to coordinate STEM education and activities, the Utah STEM Action Center was created through legislation in 2013 to facilitate the effectiveness of all invested partners. Serving on the STEM Action Center Advisory Board are representatives that embody the exact type of connections the program is meant to create.





These board members include Chairperson Jeffery Nelson, president and CEO of Nelson Laboratories; Vice-Chair Spencer P. Eccles, executive director of the Utah Governor's Office of Economic Development; Stan Lockhart, government affairs manager, IM Flash Technologies; Robert O. Brems, president of the Utah College of Applied Technology; and Martell Menlove, superintendent of the State Board of Education. Other board members include leaders from ATK, Adobe, Goldman Sachs and the Board of Education.

"STEM is really a core component of our education system that firmly sits at the crossroads of workforce development and economic development," says Tami Goetz, executive director of the STEM Action Center. "People are really starting to see that STEM education feeds the economy, and helps to provide the workforce to feed the economy."

THE COOL FACTOR

Teaching the majority of kids that mathematics and science are cool subjects will be a big emphasis as the STEM Action Center rolls out programs and activities geared toward students in grades 6-8. This seems to be the pivotal time in the education process where students either become STEM friendly or phobic.

Reaching students at an earlier age by incorporating interactive experiences allows educators to build a solid foundation in STEM concepts, while demonstrating that mathematics and science can be fun. Competitions like the Utah FIRST LEGO League, where teams design, build and program a robot made of Legos, are gaining popularity. Nearly 300 teams from across the state competed in this year's event.

"We are trying to increase participation and eliminate barriers," says Sue Redington, STEM Action Center coordinator. "If a barrier to a student is the registration fee or paying for their robots, we help in that regard. We created a grant program where students can apply, and it's been really rewarding. We helped more than 800 students this year. Our next concern is that growth will happen too fast."

Several charter schools in the state are focused specifically on STEM elements. Students at the Academy of Math, Engineering and Science (AMES), the Neil Armstrong Academy, InTech and the Utah County Academy of Sciences (UCAS) receive an education focused on mastering the mathematics, science, technology and engineering concepts necessary to ensure their success once they move into the workforce.

"STEM is really a core component of our education system that firmly sits at the crossroads of workforce development and economic development."

TAMI GOETZ,
EXECUTIVE DIRECTOR,
STEM ACTION CENTER



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“This is a way of looking at the world that will have a large impact on economic development in Utah,” says STEM specialist Mitchell Jorgensen. “STEM thinking is in a lot of places. It’s the ability to look at the world and analyze it with mathematics, engineer solutions to problems, and understand the natural world, and then develop technology solutions. That’s what this is all about.”

BUSINESS ON BOARD

Almost every industry has a STEM component. With so much data, companies are looking for employees who understand data analysis, scientific processes and statistical programs. Often, these positions offer high salaries that support continued economic growth.

Businesses in Utah fully support STEM education, and in January the private sector pledged more than \$2 million to develop a media campaign that will bring an increased focus to STEM programs. The marketing effort will include TV commercials, plus media placement through radio spots, billboards and online messaging, targeting parents as well as students.

“We are making steps in the right direction. I think our lack of focus on STEM stretches back generations. But now STEM is on the radar screen of enough people that changes will be made,” says Meredith Mannebach, program manager for the STEM Action Center. “Kids are studying concepts that didn’t exist when their parents were in school. So, how do we support parents so they have the resources they need to help their kids succeed? These decisions have long-term consequences.”

A media campaign, “STEM Utah: Curiosity Unleashed,” was launched at the Neil Armstrong Academy, with Gov. Herbert and more than two dozen business owners attending to show their support. Business representation included JP Morgan Chase, Merit Medical, Energy Solutions, eBay and Boeing.

Mark Bouchard is the former chair of Prosperity 2020, a partnership with private businesses and state education officials designed to encourage educational success in Utah schools. The organization set goals that include reaching a 66 percent post-secondary graduation rate in the state, 90 percent proficiency in mathematics and reading for elementary students, and helping Utah to become a STEM Top Ten Center for technology businesses.

“Companies like Adobe and Google, they want to come to Utah because we are very focused on educating our young people and have high standards for them,” Bouchard says. “The education of the young people of the state is the governor’s No. 1 budgetary issue. More than any other time in the history of the world, companies are very focused on workforce and where they can pull in an educated workforce on a regular basis.”

In addition to business partnerships, STEM coordinator Diana Suddreth commends the collaborative environment among the universities and colleges in the state. State leaders are hoping to utilize the higher-ed/business connection to create STEM-specific mentorships and apprentice programs.

“There’s no better place to learn how to be a problem solver, but also to become someone who sees problems,” Goetz says. “We have to train our kids to identify problems and give them skills to find the right tools to solve those problems.”

ATTRACTING WOMEN AND MINORITIES

One area where STEM is lacking across the nation is the inclusion of women and minorities in STEM-related jobs. Nationally, STEM jobs are expected to grow 17 percent by 2018—totaling 2.4 million potential jobs. During that same time, more than 100,000 jobs in Utah will be STEM related.

In order to fill all those positions, underrepresented populations need to be encouraged to pursue STEM-related careers. A key STEM drop-out point for girls and minorities is between fifth and eighth grade, when micro-messaging and fixed mindsets reinforce the idea that these populations don’t have what it takes to succeed in the science or mathematics intensive industry.

“[STEM is] the ability to look at the world and analyze it with math, engineer solutions to problems, and understand the natural world, and then develop technology solutions.”

MITCHELL JORGENSEN,
STEM SPECIALIST



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2

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6

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5

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Susan Thackeray, Utah Valley University director of career and technical education, has made it her mission to encourage young women to enter STEM fields. Women make up 50 percent of the workforce nationally, but less than 25 percent of STEM positions are filled by women.

“We need to introduce them to a safe opportunity to demonstrate they have what it takes,” she says. “If you can catch them between fifth and eighth grade and give them an opportunity to develop that self-efficacy, then you have eliminated that idea that they can’t do it.

“We need to change the delivery. We unintentionally give subtle messages to an entire group of students that they don’t have what it takes.”

The STEM Action Board is addressing these very issues, knowing there won’t be enough individuals to fill all the tech jobs in the next five years. Minority populations are growing in Utah, and they could increase their salaries by up to 30 percent through entering STEM fields. And tech employers are creative at incorporating flexible work schedules that include telecommuting to attract more women to their companies.

“If we really leveraged our minority and our female population, we could fill the STEM gap,” says Suddreth. “The public is talking about STEM in different ways. The idea that scientists are nerds, locked away in their labs or their offices is changing.”

NOT JUST FOR KIDS

Much of the focus of STEM education is directly related to students in kindergarten through high school or college. But Goetz says the emphasis should not end after college graduation, but continue on for lifelong technical training.

Through strategic outreach, recruitment and retention, Goetz wants more supporting mechanisms put in place to offer professional assistance for people who have been in the workforce for a long time but can’t keep up with the pace of technology. She calls it the “K through Gray pipeline” that will create ongoing learning opportunities for employees to adapt their skills to an ever-changing technological world.

Goetz would also like to see a strategy in place to help military personnel use their technical expertise in high-paying tech jobs once they return home from deployment. STEM jobs can provide greater access to our returning veterans to high wage, high tech jobs that take advantage of their technical training that they received in the military.

“The STEM gap for workers continues to grow. If you believe current numbers, merely working with the traditional potential workforce coming through the pipeline will not be enough. We have to address our adult population as well,” Goetz says.

BRANCHING OUT

STEM proponents often hear the complaint that focusing on science and mathematics courses alienates students who want to study language arts, humanities or non-STEM careers.

But Jorgensen disagrees with that opinion, describing the educational system as a tree, with its roots planted deep in the earth, based on arts and humanities. He says STEM is the trunk of that tree allowing branches to bear fruit in the form of patents, copyrights and innovative ideas.

“We want to bring more success to the State of Utah,” he says. “We want to see more patents, more copyrights, more trademarked items, more business success, and we want to see more businesses coming here—and that’s what happens when you have powerful STEM learning.”



UTAH HAS MADE STEM EDUCATION A PRIORITY IN THE CLASSROOM.



Those working with the STEM Action Center understand not every child will choose to follow a STEM career, but they say STEM-based initiatives are about creating an educated populace, keeping teachers enthusiastic and inspired, and leveraging resources more effectively. It's about getting the needle moving in the right direction.

"It all translates into people being productive parts of society," Jorgensen says. "They're able to vote effectively, think clearly and are able to work in a job that provides well for their family and themselves."

By creating opportunities for hands-on learning, and working with parents and teachers about how to make science education fun for boys and girls, and all nationalities, the tide will slowly turn, eliminating stereotypes and encouraging more children and young adults to enter STEM fields.

State leaders know this cultural shift will take some time, but in the meantime, the Utah STEM Action Center will be a place that connects the dots, a place where expertise can flow, a place to start the conversation and a place to create opportunities.

"Imagine what students could achieve if they caught the vision of their own capability to be successful with STEM topics," says Jeffery R. Nelson, chairman of the STEM Action Center Advisory Board and CEO of Nelson Labs. "This would not only benefit their individual quality of life, it would make Utah the destination for great companies and great jobs into the future." ■

"Companies like Adobe and Google, they want to come to Utah because we are very focused on educating our young people and have high standards for them."

MARK BOUCHARD,
FORMER CHAIR, PROSPERITY 2020

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HEAD OF THE CLASS

THE UTAH COLLEGE OF APPLIED TECHNOLOGY
PREPARES THE WORKFORCE
OF TOMORROW

In Utah, education is highly valued—the state’s rates of high school and college graduation are above the national average. But business and education leaders want more for the community: They want individuals to have greater opportunities in their lives, and they want to strengthen Utah’s already rock-solid economy with an educated, skilled and adaptable workforce.

That’s why business leaders came together to form the Prosperity 2020 coalition—a group that has set the remarkable goal that 66 percent of adult Utahns will have attained a post-secondary certificate or degree by the year 2020.

The goal is certainly ambitious, but Utah has an ace in the hole: the Utah College of Applied Technology (UCAT). In fact, a technical certificate is the route of choice for many people who are looking to sharpen their skills and position themselves for the careers of the future.

The UCAT system is large, with eight campuses spread throughout the state. The system offers more than 290 accredited program certificates in fields ranging from human resources to healthcare to construction—and even to high-tech fields like composites, information technology and industrial automation. In the composite training area for example, hundreds of millions of dollars of leading edge equipment and training facilities have been added to the campus system.

Every certificate program offered by UCAT is guided by an employer advisory committee to ensure the training aligns with the workforce needs of local businesses. Indeed, the success of UCAT lies in the partnerships that the campuses forge with businesses and institutions of higher education.





“Twice a year, we review our curriculum with the needs of local businesses in mind,” says Michael Bouwhuis, president of the Davis Applied Technology College campus.

The state’s Custom Fit program takes that collaboration a step further—through that program, qualifying companies can have their local UCAT campus create an individualized training program for their employees. This training can be administered onsite or at the campus. And best of all, up to 40 percent of the training costs may qualify to be picked up by the state.

MANUFACTURING A WORKFORCE

Autoliv is a global company, based in Stockholm, that operates five manufacturing facilities in Utah. The company manufactures vehicle airbags in its Utah plants, employing about 5,000 workers in the state, according to Todd Watson, human resources representative for the company.

Watson has worked for Autoliv in Utah for nearly two decades, and says UCAT has been a long-time partner with the company, enabling it to build and maintain its skilled workforce in the state.

Autoliv sends employees to several programs at the Bridgerland, Ogden-Weber and Davis campus. Employees take basic computer, electrician and computer-aided design classes through UCAT. And if production-level employees want to move up into equipment maintenance positions—which are skilled, high-paying jobs at Autoliv—they must complete the industrial automation maintenance program.

Automation is replacing low-paid workers across the manufacturing industry. However, this automation also creates a need for highly skilled workers to maintain and program the equipment. Watson points out that earning the certification is not only helpful if employees want to move up at Autoliv, but also if they wish to leave the company and bring their skills to a new manufacturer.

“We hope they don’t do that, of course, but we certainly understand that sometimes people need to move on,” he says. Watson notes that Autoliv doesn’t always have available maintenance positions when an employee earns his or her maintenance certificate, but they can take that certification, along with valuable experience gained at Autoliv, to another manufacturer anywhere in the country.

In addition to the maintenance program, Watson says Autoliv relies on the Custom Fit program to implement tailored training programs—both onsite at Autoliv and on-campus at one of the UCAT locations. For example, one of the facilities recently arranged employment law training for 150 of its leaders. “It had been awhile since we’d focused on that, and it’s good to stay up to date on that subject,” Watson says. For that class, the UCAT campus brought in an instructor from Weber State University to provide onsite training at Autoliv.

Watson says that over the years, our local UCAT campus has been an invaluable partner, developing custom training modules, staying on top of industry trends and serving as a resource for local companies. “It definitely makes our job easier, having that resource,” he says.

He adds that all of the campuses have both cutting-edge equipment and experienced instructors.

“All of our faculty come from industry, they have a core understanding of the industry and its processes,” says Dana Miller, president of the Southwest Applied Technology College campus, adding that students learn on “the best, top-of-the-line machinery and are industry-ready upon completion.”

Oftentimes, companies donate equipment to the schools so their employees will be trained on the exact equipment they’ll be using on the job. This benefits all UCAT students, who also get to train on the latest machinery.

UCAT provided Custom Fit programs to 1,299 companies during last fiscal year, training nearly 13,000 workers, according to UCAT President Rob Brems. “UCAT is committed to partnering with local business to increase the effectiveness of Utah’s workforce.”

“All of our faculty come from industry, they have a core understanding of the industry and its processes.”

DANA MILLER,
PRESIDENT, SOUTHWEST APPLIED
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UCAT WORKS WITH BUSINESSES TO HELP STUDENTS GAIN NEEDED SKILLS.



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DISCOVERING A CAREER

For individuals, UCAT campuses offer a direct route to higher-paying careers. Many high school graduates face steep obstacles to attending college, from below-average grades to financial pressures to uncertainty about their career goals. UCAT campuses offer these students a path to challenging and rewarding careers—a path that may eventually lead to further education, but may also quickly lead to a well-paying job.

That was the experience of Amber Avila, who decided to begin taking courses at the Tooele Campus during a period of unemployment. Her goal was to complete the front office support program, and to that end she began taking Microsoft Office courses.

Avila continued to seek employment while enrolled in her courses and says, “I ended up getting a job immediately.” Her course completions proved to potential employers that she was proficient in Excel, Word, PowerPoint, Outlook and other software programs—making her stand out from other candidates.

“I had proof that I actually was an expert in those programs. That definitely got their attention,” she says.

Now, she does production scheduling for Food for Health International, a company that manufactures raw-food powders for use primarily in the food-storage industry. “This is the best job I’ve ever had,” she says. “I went above just the front office support because of my Microsoft expertise.”

For Avila, the Tooele ATC provided the low cost and flexibility she needed. But more importantly, she says, “In my entire educational experience, I’ve never had teachers who were that interested in helping me succeed.”

Avila intends to continue her studies in the future and sees her UCAT coursework as the first step in a longer journey. Indeed, UCAT’s partnerships with colleges enable students to use their certificate as a stepping stone to additional higher education. The Mountainland ATC developed an articulation agreement with Utah Valley University allowing MATC students who have completed 900 hours of instruction in eight different program areas to receive up to 30 credits toward UVU’s Associate of Applied Science degree in technology.

Dixie ATC also has an agreement with Dixie State University allowing articulation to take place in every certificate program offered. Dixie ATC is leading the pack with these agreements and enjoys a very close working relationship with Dixie State University. “At the request of industry, we have taken every step possible to form these critical agreements with our partners in higher education,” says Kelle Stephens, Dixie ATC president. “Our partnership with Dixie State University elevates both student achievement as well as technical training in general.”

BRINGING JOBS BACK

For one company, Custom Fit training has been key to bringing manufacturing jobs back to Utah from overseas.

Orbit Irrigation, which manufactures irrigation products, is headquartered in Bountiful, Utah, but has manufacturing plants in several offshore locations. Manufacturing products overseas causes several difficulties for Orbit. For example, if a product is manufactured in China, it can take several weeks for inventory to arrive. If there is sudden, unexpected demand for a product, the company may not be able to immediately fill all of its orders. “If the weather breaks, we can sell a month’s worth of inventory in one week,” says Jeff Maughan, vice president of global operations for Orbit.

On the other hand, storing large amounts of inventory—to cushion against these fluxes in demand—is costly.

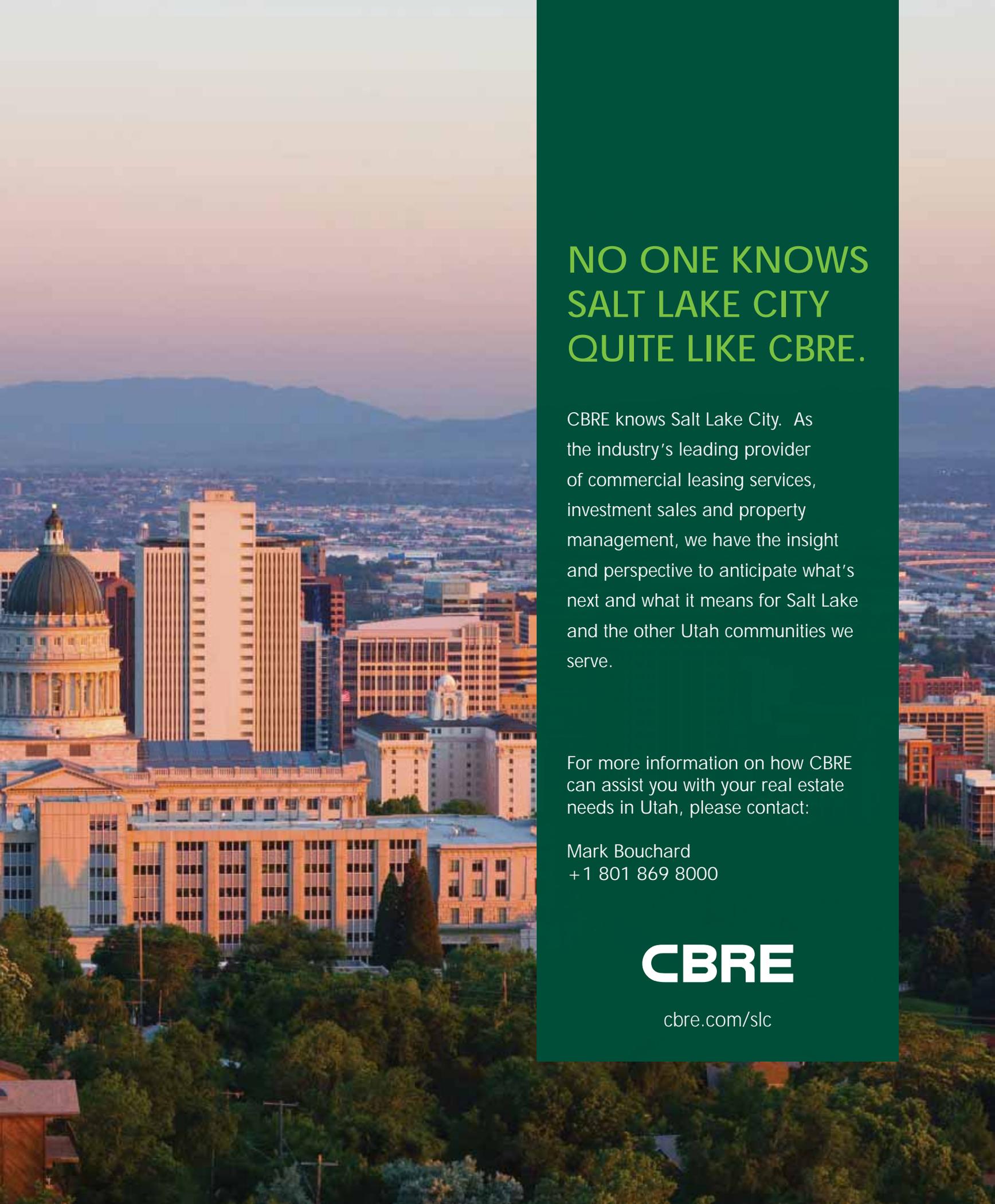
Orbit Irrigation used a Custom Fit training grant to implement the Value Analysis/Value Engineering (VAVE) process. “This takes ‘lean’ to a new level on a product basis,” explains Maughan. Four Orbit product teams learned about the VAVE process, and then each team applied the analysis to a different Orbit product. The teams

“UCAT is committed to partnering with local business to increase the effectiveness of Utah’s workforce.”

ROB BREMS,
PRESIDENT, UCAT



THE UCAT SYSTEM HAS EIGHT CAMPUSES ACROSS THE STATE.



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looked at every single component of a product, conducted a cost analysis and examined the manufacturing process.

“We looked for every opportunity to take cost and labor out of the process,” he says.

As a result, the company garnered a 26 percent cost reduction for one product and a 14 percent reduction for one of its valves. “These are high-value items in our inventory,” says Maughan. “They’re also long-lead-time products coming out of China.”

Cost savings such as these have enabled Orbit to bring much of its manufacturing back to Utah. So the direct result of the Custom Fit training—which leveraged the company’s training dollars with financial assistance from the state—was a significant number of new, high-paying jobs for the local economy.

The Custom Fit program is intended to help companies increase productivity, remain competitive or expand the pool of skilled workers. The training can focus on technical skills, specific industry certifications or business development skill sets.

“The employer is in charge. It’s their program,” says Bouwhuis.

In Utah, the UCAT system stands ready to help individuals advance their careers and to enable businesses to thrive and expand. “Our goal is to create a pipeline of students that are trained for your particular needs,” says Bouwhuis. ■

UCAT provided Custom Fit programs to 1,299 companies during last fiscal year, training nearly 13,000 workers.

UTAH SYSTEM OF HIGHER EDUCATION

The Utah College of Applied Technology is only one feature of Utah’s higher education landscape. The state is home to world-renowned research institutions, numerous other state universities and colleges, and top-notch private colleges.

The Utah System of Higher Education includes eight public colleges, including the three research universities, USU, U of U and BYU. The University of Utah is the state’s flagship research institution; its schools of medicine, engineering and science—among many others—produce cutting-edge research and technology every year. Indeed, the U rivals MIT for the number of spin-off companies created based on university-developed technology. Additionally, the school more than doubled its engineering grads over the past 15 years, growing the talent pool for the local tech community.

Utah State University, based in Logan, has a strong focus on undergraduate research—its undergraduate research program is the second-oldest in the country. The school is home to the Space Dynamics Laboratory, and USU students have sent more experiments into space than any other university in the world.

In addition to the research universities, the Utah System of Higher Education includes Southern Utah University, Weber State University, Dixie State University and Utah Valley University. Each of these schools fulfills a specific mission within the larger system. For example, SUU, based in Cedar City, is the state’s liberal arts and sciences university.

Two community colleges, Snow College and Salt Lake Community College, round out the educational package with career-oriented educational programs and college credits that transfer seamlessly to state universities.

Brigham Young University is a private research university that draws students from around the globe. In fact, only about a third of BYU students are from Utah. The university has garnered numerous accolades and top rankings, particularly for its renowned accounting program. Its law school was named the “Best Value Private Law School” in the National Jurist in 2013.

Westminster College is a small, liberal arts college located in Salt Lake City. It offers more than 70 undergraduate and graduate academic programs. The school’s proximity to Utah’s slopes draws student athletes from across the country—and this year, 23 students from Westminster College competed in the 2014 Winter Olympics in Sochi, Russia.

From medical innovation to PAC-12 athletics to student entrepreneurship, Utah’s educational network is fine-tuned to cultivate students, strengthen the local workforce, propel crucial research and, ultimately, bolster the state’s economy.



WESTMINSTER COLLEGE



James Macey, MD
Provider Scorecard

LOW RISK

157

Condition Score

35 ↓ Low Risk
Average: 147

Billing Activity

81 ↓ Low Risk
Average: 102

Specialty Comparison

41 ↓ Low Risk
Average: 53

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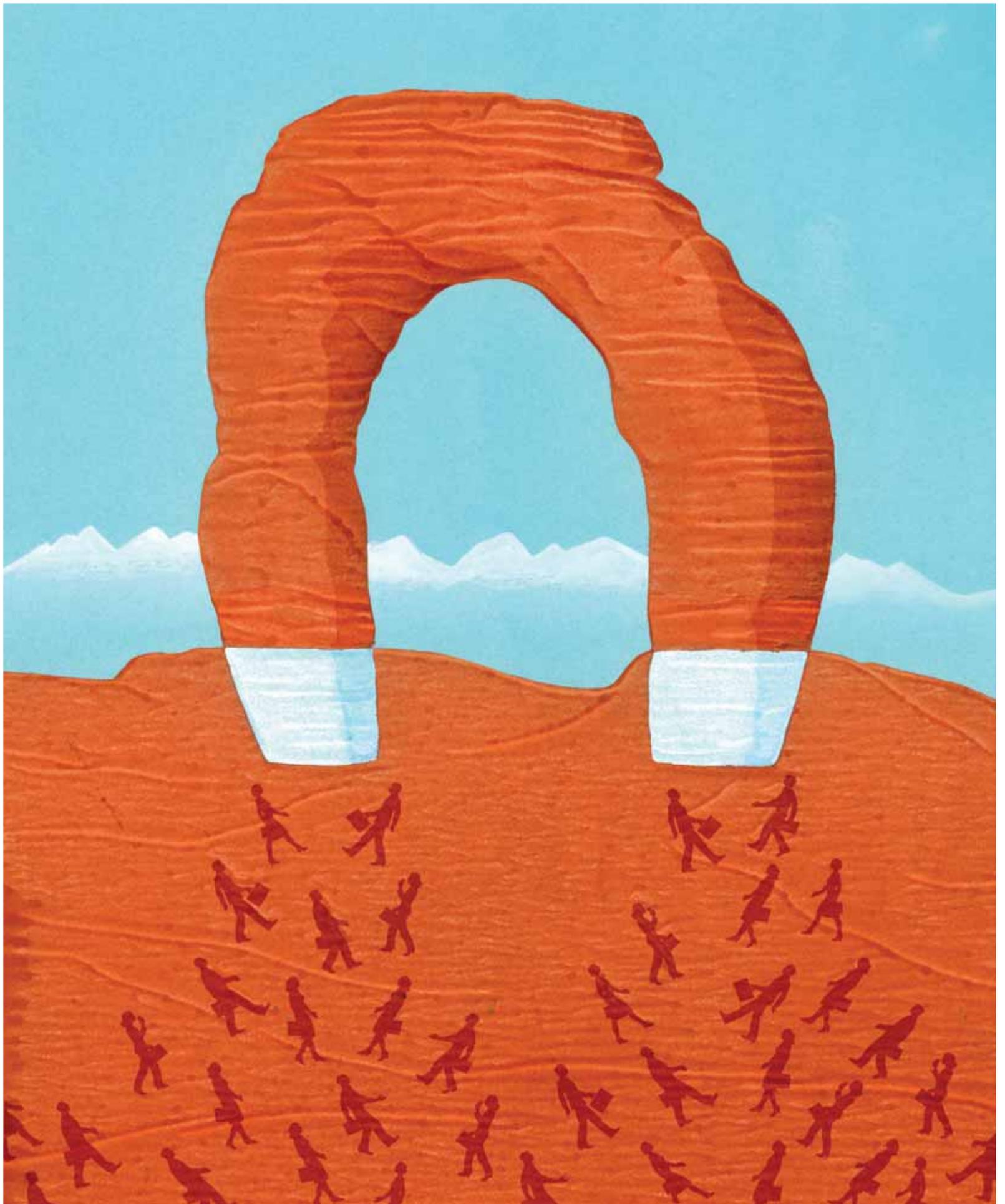
MORE THAN MEETS THE EYE

UTAH'S RURAL VISTAS BRING OPPORTUNITIES FOR BIG BUSINESS

When he looks at the Ashley National Forest that blankets the Flaming Gorge environs, Uinta Mountains and High Uinta Wilderness of Utah, Brian Raymond, Daggett County's director of economic development, thinks about the opportunities people are missing. Raymond, and local business owner Mark Wilson, president of Red Canyon Lodge, see great potential to build new tourism assets and improve the economic base of rural Daggett County—potential as large scale as a plan for a ski resort.

Even with more than 20 million visitors that annually come to the state, some of Utah's 29 counties have some challenges in maximizing their tourism business opportunities. In recent years, productive dialogue suggests momentum is building that can help the business community overcome challenges to tourism growth that range from public land restrictions to a lack of available revenue. Tourism has a major impact on the Daggett County economy, employing around 29 percent of its workforce. Many of Utah's rural counties face similar challenges as they work to create sustainable growth and business development.

Many of Utah's renowned scenic vistas are found in Utah's rural counties, from the fiery canyon walls of Flaming Gorge to the white Navajo sandstone of Capitol Reef National Park, and every iconic arch, hoodoo and monolith in between. Consequently, the tourism industry is a major contributor to the state's overall economy not just in the populated northern counties, but especially in the rural counties, which are seeing an ever-growing interest from foreign visitors.



Tapping the business potential of Utah's scenic places is a harbinger of economic growth, which translates to new jobs on the one hand, and enhanced quality of life on the other.

The University of Utah's Bureau of Economic and Business Research estimates that approximately one in 10 jobs is directly or indirectly tied to tourism statewide. Where the tourism economy is a disproportionately large part of a county's overall economy relative to the state, as in Daggett, both the industry's opportunities and challenges are amplified.

Foremost among the challenges is the seasonality of tourism.

On the top end of the spectrum, more than 40 percent of Garfield County's workforce is employed in tourism, which is where Lance Syrett and his family own and operate three hotels near the rim of Bryce Canyon National Park. Bryce Canyon City is a small town that has not seen much population growth in the past 30 years, so Syrett says it can be hard to find, retain and house the workforce needed to staff a growing business, let alone one that sheds two-thirds of its staff for the winter. Yet Syrett's business has grown, and the fourth-generation hotelier has endeavored to stay ahead of the trends.

"People used to make their reservations with postcards," Syrett notes. "Now we do a lot of international business. We were the first hotel around here to really embrace international tourism and it became a catalyst for growth." Now visitors call, text and email sometimes the day before they arrive.

International business can also come with added, unexpected challenges that may not at first seem directly connected to Utah, such as when thick volcanic ash from the eruption in Iceland grounded European air traffic in 2010 and when the powerful Tohoku earthquake and tsunami devastated Japan in 2011. These events affected bookings to Utah by foreign visitors around the world.

"We're always trying to hedge our bets because we're so exposed on the international scale," Syrett says. It is a multipronged marketing approach that reflects that of the Utah Office of Tourism, Film and Global Branding, which is conducted by the Utah Office of Tourism (UOT) as a part of the Utah Governor's Office of Economic Development (GOED).

The State of Utah is committed to growing Utah's tourism economy as Utah's outdoor assets gain visibility in the national and global spotlight. UOT targets major markets on both the West and East Coasts, as well as internationally, showcasing The Greatest Snow on Earth®, particularly the 11 of 14 resorts found along the Wasatch Front within an hour of Salt Lake City International Airport, and The Mighty 5® national parks—Arches, Bryce, Canyonlands, Capitol Reef and Zion—all in Southern Utah.

DELIVERING ON A PROMISE

Utah's tourism industry is a key, measurable contributor to Utah's statewide economic success. The Outdoor Industry Association (OIA) estimates the outdoor industry component contributes \$12 billion of economic activity in Utah. Meanwhile, tourism research firm D.K. Shiflett and Associates calculates visitor spending at \$74 billion in 2012, which pumped \$960 million into state and local tax coffers. Though a shutdown at the federal level caused a break in the revenue stream while federally owned destinations were shuttered, 2013 appears anecdotally to have been a strong year, not the least because the State of Utah stepped up and negotiated an opening of the national parks in Utah, funded at state expense. Opening the parks was clearly a prime demonstration of the collaboration between Utah government and the private sector that, because of a longstanding cooperative working relationship, rapidly came to agreement on a plan that convinced the federal officials that allowing Utah to open the parks was in everyone's best interest.

UOT executes its mission to grow the economy through increased tourism with the Tourism Marketing Performance Fund (TMPF), which is legislatively mandated for out-of-state marketing.



RUBY'S INN STAFF AND GUESTS IN BRYCE CANYON

"It's amazing to think that during the recession, high-end hotels chose to invest the money to establish a presence in Park City: Montage, St. Regis, Waldorf Astoria. All that construction and investment at a time when most businesses were just hunkered down I believe demonstrates, and I think the data confirms, that Utah had branded itself and marketed itself as a tourism destination that was worth the investment."

VICKI VARELA,
MANAGING DIRECTOR
OF THE UTAH OFFICE OF TOURISM,
FILM AND GLOBAL BRANDING



TMPF is funded by increases in state sales tax revenue, funds appropriated by the legislature and interest. According to UOT, the formula for determining the TMPF is directly tied to tax revenue derived from the retail sales of tourism-oriented goods and services. In short, increases in tax revenues over previous years dictate the state treasurer's calculations for TMPF funding, closing the loop between increased tourism business and increased tourism marketing.

"The key measure of success is what tourists are spending and that it translates into tax revenues," confirms Vicki Varela, managing director of UOT, highlighting the office's visitor spending figure, which has been growing since the Great Recession. "As Governor Herbert stated really well in his budget proposal this year, tourism is one of the only places in state government that you invest money to yield a huge return, where you can get a measureable tax boost from the investment."

Varela says the office is constantly measuring the effectiveness of its marketing and communications not only to improve the messaging, but to improve the traveler experience.

Among Varela's top goals are enhancing partner relations to deepen collaboration and establish Utah: Life Elevated as an integrated global brand that engages Utah residents as ambassadors of a brand they are already living. Varela's goals are aimed at enhancing the user experience, which in the tourism industry translates to the best vacation possible. For that reason, Varela defines her top priority as improving customer service, "from the time people see our great marketing to the time they arrive in our state, which means making sure our welcoming statements reinforce the brand promise in our ads."

As to delivering on the brand promise, Varela points to some long-term case studies and more recent success stories from around the state, including the 30-year transformations of Moab and St. George to top traveler destinations and Bryce Canyon City, where tourism comprises virtually its whole economy. Varela also says to take a close look at Park City in the last five years.

"Through the years of the Great Recession, Park City expanded its capacity from a really great second-home destination and ski town to a luxury destination," says Varela. "It's amazing to think that during the recession, high-end hotels chose to invest the money to establish a presence in Park City: Montage, St. Regis, Waldorf Astoria. All that construction and investment at a time when most businesses were just hunkered down I believe demonstrates, and I think the data confirms, that Utah had branded itself and marketed itself as a tourism

destination that was worth the investment. That's a remarkable way that the overall marketing strategy of this office has translated into concrete spending by private businesses."

TAPPING POTENTIAL

Like Varela, Daggett County's Brian Raymond looks with admiration on Moab and imagines a future where the Flaming Gorge area attracts a similarly diverse tourism crowd.

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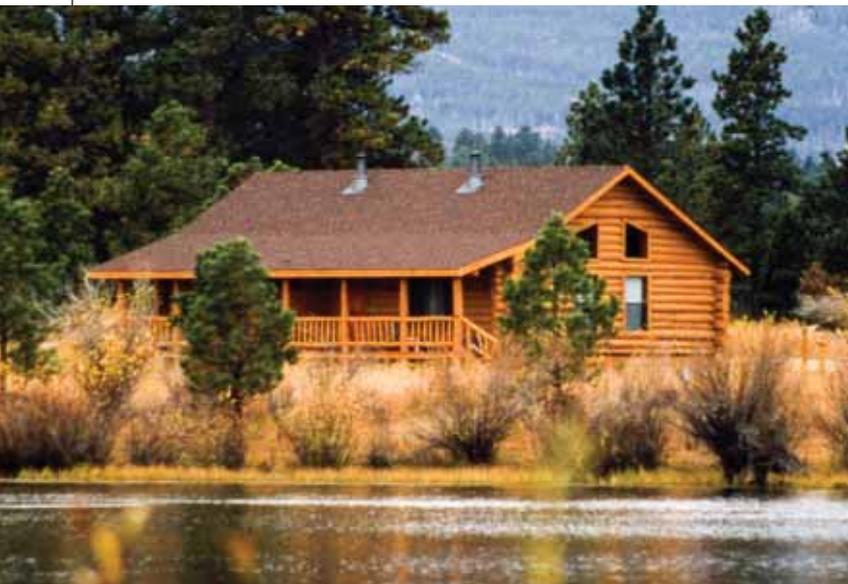


“We haven’t been aggressive in the past. Look at Moab and how they’ve grown and where they were 30 years ago. We’re closer to Salt Lake than Moab and we have some incredibly beautiful areas that we can have trails on and some really nice river running on the Green River. ... We certainly see the potential and want to address it.”

Varela remembers staying in converted apartments for lodging at a time when “you couldn’t find a decent cup of coffee in Moab.” Today, Moab retains its diverse outdoor recreation opportunities and reputation but has folded into the mix luxury accommodations, among other destination improvements, increasing the breadth of its visitor demographics.

Raymond tempers his enthusiasm with Utah’s well-articulated desire for balanced growth: “We don’t want to grow huge but we need to grow a little so there’s more of an economic base.”

Varela says the community of Flaming Gorge “is such an interesting area of opportunity because we have spectacular natural resources there including some of the best fishing in the world, but very limited accommodations or restaurants. That’s going to be a fascinating area to watch and participate in their growth in the next 20 to 30 years.”



**RED CANYON LODGE AND
FLAMING GORGE OVERLOOK**

Red Canyon Lodge’s Mark Wilson is bullish on the potential, which the ski industry veteran has seen since buying the lodge and moving to the Flaming Gorge area in 1991. Wilson expresses gratitude for recently deepened collaboration with the Ashley National Forest to enhance trail development, but recognizes some important decisions will have to be made.

“During the high point of our season from Memorial Day to Labor Day, a lot of the guest lodging and auxiliary services like dining and boat rentals are at capacity,” says Wilson. “So how do you handle that when you want to grow your tourism revenues? You either add more, which can directly compete with those that are already here, or extend the season.”

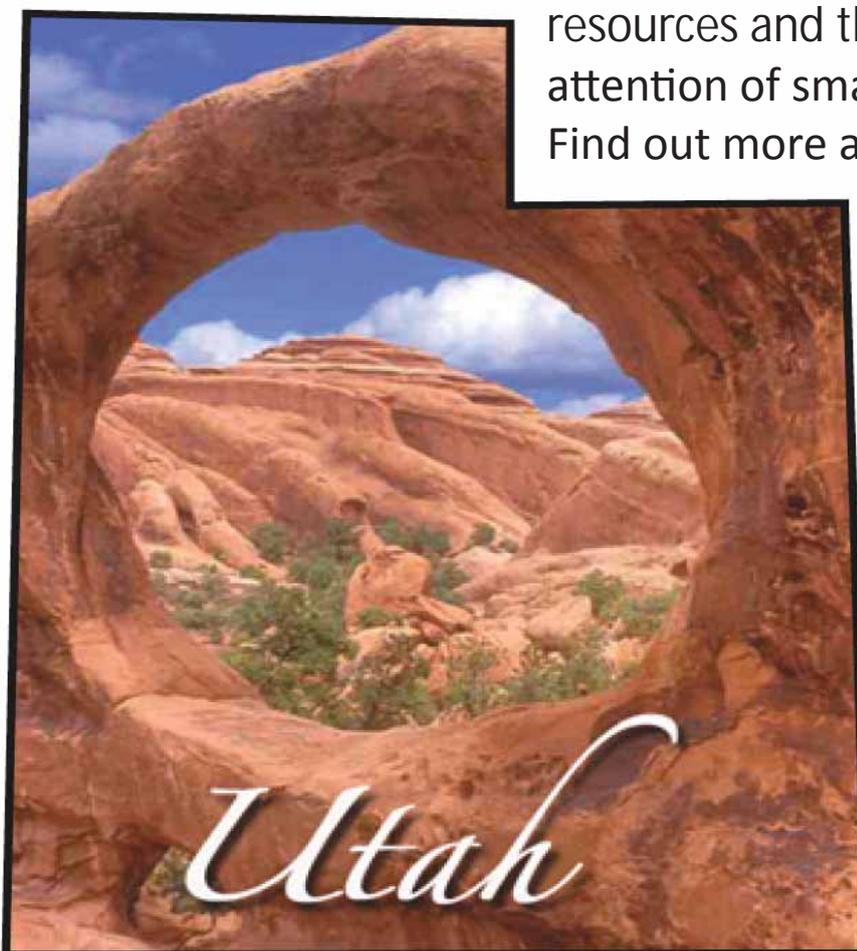
Aside from tourism, Daggett County’s economy is primarily agrarian.

“The mantra of a rural county often is to let things happen organically,” says Raymond. “And that’s fine because some of it does happen organically.” Raymond acknowledges he is not in his position strictly to catalyze change, but he feels that he can help nurture a forward-looking dialogue that is inclusive of existing business plans and opens up opportunity for new, potentially competitive growth.

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SUPPORT FOR GROWTH

“The hardest thing both from a state and county level is how to provide incentives for existing businesses to continue to grow to meet that demand,” says Wilson. “In the past, it was probably easier for a brand-new player to come into an existing area and get assistance in a variety of levels to build the tourism infrastructure. There are some new incentives pointed at the hospitality industry that are meant to help existing businesses grow. We’re very excited about them.”

Indeed, GOED’s Rural Development Office has extended its post-performance Rural Fast Track grants to businesses falling within tourism-related NAICS Codes (the 1997 North American Industry Classification System) in counties that meet three criteria: fewer than 30,000 people, average household income less than \$60,000 and hospitality employment of 125 percent or greater than the state’s average as a percentage of the county’s private sector employment. Daggett and Garfield are among 10 total qualifying counties.

For Delynn Fielding, rural programs director at GOED, the Fast Track Grants help fill a critical need in counties like Daggett, where other state incentives do not reach.

“GOED’s Fast Track Grants help the State of Utah execute on its top objective to strengthen and grow existing Utah business, both urban and rural,” says Fielding. “Since hospitality and tourism are critical components of the rural economy, these incentives have the potential to help Utah businesspeople, who have invested their lives in the industry, expand their operations and grow their bottom line.”

The decision to expand was relatively easy for hotel owner Lance Syrett. In 2007, “business was good,” Syrett says, giving the short answer. It had been their best year ever, and social media tracking suggested to the team a need to invest in a different kind of hotel to cater to a new clientele. They had already built an “economy” competitor across the street from their own flagship Ruby’s Inn, but a consensus was building online that Ruby’s Inn was getting too busy with tourism traffic. It is not necessarily a bad thing from a business perspective to be busy, but it was having a documented impact on the traveler experience.

The Bryce Canyon Grand added a higher-end product to the portfolio to take some of the burden off Ruby’s and add a new offering to visitors. Although the recession hit in 2008 and things started out a little slow, it did not take long for the product to reach its clientele and begin turning a profit.

As for the ski resort in the Ashley National Forest, it may be for Raymond a “pie-in-the-sky idea” still in its research stage, but recent strong collaboration with the Forest Service, some political momentum and a little—or a lot—of investment might bring the resort within reach. Raymond has his eye on a patch of the forest a few miles south of the Gorge near the junction of U.S. Highway 191 and state Route 44, about a half-hour to either Manila or Vernal.

Growth in Vernal, south of Daggett County, thanks to energy development in the Uinta Basin, may prove key to its tourism aspirations as a larger population base could create a demand to help support tourism from the Wasatch Front, pass-through travelers and neighboring states.

In the meantime, some trail development with the forest and state agencies will certainly further the dialogue, and Raymond may look at a tubing hill to begin encouraging people to come up in the winter.

For his own part, Wilson remains enthusiastic. “Some of the potential I saw when I first came here has been realized. Does opportunity still exist? Twenty years later, the answer continues to be ‘yes.’” ■



BRUCE CANYON GRAND AND OLD TOWN.

“GOED’s Fast Track Grants help the state of Utah execute on its top objective to strengthen and grow existing Utah business, both urban and rural.”

DELYNN FIELDING,
RURAL PROGRAMS DIRECTOR AT GOED

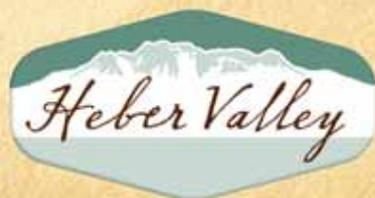


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Nothing defines life in Utah better than what can be found outdoors. Natural beauty characterizes the landscape, from snowcapped mountains along the Wasatch Front to red rock vistas in Southern Utah, making it a haven for outdoor enthusiasts. Its natural wonders also make Utah a natural fit for companies specializing in outdoor products.

Utah offers a natural advantage for BlueHouse Skis, because the perfect laboratory to test new ski equipment is only a short drive from the company's Salt Lake City headquarters to the nearby Wasatch Mountains. Once on the slopes, new skis can be tested and refined for customers who come from all over the world to enjoy skiing on Utah's famous powder each winter.

"Our entire product line is designed for Utah's powder snow conditions," says Dan Nebeker, BlueHouse Skis CEO. "That gives our products a big draw because Utah is known to have some of the best snow—definitely in the United States and possibly in the world. To have products that are built for the powder makes them attractive to people who don't have those same kinds of great snow."

Another local example of a Utah company that has "gone global" is 4FRNT Skis. The firm is a small technical ski brand that describes its skis as "designed to make you feel invincible on the slopes." 4FRNT skis were worn by David Wise in the ski halfpipe at the 2014 Sochi Olympic Games. Years of hard work culminated in Wise skiing away with a gold medal and 4FRNT Skis receiving invaluable exposure and credibility around the world.

Outdoor recreation and the associated recreation economy is one of the largest industries driving the Utah economy. It contributes approximately \$5.8 billion to the state's economy annually, directly supports 25,000 jobs and generates \$300 million in tax revenue each year. Either economically or as a result of travel or sports, Utah's recreation economy directly affects every Utahn.





Much of Utah tourism is fueled by visitors coming to enjoy outdoor recreation in destinations ranging from the tranquil Bear Lake in Northern Utah, to the powdery slopes along the Wasatch Front, to the sunny golf courses in Southern Utah. In fact, Utah has more jobs related to outdoor recreation per capita than any other state in the nation. That's why the state puts a major emphasis on building up and supporting companies that target outdoor enthusiasts.

"Utah, through the Governor's Office of Economic Development, actively engages with private industry across multiple sectors," says Brad Petersen, director of the Utah Office of Outdoor Recreation. "We're actively communicating with the industries in each of the different strategic economic clusters, whether it's in outdoor products or in aviation or in software development or in manufacturing. We're actively in touch with them and trying to find ways to improve or enhance their business opportunities."

HOME-FIELD ADVANTAGE

Charging a cell phone in mountainous backcountry seemed like an impossibility until two Utah start-ups changed the paradigm around access to power in the backcountry. Both Goal Zero and PowerPractical are forerunners in developing proprietary technology aimed at improving the backcountry experience. When there is no outlet to plug in a phone charger for miles, both of these companies have found unique ways to solve the problem.

PowerPractical found a way to alter this reality by inventing a device called the PowerPot, which resembles a typical pot you would find on a kitchen stove. The PowerPot can be filled with water and boiled on a heat source. As strange as it might seem the PowerPot utilizes a thermo-electric generator attached to the bottom of the pot to generate power from the heat. A USB power cord connects to the pot and allows electronic devices to be recharged while the water boils. It is an innovative product to say the least, and one that was made possible by having Utah as a home base for testing and development. To see the PowerPot in action, go to thepowerpot.com.

PowerPractical CEO Matt Ford highlights the fact that Utah possesses all of the right ingredients for bringing his company's product to life. The abundance of outdoor destinations allowed Ford's company to research and develop the product in an environment where it would be used the most without spending a fortune to do it. "We would never go anywhere else," Ford says. "We're from Utah and, because we love doing what we do, this was a great business to start here. The advantages we have being an outdoor brand—I can't imagine we would find them anywhere else."

One difference maker for PowerPractical is the support the company has received at both the state and local level. PowerPractical was able to attend the annual Outdoor Retailers Market at the Salt Palace Convention Center for the first time a year ago. The opportunity to participate came at a time when the company had zero paid employees and was searching for capital to develop its product line.

Being part of the Outdoor Retailers Market was a game changer for PowerPractical. Ford notes the company raised a round of seed funding, which paved the way for hiring full-time employees, creating a marketing plan and cultivating a retail channel. PowerPractical also entered into distribution agreements with major outdoor retailers such as REI, Bass Pros and Cabela's to roll out its product line nationwide and found distributors in nations like Canada, Norway and South Korea.

All of it came about, Ford says, because Utah makes an effort to give every business a seat at the table—even small companies in seedling stages.

"We feel like we're recognized by Utah to be on the same playing field," Ford says. "Utah recognizes the need for new companies to start and grow because that fuels economic development in this cluster or category."

Major events like the Outdoor Retailers Market (outdoorretailer.com) and the Western Hunting Expo (huntexpo.com) are a perfect avenue for exposing local outdoor companies to the public. Additionally, these events directly benefit Utah's



A CAMPER USES THE POWERPOT BY POWERPRACTICAL.

"We would never go anywhere else. ... The advantages we have being an outdoor brand—I can't imagine we would find them anywhere else."

MATT FORD,
CEO OF POWERPRACTICAL

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economy by bringing in millions of dollars from attendees direct spending. The Outdoor Retailers Market alone contributes more than \$40 million each year to the Utah economy. Since moving from Reno in 1996, it has expanded from 250,000 square feet of exhibition space to more than one million square feet. More than 200 companies are on a waiting list to come to Utah and participate in the show.

Furthering Utah's goal to grow business in Utah, studies show that approximately one-third of the people who attend this show and other similar events will return to the state as tourists within a year. According to research conducted for Ski Utah, one visit to an outdoor destination in Utah is not enough—roughly 79 percent of tourists who come to Utah for outdoor recreation will visit the state again multiple times.

These visitors are spending money on recreation equipment like skis, bicycles and fishing poles during their visits. This means big business for companies marketing to that crowd of outdoor enthusiasts.

“That’s big for companies here because it gives us a home-field advantage,” Nebeker says. “Buyers are coming from all around the world to see outdoor products here in Salt Lake City.”

MADE IN UTAH

In the early years of its existence, Jas. D. Easton put down strong roots in California. Doug Easton started the company in Van Nuys in 1922 to build and sell archery products. It expanded in subsequent decades to include other hunting, camping and team sports products.

Eventually, growth spurred Easton to look beyond its California home. Onerous regulations made it tough to do business in that state, threatening to escalate the cost of manufacturing Easton's product line.

“We were looking for somewhere to move,” says Daren Cottle, vice president and CFO of Jas. D. Easton. “We were looking for a more business-friendly environment and also somewhere that had a good lifestyle and had outdoor recreation.”

Utah was the perfect fit for Easton.

Easton first moved its arrow manufacturing facilities to a plant west of the Salt Lake City International Airport in 1980. The lack of burdensome regulations and favorable tax rates in Utah helped the company's bottom line. Easton continued to expand over subsequent decades and spun off the team sports into a separate company, Easton Bell, in 2006.

With the move, Easton decided to consolidate its core archery and outdoor recreation operations into Utah. The company moved its corporate headquarters to Salt Lake City. Since that time, it has also brought brands like Hoyt Archery and Beman under the Easton umbrella—and also brought them to Utah.

Since moving to Utah, Easton has grown to 600 employees and five manufacturing facilities, with three located in Utah. Of the 600 employees, roughly 500 are located in Utah. Hoyt Archery is considered the largest archery company in the world. Easton's archery products have been used in Olympic competition for the past 25 years and won numerous medals. Utah is called the Beehive State because the bee and industry are a symbol and the motto of the state and it perfectly describes the productive workforce enjoyed by the many firms who choose to make Utah their home.

All of this growth and success at Easton has been made possible, says Cottle, by the business-friendly climate in Utah. “We needed somewhere where we could cost-effectively manufacture, and Utah has provided that,” Cottle says. “It's allowed us to expand to 500 employees in Utah and be competitive in our manufacturing in Utah. That's probably been the biggest factor for our growth. It's allowed us to remain a U.S. manufacturer.”



JAS. D. EASTON MANUFACTURING FACILITY.

“We needed somewhere where we could cost-effectively manufacture, and Utah has provided that.”

DAREN COTTLE,
VICE PRESIDENT AND CFO
OF JAS. D. EASTON

A person is rappelling down a rope, silhouetted against a bright sunset. The sun is low on the horizon, creating a lens flare effect. The person is wearing a harness and a helmet. The background shows a mountain range under a clear sky.

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STRENGTH IN NUMBERS

The presence of major companies like Easton, Black Diamond Equipment, Kings Camo, BackCounty.com, Skullcandy, Quality Bicycle Products(QBP), Browning Guns, ENVE composites, Salomon, Suunto and Petzl in Utah has turned the state into a Mecca for outdoor recreation companies. So when big-name companies move their headquarters to the Beehive State, it influences other companies to follow in their footsteps.

Keeping those companies in Utah and helping them to grow is a top priority for the state. One of the ways the state is accomplishing this goal is through a comprehensive post-performance incentive program.

Utah's incentive program is uniquely designed to attract companies to relocate to the state, and it goes far beyond offering a competitive array of tax incentives and grants. The incentive program connects businesses with partners at local universities to aid in research and development. It also lets companies network with peers in the same industry and partner with their original state and local government to expand operations and increase their footprint in Utah.

"Corporate incentives can include a whole host of solutions," says Petersen. "It is much greater than simply an economic incentive that will eventually expire. There's got to be a strategic benefit based on a trained workforce, access to technology and innovation, low costs of energy, and the right leadership, and an improved quality of life to move an operation to a new state. An economic incentive can only be one of those benefits. Utah is the full package."

ENVE Composites, a manufacturer of carbon fiber bicycle wheels and other bicycle components, attests to the active role local and state government plays in partnering with businesses in the outdoor products industry.

Over the last four years this Ogden-based company has become a worldwide brand that is being ridden by some of the best cyclists in the world. ENVE moved into its current building in 2011; within the past six months, it has expanded to include two additional bays, where it manufactures and tests bicycle equipment. ENVE anticipates outgrowing its current space within the next 12 months.

But one thing is certain: When the company moves to their new location, it will remain in Utah. It enjoys a valuable partnership with the City of Ogden, and the company sees doing business in Utah as positioning its brand within the cycling community at a higher level.

"Utah is favorable from a business standpoint, but it's also favorable in terms of the outdoor recreational focus," says Sarah Lehman, Enve CEO. "We're a bike company. It makes a lot of sense to be here surrounded by our peers."

The State of Utah is facilitating ENVE's growth by offering a post-performance tax incentive, tied to creating new jobs, and connecting them with Weber State University's design innovation team for advanced R&D. The results have been promising as ENVE continues to outperform the market.

When Lehman sees how effectively Utah partners with her business at the state and local level, it is enough to convince her that there is no better place for ENVE to do business. "There's no bureaucracy," she says. "There's no red tape. There's just a group of individuals who are here trying to improve the workforce and the economic conditions that allow businesses such as ENVE to thrive."

It is exactly those conditions that make Utah a destination for tourists and businesses alike. There is no such thing as roughing it for outdoor products companies that choose to set up shop in the Beehive State. ■

ENVE COMPOSITES MANUFACTURES CARBON FIBER BICYCLE WHEELS IN OGDEN, UTAH.



"Utah is favorable from a business standpoint, but it's also favorable in terms of the outdoor recreational focus."

SARAH LEHMAN,
CEO OF ENVE

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UTAH'S LOCAL FOOD FUELS AN EXCITING CULINARY SCENE

Slowly and quietly, like a tiny green shoot pushing through dark soil, Utah's food scene has been blossoming over the past few years. Where once there were only a few booths at the Downtown Farmer's Market in Salt Lake City, now there are hundreds, with dozens more markets taking over corner lots in neighborhoods and cities outside the capital. Many vendors who got their start selling bundles of arugula at the Saturday market now stock the kitchens of numerous restaurants.

A decade ago, Utah only had a handful of “go-to” restaurants where one could be confident about getting a top quality meal. Going out was an exercise in reliability, but picking a place to dine was more “type of food” driven than experience focused where a patron could select a place to dine based on the promise of unexpected deliciousness. And nowhere was “local” emphasized on the menu.

But times have changed, says Seth Winterton, deputy director of marketing for Utah's Own, the organization under the Utah Department of Agriculture that promotes Utah's homegrown products. Winterton says Utah is entering a new era of culinary tourism and the driving force is local food.

“Utah is now known for artisan cheese, beer, milling, grass-fed beef—it's changed so much over the past few years.”

The change is bringing world-class chefs back to Utah, such as Ryan Lowder of The Copper Onion and Plum Alley, and Chef Tosh of Naked Fish. Both chefs use local ingredients at their award-winning restaurants. It is also attracting investors to the boutique restaurant and bar business. One example is Ty Burrell of TV series “Modern Family” who was recently featured in *Food & Wine* magazine with Utah-based star Chef Viet Pham (who beat Bobby Flay on “Iron Chef America”) promoting their new artisanal sausage and craft beer bar opening in downtown Salt Lake City.



The dining scene in Utah today is here in part because of the availability and quality of local Utah products and, hence, the creativity this allows chefs, says Winterton. The relationship between producer, chef and consumer is symbiotic. If consumers were not willing to pay extra for locally produced food sources and imaginatively produced dishes, then this relationship wouldn't work. The result yields unique dining opportunities and once-in-a-lifetime experiences.

And that's what it's all about—food that tastes good. When creative chefs have access to fresh, seasonal, inspiring products, the result is a local food revolution.

A TIME AND A PLACE

One chef who embodies this notion of “evolving food” is Bowman Brown, owner of Forage and among *Food & Wine's* Best New Chefs of 2011. The accolades have only piled up since then, and so have Brown's epiphanies when it comes to using local products.

“When we opened we had a different vision than we have now,” he says. “Not having spent a career here, I didn't yet understand what it could become, how much we could use local resources.”

Brown changes the Forage menu almost every day depending on the season and the foods he can get his hands on, which means that on any given night, a diner could taste completely different dishes than a guest the night before. “It's a one-of-a-kind experience, never to be duplicated,” Brown says. “It's food that speaks to a specific time and place.”

First and foremost, Bowman emphasizes, the food has to be good. It's nice to have high ideals when it comes to local products, but those products must still deliver the flavors. This is where local chefs have no problems and are, in fact, continuously surprised and delighted by the quality of Utah's products.

Ryker Brown (no relation) is corporate executive chef for Heirloom Group, headquartered in Provo, where he oversees the award-winning restaurant Communal and Pizzeria 712. He has worked in fine dining establishments around the West, with access to products from all over the world. He says Utah's products stand up to any he's tried.



THE RIGHT MIX
ACTOR TY BURRELL AND STAR CHEF VIET PHAM
PARTNER IN THE KITCHEN

When “Modern Family” dad Ty Burrell stepped into Viet Pham's Utah-based award-winning restaurant Forage, he was immediately blown away. “It was one of the best meals I've ever had,” said Burrell to *Food & Wine* magazine writer Pamela Kaufman. Burrell was so impressed, he approached Pham about starting something totally new in Utah—an artisanal sausage and craft beer restaurant. Dubbed Beer Bar, the restaurant will be co-owned by Burrell; Pham, who defeated Bobby Flay on “Iron Chef America” and was named *Food & Wine's* Best New Chef in 2011, will oversee the menu. Slated to open in spring 2014, Beer Bar will serve Pham's overloaded brat Reuben sandwiches complemented with one of the eatery's 150 “new concept” signature beer cocktails.



CHEF RYKER BROWN AT COMMUNAL

“Utah is now known for artisan cheese, beer, milling, grass-fed beef—it's changed so much over the past few years.”

SETH WINTERTON,
 DEPUTY DIRECTOR OF MARKETING,
 UTAH'S OWN



“The cheese makers alone are superior to any I have seen. Their cheeses are just as good as cheeses from anywhere,” Brown says. “Rockhill Creamery produces an unbelievable Gruyere that can stand up to anything that comes from Europe. Snowy Mountain puts out a Mount Timpanogos blue that is simply amazing.”

Snowy Mountain Sheep Creamery is located in northern Utah, in Eden, where the East Friesian and Icelandic dairy sheep graze in high mountain pastures. Established in 2010 as the first dairy sheep operation in the state of Utah, Snowy Mountain produces a number of artisan soft cheeses as well as lamb meat.

The focus at Communal is to build lasting relationships with local farmers, purveyors and artisans and to use only the highest-quality ingredients in its meals. People know this, Brown says, and eat at Communal because of it. But when it comes down to it, “our guests are looking for taste,” he says, not just local—and not just organic for that matter. Another of Brown’s favorite farms is “not organic, but I still support him because his products are superior. I’d rather have fresh, local products than organic tomatoes from a greenhouse in Canada.”

FARM TO TABLE

Chefs are always on the hunt for new and different local products, which they sometimes find in their own backyards—or in the case of The Tin Angel, across the street. The Tin Angel is a small, eclectic restaurant perched across from Pioneer Park in Salt Lake City, home of the now enormous Downtown Farmer’s Market. In 2007, when Chef Jerry Liedtke opened The Tin Angel with his wife, Kestrel, and their best friend, Robin, he wanted to create food with a strong emphasis on locally sourced foods and found many of them at the budding market.

“The farmer’s markets are often home to a wide range of wonderfully aromatic, interesting, beautiful to look at, touch—and eat—ingredients unavailable to us,” Liedtke says. “Since a meal is ultimately only as good as the ingredients used to build it, we are constantly seeking out those kinds of opportunities for quality.”

They were also seeking relationships with producers and became invested in the idea that they can all support one another and ultimately benefit the Utah economy. An example of this is when The Tin Angel folks met Julie Clifford of Clifford Farms. Liedtke explains, “We began buying eggs from her many years ago, when her farm couldn’t handle our demand; we were buying from her in regular 12-packs as opposed to the cases we needed. We continued to buy from her and rave about her and promote her and her business grew. It wasn’t long before we were able to transition to using her wonderful eggs exclusively and she was able to deliver the cases we need. This has been a directly impactful, long-term business relationship that has immeasurably benefitted her, her employees, as well as us and our quality level.”

Stories like these are not uncommon. Pago, in the hip 9th and 9th neighborhood of Salt Lake City, opened in 2009 with a “farm-to-table” mission and a clear vision of highlighting local and artisan foods. Owner Scott Evans is passionate about finding and featuring new artisans, so much so that he calls Pago a “love letter to local foods.”

The food that Chef Phelix Gardner prepares clearly embraces that love as the restaurant has almost a cult-like clientele and has been recognized several times by national publications, including *The New York Times*, *Food & Wine Magazine*, *The Washington Post*, *Bon Appétit* and others.

Over the years, Evans and his team have helped numerous producers get established, not only by buying their products for Pago, but by introducing those products to other restaurants and helping them develop a strong consumer following. “As a restaurant group, we are very proud of the number of local businesses we financially support. We keep them in business as much as our regular customers keep us in business,” Evans says. “Dining at Pago and Finca [a sister restaurant featuring Spanish tapas and large plates] directly supports over 30 local Utah companies. We feel good about that.”



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- UINTA BREWERY
- GOLD CREEK FARMS
- RED BARN CIDER MILL
- AMOUR SPREADS
- EVA’S BOULANGERIE
- SOLSTICE CHOCOLATE
- SNOWY MOUNTAIN CREAMERY
- MORGAN VALLEY LAMB
- KOOSHERAM TROUT
- EPIC BREWING
- CAFFE IBIS COFFEE
- CHARMING BEARD COFFEE
- MILLCREEK CACAO



CHEF DAVE JONES PREPARES TROUT AT LOG HAVEN.

“The cheese makers alone are superior to any I have seen. Their cheeses are just as good as cheeses from anywhere.”

BOWMAN BROWN,
OWNER AND CHEF, FORAGE

Evans points to numerous studies that show the benefits of buying local and supporting the circular farmer-restaurant-consumer connection. Among them is the premise that buying local keeps a higher percentage of money in the local community and reduces pollution through lessened transportation and packaging.

DEEPER ROOTS

While the concept of making local foods the star on a restaurant menu is fairly new to Utah, it is nothing new to Log Haven’s Chef Dave Jones. In 1994, Jones moved to Utah from Northern California, from “Alice Waters’ country,” where the practice of running a restaurant off local foods had been in place for quite some time. Jones attended intense workshops in California cuisine and was directly influenced by Wolfgang Puck, Mark Peel and Nancy Silverton (of the original Spago).

“When I came to Utah, there wasn’t adequate supply of local foods for the restaurant,” says Jones, “nor the encouragement for this movement.” Jones says he wanted to buy locally, but couldn’t rely on the farmer’s market because there just wasn’t enough produce or variety. Today, Jones calls the abundance of Utah products a “luxury.”

“We are very enthusiastic about the movement, and it just gets bigger and better!” Jones says, noting two new farms he is thrilled to support, Frog Bench in Salt Lake City and Heirlooms & More in Bountiful. “Both are doing an incredible job.”

Jones is excited about the trout he is currently featuring on the Log Haven menu, farmed steelhead from Koosharem in central Utah. The way he describes the trout—how they hail from high-mountain, spring-fed waters and are hand-fed and produced in a sustainable manner that results in an amazing, clean-tasting, unique fish—makes a locavore’s mouth water.

These small, dedicated producers—the fish farmers, the cattlemen, the cheese-makers—are integral to the success of many of Utah’s best and brightest chefs. Without the honey, the pork belly, the feta and the mushrooms, talented chefs would not be wowing local foodies, and these foodies wouldn’t be flocking to The Copper Onion, Em’s, Zucca, Sage’s, Eva, Talisker—the hottest restaurants from border to border—and posting madly about their experiences.



Local Utah Sourcing

The *source of our food* – where it comes from, who produced it and how it gets to the plate – is increasingly important information for our customers. Offering *specialty & seasonal products* obtained from small to midsize producers helps our customers differentiate themselves from their competitors. It also helps them satisfy their customers' demands for *new products* while supporting our *local communities*.



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CHEF JERRY LIEDTKE
OF TIN ANGEL.

It all starts with the land, with the farmer, with the soul of the food.

One person who truly understands this relationship and lives by the philosophy is Blake Spalding of Hell's Backbone Grill in Boulder, Utah. Along with Jen Castle, the duo has turned a corner of isolated canyon country into an international dining destination.

When the grill opened in 2000, the partners stated a mission to embrace local foods. The only problem: Boulder rests at 6,000 feet, accessible by scenic byways that are stunningly beautiful but verge on treacherous. The growing season is short and resources limited. But these reasons are, in part, why Spalding and Castle moved there.

"At the time, 'special' or 'fancy' food had to be from far away," Spalding recalls about the 1990s culinary scene. "People wanted Maine lobster in L.A. or New Zealand mussels in New York. What a huge carbon footprint! Abundance and freshness were not seen as special."

Today, Hell's Backbone is a mecca for dishes created from the restaurant's own farms, from other small farms in Boulder, as well as local products from around the state. En route to and from Utah's national parks, travelers from around the world make the trip to Hell's Backbone to experience the "place," not just to eat.

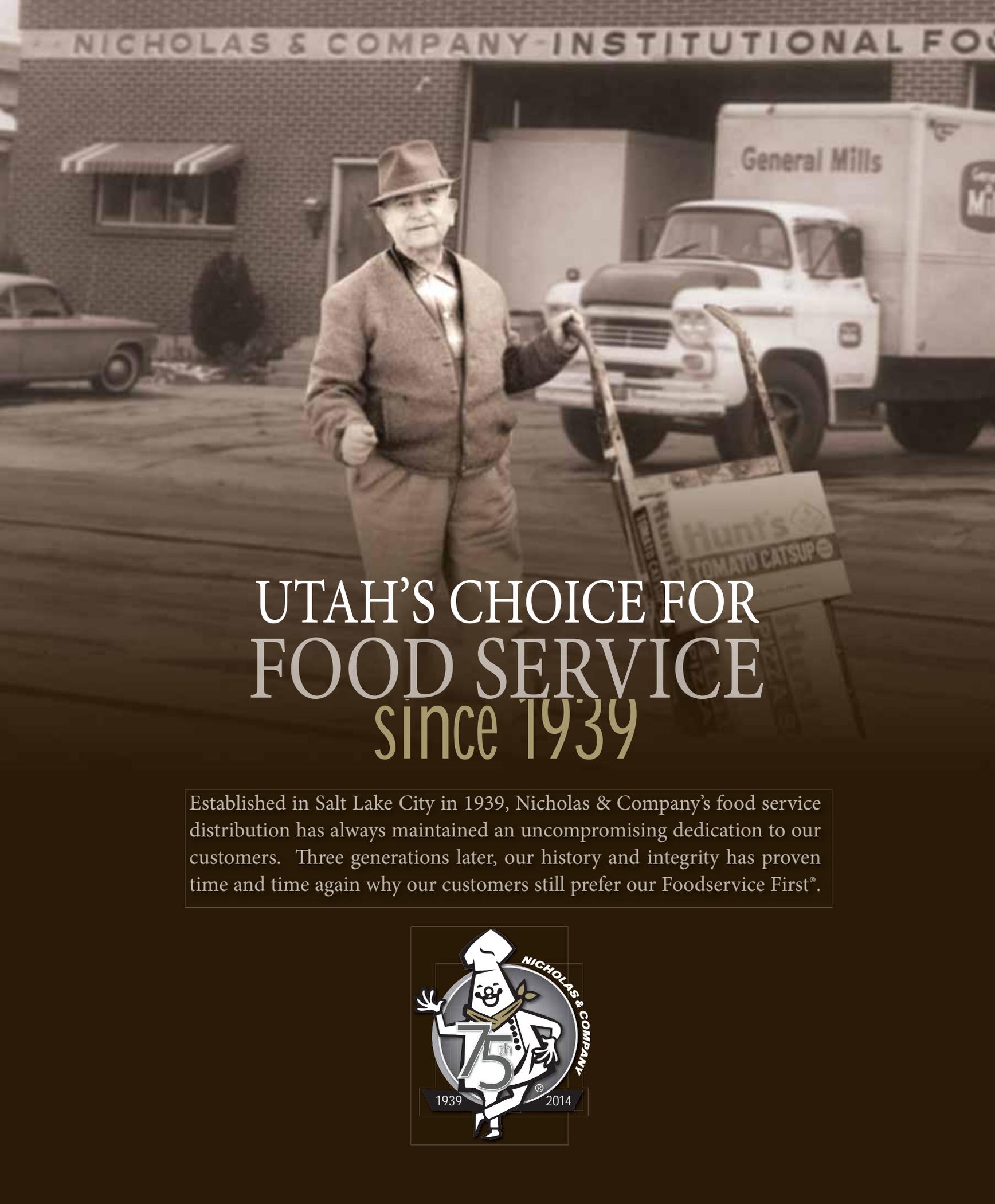
"It is important to be proud of your own food," Spalding says. "If you travel to Italy, you would never be served French jam or Spanish ham. They want you to eat what they grew and what they made."

Food grown, nourished and made by local hands is powerful, Spalding says. "You literally take that place into your body. Boulder is an extremely special place in an extraordinary landscape." ■

"The farmer's markets are often home to a wide range of wonderfully aromatic, interesting, beautiful to look at, touch—and eat—ingredients unavailable to us."

JERRY LIEDTKE,
OWNER AND CHEF, THE TIN ANGEL

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AVENUE H

AFFORDABLE SMALL BUSINESS SOLUTION FOR HEALTHCARE COVERAGE

When Donna Milakovic became vice president of the Utah Valley Chamber of Commerce in 2012, the organization had an operational problem to solve: how to slow a high rate of employee turnover.

The primary challenge was an annual budget that didn't allow for health insurance in the chamber's benefits package. That made it tough to attract—and retain—the kind of top-notch talent the organization needed to help it grow, Milakovic says. The chamber was paying its half-dozen workers a stipend to help with healthcare costs, but it wasn't enough for a robust insurance plan.

“We could really only hire people who had health insurance through a spouse, or were students and young and were in that group that didn't care that much about health insurance,” she says. “That was our limited pool of resources for hiring talent. We really wanted to change that.”

So Milakovic went shopping, looking for a health insurance option that would provide adequate—and affordable—care. She found her solution in Avenue H, Utah's innovative, online health insurance marketplace designed specifically to help small businesses—companies of less than 50 employees—provide access to insurance at affordable costs.



The program uses a “defined contribution” approach, which lets employers contribute an amount their budget will allow and sends employees to its online marketplace with that money to shop for a plan that meets their specific healthcare needs.

“Avenue H seemed a very stable, reliable, budgetable solution for us,” Milakovic says. “We could rely on the budget, and we could look at it year after year and know that even if premiums did fluctuate, our defined contribution didn’t have to fluctuate.”

AHEAD OF THE CURVE

Utah has roughly 58,000 small businesses, not including sole-proprietors, and those companies have always been a cornerstone of the state’s strong economy. But finding a balance between budgets and benefits has also been a challenge for these business owners—one that only grew more complicated and confusing with the 2010 federal Affordable Care Act’s mandate that nearly every American citizen have health insurance either through work-based or individual plans.

Fortunately, Utah has long been ahead of the curve, says Patty Conner, director of the Office of Consumer Health Services, which runs Avenue H. The state’s efforts to address health system reforms and secure access to care for the uninsured began in 2008 with then-Governor Jon Huntsman. The effort focused on aiding small business because data showed those companies employed a significant number of the uninsured, Conner says.

That’s how Avenue H was born.

“We felt like given the approach and the money we had available, that we could help these people get coverage,” says Conner, whose department is part of the Governor’s Office of Economic Development (GOED).

By the time the Affordable Care Act (ACA) became law, Utah’s Avenue H was already running a small prototype program. Eleven small businesses signed up during that rollout year, covering 150 lives, Conner says. The voluntary program allowed these companies to use an online marketplace to shop for and enroll in group health insurance.

Over time, participation in the program has steadily grown. As of March 2014, some 443 employer groups were enrolled in Avenue H, providing insurance for roughly 3,953 employees; including dependents, Avenue H has just over 10,830 total covered individuals. In December, the program saw an expected enrollment surge, with more than 80 new employer groups and 1,800 employees and dependents joining just ahead of the Jan. 1, 2014 launch of the ACA. Through Avenue H, those employees and their families can choose from more than 70 health plans offered by three insurance carriers. Dental coverage is also being offered for the first time in 2014.

Some 66 percent of companies that enrolled in Avenue H last year are now offering insurance for the first time, Conner says with pride. She says that more than 85 percent of companies that have joined Avenue H since 2010 remain with the program.

“They stay because the employees were able to find value in the plans,” Conner says. “For the employer, what it really does is give them peace of mind. Their employees could pick their own insurance and options and [the employer] was the one that helped them get that opportunity.”

EMPOWERING EMPLOYEES

Not everyone was excited about Avenue H when it launched, says Scott Miller, an insurance broker of more than 25 years and a founding partner of the MillerWade Group. Miller was an early adopter of Avenue H, but he says other employers and brokers were wary about the new, out-of-the-box approach to health insurance and weren’t sold on some the plan’s elements and design because it was so new and innovative.

For his part, Miller says, he loved the Avenue H concept from the start and wanted to be among the first to learn about the program so he could offer it to small business clients.

“For the employer, what it really does is give them peace of mind. Their employees could pick their own insurance and options and [the employer] was the one that helped them get that opportunity.”

PATTY CONNER,
DIRECTOR, OFFICE OF CONSUMER HEALTH
SERVICES AND AVENUE H

A man with short grey hair, wearing a brown vest over a plaid shirt and blue jeans, is smiling and holding a blue-framed picture of a red heart. He is standing outdoors in front of bare trees. The background is a blurred forest scene.

“It’s great to
have a second
chance.”

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“I thought it was phenomenal and probably the wave of the future for insurance,” he says. “We wanted to be very familiar with how it all worked.”

Avenue H was an almost instant success with Miller’s clients. Employers love the idea that they can control their budgets by setting the amount they want to spend. Employees like being able to choose from an array of insurance plans, rather than defaulting to the choice made on their behalf by the human resources department.

“In the first year or so that we started to actively market it, I think we picked up a half dozen or so clients that had not been clients before,” he says. “Getting enrolled is also very simple,” says Miller. “You need about 10 or 12 pieces of information and once you get that in, usually within about 24 hours, you can shop.”

Controlled costs and flexibility aren’t the only benefits to Avenue H, Miller says. Unlike most insurance carriers, the program doesn’t set a minimum monthly financial contribution level for employers, and it only requires that 75 percent of company employees enroll in a plan.

“By virtue of the fact that it’s the employer’s choice and not the carrier dictating that, that’s been huge,” says Miller, who now has about 30 client groups enrolled in Avenue H.

Another benefit? The ACA’s small business tax credit, which beginning in 2015 is available to companies with 25 employees or fewer and that are offering insurance but pay an average wage of less than \$50,000. Those employers can get a tax credit that equals up to 50 percent of the employer’s contribution toward employee insurance.

“That’s significant,” says Miller. “The law says that after 2014 the only way to get it is to go through the SHOP [Small Business Health Options Program] exchange in your state.”

Miller likes Avenue H so much that his own company switched to the program in 2010 as it struggled to deal with rising premium costs. The move has saved the company money and gave its 16 employees flexibility they didn’t previously have, he says. Miller and his business partner, for example, wanted a plan built around a health savings account, while others in the company wanted to stick to more traditional health plans.

“Now everybody is happy,” he says.

Miller has also engaged with Avenue H staff and state lawmakers to share broker concerns and field experiences as the young program grew. He now sits on a broker panel that meets monthly with Conner, and he credits part of the program’s success to her leadership and willingness to listen and make changes to streamline the enrollment processes to improve the Avenue H experience for consumers.

“Right now, there are only a few other [online marketplaces] that are operational,” Miller notes. “We definitely have a leg up.”

A FREE-MARKET MODEL

Under the ACA, the online insurance marketplace is becoming the norm. The law established both an individual marketplace and Small Business Health Options Program (SHOP) exchanges for companies with less than 50 workers.

States can decide whether to operate exchanges, or let the federal Health and Human Services Department (HHS) take the lead.

“From a political perspective, Utah did not have the appetite to do the individual market,” Conner explains. “But we asked for an exception from HHS to approve a bifurcated approach, so we could keep Avenue H.”

Governor Gary R. Herbert won the fight, including getting the feds to exempt Utah from having to dramatically redesign its program to meet all of the ACA’s re-



SCOTT MILLER OF MILLERWADE GROUP.

“By virtue of the fact that it’s the employer’s choice and not the carrier dictating that, that’s been huge.”

SCOTT MILLER,
INSURANCE BROKER AND PARTNER,
MILLERWADE GROUP



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quirements. That includes retaining the defined contribution and employee-choice model and limiting data sharing with the feds.

“We didn’t have to take away from what we were already doing and create a more restrictive model,” she says.

As one of two online marketplaces that pre-date the ACA (Massachusetts also had one), Avenue H has become a model for other states wrestling with the politics of healthcare reform and the mechanics of making an online exchange actually work, according to Conner.

“Utah fit at least on the SHOP side of things,” says Matthew Kennicott, communications director for New Mexico’s department of human services. State leaders began talking with Utah officials well before the ACA and then hired the Salt Lake City-based Leavitt Partners—run by former Utah governor and U.S. Secretary of Health and Human Services, Michael O. Leavitt—once it was ready to set up its online exchange.

Although New Mexico doesn’t share Utah’s conservative political leanings, its leadership appreciates the free-market model offered by Avenue H.

“It lets the market set the right standards and the right prices and the right models for insurance,” Kennicott says.

Conner also has had inquiries from Mississippi, Idaho and HHS officials, each seeking a tutorial in the lessons Utah learned in building its marketplace, including functionality, system architecture and other technologies. HHS has the daunting task of building a system that will work in 32 states, something Conner says isn’t easy.

The federal agency, which fumbled the launch of the individual online marketplace last fall, delayed implementation of the SHOP exchange by one year, to October 2014. Among states planning to run their own SHOP marketplaces, some have failed to open on Oct. 1, 2013, while others have been plagued by delays or opened only on a limited basis.

Interest in Avenue H has not been limited to governments, Conner says. Many Utah businesses with 50 or more employees would like to be able to use the program.

“We hear every day from employer groups and brokers who want to know when we are going to expand to 100 [employees],” she says.

Under ACA rules, businesses with 51-100 employees will be able to use the SHOP exchange beginning in 2016.

“We would love to expand,” says Conner. “In the next few years, the majority of insurance plans will be purchased through a marketplace, whether it’s private or public. It makes a lot of sense to broaden our scope now to reach many of those larger companies that are exploring their options.”

Based on the conversation she’s had with chamber members in Utah County, Milakovic believes the issue of providing health insurance will only become more important for small businesses. Forward-thinking companies that want to maintain a competitive edge are already looking at insurance options because of ACA rules for individuals.

“I expect that in the next year as those individual mandates start coming on people’s taxes, businesses that have been concerned about it will get on the bandwagon and decide they need to find a way to offer benefits,” she says. “Their employees will come to them and say, ‘You know, I’m getting penalized for not having health insurance. You don’t offer health insurance and I need to go find someplace that will.’”

Milakovic is quick to provide an enthusiastic endorsement of Avenue H. She’s certain the program has made a difference in employee retention and recruitment, and helped the organization land an event manager with a “huge resume” who had his pick of opportunities and considered health insurance a bottom-line need.

“I know for a fact he wouldn’t be here without these benefits,” she says. “We’re advocates of Avenue H. It’s been a great solution for our small business.” ■



DONNA MILAKOVIC AND VAL HALE SPEAKING AT THE UTAH VALLEY CHAMBER EXECUTIVE SUMMIT.

“We’re advocates of Avenue H. It’s been a great solution for our small business.”

DONNA MILAKOVIC,
VICE PRESIDENT, UTAH VALLEY CHAMBER
OF COMMERCE



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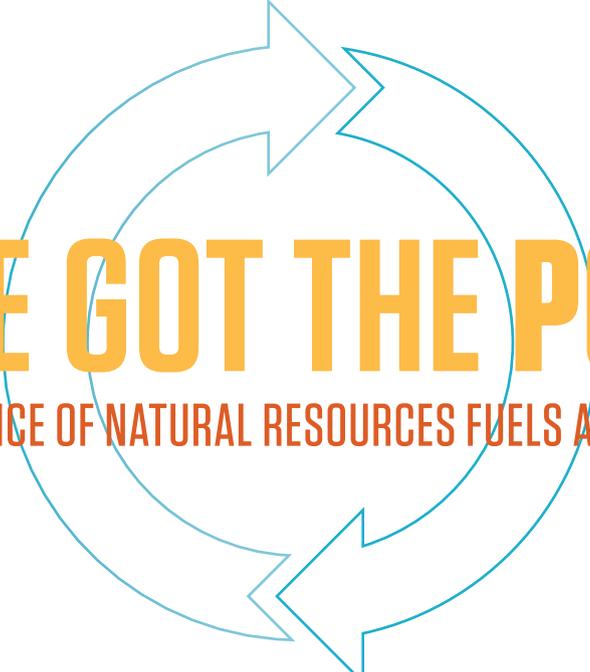


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WE'VE GOT THE POWER

UTAH'S ABUNDANCE OF NATURAL RESOURCES FUELS A ROBUST ECONOMY

Utah's diverse and dynamic economy is powered by a young, well-educated workforce, world-class transportation and communication infrastructure, a business-friendly governing paradigm and—perhaps most foundationally—stable and low energy prices. Those prices on our utility bills, at the pump and elsewhere are no accident. With plentiful fossil resources underfoot and renewable resources overhead, those prices are the product of geographic circumstances combined with an enterprising energy development community. Utah's energy resources are tapped throughout the state through thousands of wells and rigs, fiberglass turbines and silicon panels, mines and power plants. Those resources fuel rural economies throughout the State, and the urban economy along the Wasatch Front.





As the energy sector in Utah booms, so too does its outdoor recreation and tourism sectors, which thrive on pristine landscapes and vistas. The state is continually engaged to ensure that neither industry expands to the detriment of the other. Governor Gary R. Herbert has made striking the right balance between development and recreation a priority of his administration, and his leadership on the issue—which he prioritized during his tenure as chair of the Western Governors' Association—has had a regional impact.

BY THE NUMBERS

Utah is a net energy-producing state. Since the early 1980s, Utah has produced more energy than it has consumed. Today, the state produces 30 percent more energy than it uses, selling the excess to other states such as Arizona and California. Coal, oil and natural gas collectively account for 95 percent of Utah's electricity production. The remaining 5 percent of electrical generation comes from energy sources that include hydro power, solar, wind, geothermal and biomass.

Utah is ranked 11th in the country for crude oil production and 10th in natural gas production. Approximately 4,300 oil wells and 6,900 natural gas wells are currently in production. In 2010, Utah ranked ninth in proven reserves of crude oil and 11th in natural gas, not including federal offshore areas. Utah produced 1.7 percent of U.S. coal in 2012, with 30 percent of its production being sold out of state.

Most of Utah's coal is mined in Sevier, Emery and Carbon counties. When it comes to oil, Duchesne, Uintah, San Juan and Sevier counties are the biggest active producers. Uintah, Carbon and Duchesne counties are by far the largest producers of natural gas.

According to the Governor's Office of Energy Development, production of energy in the state was valued at \$4.6 billion in 2012. Energy development directly accounted for more than 18,000 jobs and resulted in \$587 million in state and local revenues. The average wage in the sector was almost twice the average Utah wage.

Energy development is a significant source of property tax revenue for more than half a dozen counties, ranging from 35 to 83 percent of the total in those counties. Of the \$587 million in state and local revenues, \$69 million went directly to education through the Utah School and Institutional Trust Lands Administration (SITLA).

When Utah was granted statehood, Congress set aside millions of acres of land to be held in trust for the financial support of public schools. These lands are now managed by SITLA. The state trust administers 4.5 million acres with more than one million already leased for oil and gas development. The majority of energy resources are found on federal lands, which account for approximately 60 percent of Utah's surface lands and a larger portion of its mineral reserves.

For Utah businesses in every industry, the state's abundant resources translate into some of the lowest energy prices in the nation. Utah ranks in the top 10 for low energy prices, according to the U.S. Energy Information Administration's latest data.

A CLEANER FUTURE

By far, fossil fuels play the largest role in Utah's energy development. But industry trends have pushed natural gas—a relatively clean and inexpensive fossil fuel—to the top of the heap.

"Natural gas is one of the least expensive forms of fuel, whether used for the generation of electricity or used directly by industry or at the residential level. It is much cleaner in terms of carbon emissions than either coal or oil and is more energy efficient," says Brad Markus, general manager of Questar Gas Company.

"Utah has more natural gas filling stations per capita than any other state."

BRAD MARKUS,
GENERAL MANAGER OF QUESTAR GAS
COMPANY



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Pictured from left: Jamie Galileo, vice president of facilities, Miller Sports Properties; and Greg Noyes, customer and community manager, Rocky Mountain Power



He points out that Utah is in a prime location for using natural gas in transportation—fueling fleet vehicles, buses, heavy equipment and commuter vehicles. “Utah has more natural gas filling stations per capita than any other state,” he says. “The infrastructure in this part of the country is such that you will find natural gas filling stations from Rock Springs, Wyo. to San Diego. It’s an energy source that is found right here in the state and offers a cleaner alternative to coal and oil and makes sense economically.”

Rocky Mountain Power, which is owned by PacifiCorp, provides service to about 80 percent of Utah customers. Since 2000, all of the company’s new generating plants have been either wind or natural gas projects. And the year 2010 marked the first time that more natural gas than coal was used in the production of energy in the state.

“Environmental regulations, with increasingly restrictive limits on air emissions, have had an impact on what energy source is used to generate electricity. Although we expect to continue to operate many of our existing coal plants for years to come, the forecasts of natural gas prices continue to look favorable for customer electric prices,” says Dave Eskelsen, spokesperson for Rocky Mountain Power.

Traditional oil and coal production is also thriving in the state. Anadarko, one of Utah’s largest oil and natural gas producers, drilled 220 new wells in 2013, employing 280 direct employees and hundreds of contractors. Operating primarily in the Greater Natural Buttes and Helper areas, the company is also pursuing oil-prone opportunities in other areas of Utah such as the Paradox and Uinta basins.

“Anadarko has a strong history of investment and an expanding presence as an oil and gas operator in the state of Utah. Over the past five years, the company has invested in excess of \$3.2 billion and drilled over 1,500 wells while climbing to the top of all natural gas producers, by volume, in the state. Our projected plans for 2014 include investing over \$500 million in continued exploration, production and maintenance of operation,” says Anadarko spokesperson Robin Olsen.

BURIED TREASURE

Utah’s vast amount of oil shale may very well be the biggest story in energy resources. The state ranks first in the nation and world in recoverable oil shale and tar sands reserves. The United States Geological Survey estimates about 105 billion barrels of economically recoverable oil are in the Uinta Basin, trapped in oil shale (77 billion barrels) and tar sands (28 billion barrels). The oil in oil shale is actually kerogen, a type of organic matter that is the precursor of crude oil. Kerogen is locked up in rocks, as opposed to being a liquid that can be drilled for. When the shale is heated to 450 to 500 degrees, the kerogen converts to recoverable oil and natural gas.

In 2010, Herbert formed the Governor’s Energy Task Force, a body that produced the 10-year Strategic Energy Plan that “combines Utah’s rich abundance of diverse natural resources with our innovative and entrepreneurial spirit—to ensure that Utah is at the forefront of solving the world’s energy challenges.”

One company at the forefront of the emerging shale industry is Red Leaf Resources. The Utah-based company has developed technology that it says allows for extraction of oil and gas from oil shale through an economical and environmentally responsible process.

“The shale is ‘cooked’ in place, opposed to digging it up and processing it in above-ground retorts to be cooked, as is done in traditional shale extraction methods. It is responsible development, and SITLA receives 12 percent of sales for the oil produced,” explains Adolph Lechtenberger, CEO of Red Leaf Resources.

The company believes that its technology will allow it to profitably recover oil from shale even if oil prices are under \$50 a barrel. (Oil prices have been around \$100 per barrel.) Branded as EcoShale, the company has more than 20 U.S. and international patents on its technology and has licensed its use to other companies around the world.

“Energy development needs certainty from the government. The State provides that certainty.”

ADOLPH LECHTENBERGER,
CEO OF RED LEAF RESOURCES



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“Our technology has moved out of the lab, passed bench testing and is ready for commercial demonstration. We are commencing a commercial-scale demonstration that will produce as much as 300,000 barrels of oil,” says Lechtenberger. “We have over 17,000 acres of school lands under lease and more available for future development. The State of Utah has been very supportive and a helpful partner in regard to permitting and working with us. We expect to be producing oil by 2015.”

Three other companies have a stake in oil shale and tar sands development in the Uinta Basin. Enefit is an Estonian energy company with a project that should be producing oil by 2020. US Oil Sands plans to use a non-toxic, citrus-based solvent and expects to be operating in early 2015. TomCo Energy, a UK-based company, has licensed Red Leaf technology for a project in the basin.

“Utah has a huge untapped potential of energy that can be developed. The governor and Legislature are on board. We are very optimistic—we are on the cusp of some very exciting development projects,” says Cody Stewart, energy adviser to Gov. Herbert.

FINDING BALANCE

Another asset when it comes to the state’s natural resources is the land’s natural beauty. According to the State Office of Tourism, Film and Global Branding, in 2012 nearly 44 million people visited Utah’s five national parks, seven national monuments, nine national forests, 43 state parks, 14 ski resorts and other outdoor destinations to vacation, hike, bike, hunt, fish, boat, backpack, ski, camp, climb and spend money.

Indeed, those travelers spent \$7.5 billion, generating \$960 million in state and local tax revenues. This equates to \$1,076 in tax relief per household. The national parks alone generate an estimated \$1 billion a year for the Utah economy and are the essential lifeblood for many gateway towns.

Realizing that traditional methods of extracting energy resources have often raised environmental concerns, the State of Utah has dedicated itself to promoting responsible energy development practices. With a belief that it is possible to enjoy the benefits of all its natural resources in a way that produces economic and environmental wins, the governor created both the Office of Energy Development and the Office of Outdoor Recreation, and has directed them to work together to accomplish this goal.

“Utah has a huge untapped potential of energy that can be developed. ... We are very optimistic—we are on the cusp of some very exciting development projects.”

CODY STEWART,
ENERGY ADVISER TO
GOVERNOR GARY HERBERT



**KEEPING UTAH'S WORKERS
COMPENSATION RATES THE
7TH LOWEST IN THE NATION**





According to Brad Petersen, director of the Utah Office of Outdoor Recreation, “outdoor recreation, and the associated multi-billion-dollar recreation economy, has become an essential component of Utah’s culture, identity, economy and enhanced quality of life. Development and conservation don’t have to be mutually exclusive, but they do require land management plans and policies that strike a sensitive balance between general development, motorized use, human-powered activities and preserving the unique natural experience that people seek in Utah.”

Stewart believes energy development can be done in an environmentally responsible way. “Critics who doubt this often point to methods and technologies that were used in the 1970s that did indeed cause great environmental damage. We do not oppose the development of any of our energy resources, as long as it can be done responsibly. The reality is that we are currently dependent on fossil fuels. About 80 percent of our energy needs are met through fossil fuels and will continue to be for the foreseeable future.”

Indeed, the State of Utah has gained a reputation for being very cooperative in the permitting process. That is why the Office of Energy Development was created—to facilitate responsible development. “The state doesn’t cut corners on environmental regulations and standards, but they make the process very clear. It makes it easy for companies to know exactly what needs to be done for permitting. This speeds up the development process. Energy development needs certainty from the government. The state provides that certainty,” says Lechtenberger.

Utah’s energy future is both abundant and bright. With great potential comes great responsibility and the state recognizes this. Energy development and use will continue to be ever more important to both the state and to the nation. Utah has the resources and is committed to meeting those challenges. ■

“Development and conservation don’t have to be mutually exclusive, but they do require land management plans and policies that strike a sensitive balance between general development, motorized use, human-powered activities and preserving the unique natural experience that people seek in Utah.”

BRAD PETERSEN,
DIRECTOR OF THE UTAH OFFICE
OF OUTDOOR RECREATION

RENEWING THE FUTURE

Renewable energy is a part of Utah’s energy equation, and its significance is certainly growing each year. Rocky Mountain Power signed a number of new power purchase agreements with renewable energy companies in 2013. Furthermore, the state is now home to several utility-sized renewable energy generation facilities. The largest is First Wind’s 306-megawatt wind development in Millard and Beaver counties, which sells into the Southern California market. Edison Mission Group has a 19-megawatt wind development in Utah County and sells the power to PacifiCorp. PacifiCorp has its own 38-megawatt geothermal facility located in Beaver County. Enel Green Power owns a 25-megawatt geothermal facility on the border of Millard and Beaver counties, selling the power to Arizona. Finally, Cyrq Energy’s Thermo 1 project consists of a 10-megawatt geothermal plant in Beaver County and sells power into the Southern California market.

Other, smaller projects are under way, many of which involve solar power generation or other renewables. In 2013, Burton Lumber installed the largest privately owned, commercial roof-mounted solar project in the state. The company now boasts 2,676 solar modules on its 193,484-square-foot roof—the equivalent of more than four acres of solar panels—which will generate 642.2 kilowatts of electricity.

Projects like these—both large and small, public and private—will continue to enhance Utah’s overall portfolio of energy resources.



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UTAH IS THE LAUNCHING PAD FOR SHUTTLE ROCKETS, FIGHTER JETS AND UNMANNED AERIAL SYSTEMS

Listen closely and you might hear the roar and feel the rumble of a rocket being test-fired from Utah's northwest desert. Over a span of three decades, Alliant Techsystems (ATK) ground tested its solid-rocket motors for the Space Shuttle program from its facility near Promontory. This year, ATK will ground test its booster rockets for NASA's Space Launch System heavy-lift vehicle, which is set to lift off in 2017.

On the other hand, that rumble and roar could be from an F-35A Lightning Joint Strike Fighter blasting down the tarmac at Hill Air Force Base. Utah's Hill AFB has been selected to be the home for the nation's first "flight wing" of F-35A fighter aircraft.



“From rocket motors to jet engines, from satellites to aircraft parts and maintenance, the nation’s leading aerospace and defense companies have found Utah to be fertile ground for growth. In fact,” says Marshall Wright, aerospace and defense cluster director for the Governor’s Office of Economic Development (GOED), “Utah’s high concentration of aerospace companies makes it one of the top states in the nation in terms of aerospace employment. Currently, about 158 aerospace- and defense-related companies in Utah employ 28,000 people. The state’s core aerospace and defense competencies include advanced composite materials, propulsion systems, avionics and control systems.”

FLIGHT ZONE

From its northern mountains to the sunny south, Utah is home to dozens of remarkable aerospace companies.

In Logan, Utah State University’s (USU) Space Dynamics Laboratory (SDL) has been developing space-flight technologies for half a century. Last November, a rocket carried two SDL-built Miniature Orbital Temperature References instruments to the International Space Station to test a technology critical for maintaining accurate calibration of the space-based temperature sensors used for many satellite programs.

In Ogden, jet engine manufacturer Williams International has grown its facility into the most modern and efficient gas turbine design-to-production operation in the world. The company produces jet engines for a number of corporate aircraft manufacturers including Cessna, SyberJet, Pilatus and Beechcraft, as well as military missile systems.

Not far away, aerospace giant Northrop Grumman has located 250 employees at the Ogden-Hinckley Airport’s Kemp Gateway Center, where the company supports the Hill Air Force Base main aircraft maintenance mission.

In Clearfield, ATK’s Aerospace Structures division has grown its contract with Airbus and will now manufacture and supply composite stringers and frames on the Airbus A350 XWB -1000 variant program at ATK’s Aircraft Commercial Center of Excellence (ACCE) facility. The company has already successfully delivered more than 10,000 parts since the inception of the program. Because of the expanded contract with Airbus, ATK is growing its Utah workforce and plans to hire additional professional and manufacturing employees to meet production increases at its facility.

Besides growing its production capabilities and workforce in Utah, ATK excels in corporate citizenship. The company has made a commitment to help enhance the state’s workforce through support for science, technology, engineering and math (STEM) education. Moreover, ATK’s “Expanding Your Horizons” program has helped introduce more than 1,600 young women in the state to science and engineering disciplines.

In Salt Lake City, Northrop Grumman opened a 52,000-square-foot Navigation Systems Division, where the company builds and tests navigation systems, gyroscopes and accelerometers, key components in guidance systems for both military and commercial aircraft. The facility is home to an engineering, manufacturing and support staff of about 750.

Near the Salt Lake City International Airport, Exelis Aerostructures is steadily growing its workforce as it manufactures composite components for aerospace and defense contracts supporting Lockheed Martin’s Joint Air-to-Surface Standoff Missile (JASSM) and its F-35 fighter program. The company also manufactures tail rotor blade assemblies for the Sikorsky S-76D helicopter and was selected by Boeing Co. to produce the composite fiber frame for the 787 Dreamliner aircraft.

Mike Blair, Exelis vice president and general manager, says the Boeing deal will



SYBERJET AIRCRAFT

“From rocket motors to jet engines, from satellites to aircraft parts and maintenance, the nation’s leading aerospace and defense companies have found Utah fertile ground for growth.”

MARSHALL WRIGHT,
AEROSPACE AND DEFENSE CLUSTER
DIRECTOR FOR THE GOVERNOR’S OFFICE
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help Exelis add an additional 50 to 100 jobs a year. While Exelis has a long history with Boeing, this is the first time the company has been asked to provide parts for a plane's substructure, or frame. Blair says the deal validates the large investments Exelis has made in its Salt Lake City plant as part of a contract with the State of Utah to create more than 2,700 high-paying jobs over the next 15 years.

"Being able to expand and use our state-of-the-art automation technology that we've invested in really expands our footprint with Boeing," he says.

Speaking of Boeing Co., the giant commercial aircraft maker operates its own fabrication and assembly operation near the Salt Lake City International Airport, where it employs 575 workers. Last year, the giant aircraft manufacturer also purchased an 850,000-square-foot factory in West Jordan. In this new building, Boeing will manufacture composite horizontal stabilizer parts for the new 787-9 Dreamliner jet. The company will employ 100 people at the expansive, 19-acre building when production begins at the end of this year and expects to expand that number over the coming years as more work packages are added.

In Magna, ATK's Space Components Division has grown into a global center for satellite work, serving NASA, military, commercial and civil satellite applications. ATK program manager Bob Hellekson says the facility is typically working on 10 to 15 different satellite systems at any given time. Nearly all the satellite structures the company makes are from a carbon fiber composite material known as prepreg, which also adds to the depth and breadth of Utah's composites industry. Utah is somewhat unique in that it has the complete composite supply chain in place from raw material and fiber, produced by Hexcel Corporation in its continually expanding Utah operation, to mold makers and extensive product-development firms.

In Park City, Triumph Gear Systems has been manufacturing products for some of the world's best known aircraft and military vehicles for nearly six decades. Its expertise has been highly utilized for the design, testing, manufacturing and support of power drive and actuation systems.

In Provo, Duncan Aviation continues to expand its full-service maintenance facility that provides avionics, accessory, engine and airframe technical support for government, business and other service providers at the municipal airport.

In Cedar City, in Southern Utah, MSC Aerospace recently located its company headquarters along with its subsidiaries Metalcraft Technologies (MTI) and SyberJet Aircraft (SJA). Together, this family of aerospace companies is investing hundreds of millions of dollars in a new manufacturing facility to produce the world's fastest and longest range seven-seat light business jet, the SyberJet SJ30. Besides producing the SJ30 light business jet, MSC Aerospace companies support the manufacture and assembly of aircraft components for many leading commercial and military customers. The company expects to grow its Utah workforce by approximately 1,200 people over the next decade.



BOEING 787-9 DREAMLINER JET

INFORMATION

Why is Utah's aerospace and defense industry growing so rapidly? One reason is what Wright calls cluster economics. "You look at the end-to-end supply chain capability that we have in Utah, and the focus that the governor's office has put on developing our aerospace and defense capabilities—from tooling to materials suppliers to the manufacturers—and Utah is a great choice," he says.

The aerospace and defense cluster, particularly composite fiber, has influenced a wide range of other industries in the state. For example, Utah is known internationally for the large number of outdoor and recreation product manufacturers who make the state their home. Composite materials have become a key part of that in-

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Of course, the epicenter of Utah's aerospace and defense industry is Hill Air Force Base, one of the top employers in the state. Hill is an engine of economic growth and as such contributes more than \$3.5 billion to the state's economy annually.

As the new home to the F-35A II Lightning Joint Strike Fighter aircraft—the most advanced fighter jet in world—Hill is set to play a critical role in the nation's defense sector for decades to come. The base received its first F-35s last September and more will follow.

“With the amount of computing power that goes into today's aircraft, they are flying computers,” says Wright. “Being able to keep up with and repair the software of the aircraft, with its millions of lines of code, is one of the key things that software engineers at Hill Air Force Base do so well. That is one of the primary reasons the F-35s are coming to Hill.”

Indeed, with its software Capability Maturity Model Integrated (CMMI) at level five, Hill Air Force Base places in the top 3 percent of all software organizations worldwide—not just government, but all software companies—a distinction that sets Hill apart from nearly all other U.S. bases.

The Hill AFB Air Logistics Complex is supported by major companies like General Dynamics, Lockheed Martin, Northrop Grumman, ATK, L-3 Communications, Boeing, Janicki Industries and hundreds of smaller contractors. Together, they have helped make the base one of the most efficient in the U.S. Air Force. Some 7,500 military, civilian and contract personnel provide logistics, support, maintenance and distribution for the nation's other premier fighter aircraft, including the F-22 Raptor, F-16 Fighting Falcon and A-10 Thunderbolt. The base also maintains the C-130 Hercules, T-38 Talon and other weapons systems, as well as the Minuteman III Intercontinental Ballistic Missile systems.

“Workers at Hill Air Force Base sustain the most technically sophisticated planes the Air Force flies,” Wright says.

Falcon Hill National Aerospace Research Park, a \$1.5 billion Air Force enhanced use lease development adjacent to the base, will feature more than two million square feet of commercial space in its first phase. Northrop Grumman was one of the first tenants in the first phase and additional phases are planned. The development offers unmatched location, expansion capability, staging benefits and infrastructure. For the U.S. Air Force, Falcon Hill provides an opportunity to realize the untapped value of its real property holdings.

For the state, Falcon Hill offers long-term economic development. Construction of the first 180 acres will infuse approximately \$500 million into the Utah economy, while allowing for the expansion of existing businesses servicing the base and providing space to attract new business.

ON THE CUTTING EDGE

As briefly noted, Utah's core aerospace and defense competencies also include production of composite materials, electronics and communications systems. Composite materials, made of woven fiber and resin that produce a product that is stronger and lighter than many metals, are integral to Utah's aerospace and defense sectors. 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.

Hexcel Corporation, the largest U.S.-based manufacturers of high-end carbon fiber, is expanding its Utah presence and will add roughly 400 new jobs and \$1.1 billion in capital investment over the next 15 years. The company's new manufacturing



F-35 AT HILL AIR FORCE BASE



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facility will allow it to remain the largest manufacturer of high-performance carbon fiber in the United States. The state currently boasts more than 120 composites-related companies and a skilled labor pool of more than 10,000 employees in advanced composites-related firms—one of the highest concentrations of carbon fiber businesses in the nation.

Perhaps that's why Exelis Aerostructures' Mike Blair says, "Utah is quickly becoming the center of composite manufacturing. With the demand for composite parts in aerospace and other industries expected to steadily increase in the future, Utah is well-positioned for greater opportunities in this cluster area."

SOARING TO NEW HEIGHTS

Utah's aerospace and defense companies are also leading the way in the development of unmanned aerial systems (UAS), one of the most buzzed about sectors in the aerospace industry. Called the greatest innovation in aerospace since the jet engine, UAS are already a significant part of Utah's cluster economics effort. More than 70 companies in the state currently manufacture or utilize this technology, says Wright.

To competitively enter the merging commercial and civil UAS market, five Utah universities, Utah Valley University (UVU), University of Utah (U of U), Utah State University (USU), Weber State University (WSU) and Brigham Young University (BYU), have partnered to establish several UAS test sites in support of FAA integration of UAS in the national airspace. Utilizing the strengths from this diverse set of schools, and an economic development commitment to sustain the sites, state researchers have gained unique expertise in UAS technology and excellence, which Wright says is unparalleled by any other state. With its responsive infrastructure, research partnerships, and diverse terrain and climate, the state has positioned itself to be at the forefront of the development of this budding technology. Utah is indeed a premier place for aerospace companies to locate UAS activities.

While USU is looking at agricultural uses for unmanned aircrafts, BYU is at the forefront of UAS guidance and control technologies. BYU has a center for unmanned aircraft systems that has more than 15 years of research experience and has conducted hundreds of hours of flight tests with small UAS.

The state's private sector is also committed to moving unmanned aerial systems forward. L-3 Communication Systems-West is a company that has more than 20 years of experience in developing communications solutions for UAS. The company delivers communications products, systems and services to U.S. Armed Forces and commercial customers. Other Utah-based companies involved in UAS development and manufacturing include Procerus, Rockwell Collins, ImSAR, Rocky Mountain Composites, Rockwell Collins and Nammo Composite Solutions.

Utah's established infrastructure, UAS history and complex of potential launch and recovery areas make it an ideal location to continue testing unmanned vehicles. The groundwork is in place for the state to be at the forefront of expanding this technology.

Further, Wright points to the Utah Test and Training Range (UTTR) as another significant resource that has strengthened Utah's aerospace industry. While Hill AFB manages the range, it has become a valuable tool for testing and evaluating new UAS such as the Predator and Raptor from the Army's new Rapid Integration and Acceptance Center for Unmanned Aerial Systems facility located in Dugway, west of Tooele.

A growing number of companies involved in the development and testing of unmanned aerial vehicles have utilized the UTTR because it offers the largest overland block of supersonic authorized restricted airspace in the continental United States.

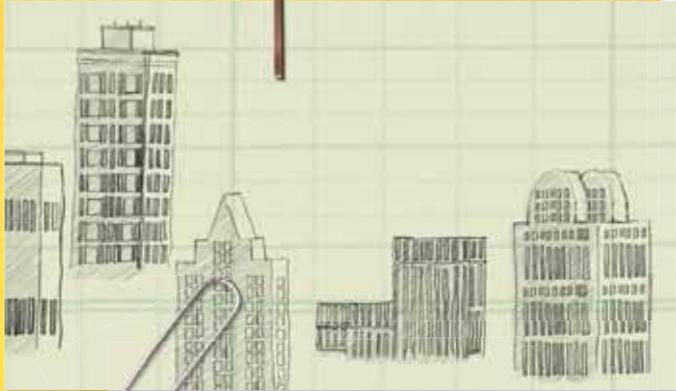
Why has Utah become a center for aerospace and defense companies to locate? The state is unique, says Wright. "We enjoy a collaborative relationship between our aerospace and composites companies, the local communities, the defense contractors, academia and state government leaders. Everyone is working together, which has created fertile soil for our aerospace and defense industries to grow and be successful." ■

"Utah is quickly becoming the center of composite manufacturing."

MIKE BLAIR,
VICE PRESIDENT AND GENERAL
MANAGER OF EXELIS



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Education, resources and training—that's how SLCC helps Utah's workforce and economic development stay "a step ahead."

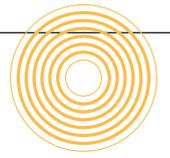


Utah's dynamic business climate and prominence as one of the nation's best places for industry doesn't get lost in translation when it comes to foreign investment. The statistics, figures and accolades alone speak volumes and highlight what local corporations already know—Utah is a great place to do business.

“We have the finance, the energy, the right operating costs, the workforce and the language capacity. We have everything,” says Spencer P. Eccles, executive director of the Governor’s Office of Economic Development (GOED). “We punch above our weight. It was an audacious weight to set, but we have a long held vision and goal that we will become the best-performing economy in the United States.”

Following that vision, the International Trade and Diplomacy Office—charged with increasing exports, foreign direct investment (FDI) and international trade-related jobs—ratcheted up its efforts to spotlight Utah as the most desirable place in the nation to do international business. “Utah is a global business destination,” says Eccles. “We’re taking international investment to the next level and saying, ‘When you’re making a decision about where to make an investment in the United States, make it in Utah.’”





Much of the state's past trade activity has been successfully focused on export, with Utah exports increasing by more than 85 percent between 2008 and 2012—compared to the national average of 20 percent. And while exports—and partnerships with the U.S. Commercial Service, World Trade Center Utah, the Small Business Administration and World Trade Association of Utah—remain an important piece of the mission, showcasing Utah as a viable place for international investment has become a major and immediate focus.

“Years ago, the missing element in international trade was other countries coming in and investing in Utah,” says Vincent E. Mikolay, GOED’s managing director of business outreach and international trade. “The goal now is twofold: increased export and increased foreign direct investment as key levers to grow jobs in Utah and put more revenue into the state. If we can build a more prosperous economy, it will create a better standard of living for everyone in the state.”

Mikolay notes that Utah’s exports were estimated at \$19 billion in 2012, while foreign investment into the state has been more limited. “We have a lot of opportunity to grow. More than \$300 billion comes into the United States each year, and Utah needs to capture more of it,” he says, noting that more and more foreign firms are putting Utah on their shortlists for expansion in the United States. “The top 10 states capture 50 percent of that foreign investment, and there is no reason why Utah can’t take a bigger part.”

HIGH PRAISE

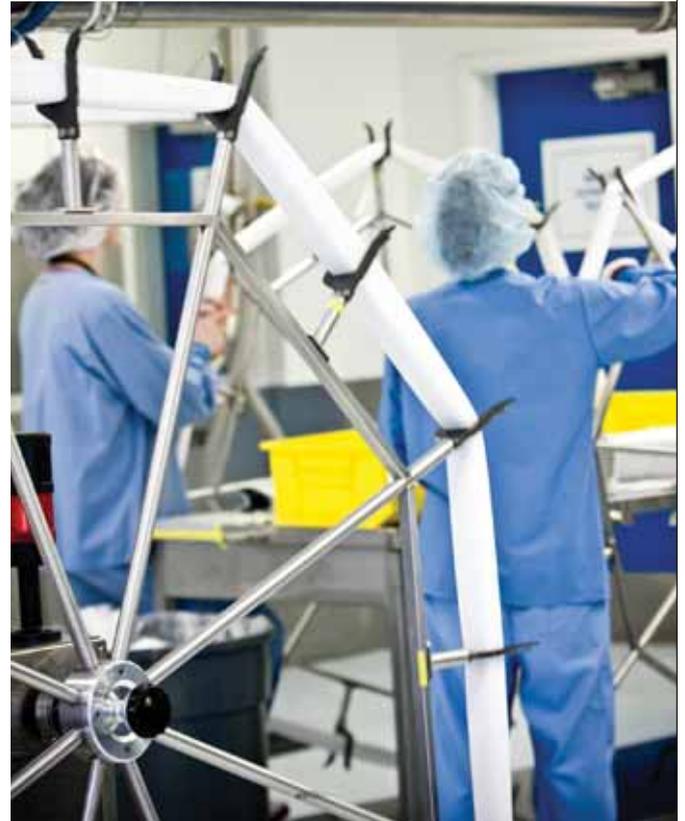
Ranked at the top of *Forbes* magazine’s “Best State for Business” list year after year, Utah has built a reputation as a stable and friendly business climate and consistently garners national praise for its low operating costs, strong economic growth and superior governance. What makes Utah stand out as a premier place to do business hasn’t gone unnoticed, with the state drawing accolades from the Pew Center (“Best Managed State in the Nation”), Pollina Corporate Real Estate (No. 1 in the country for business and careers) and Business Facilities (“Best Business Climate”), among dozens of others.

The long list of what Utah offers new and expanding companies, from an educated workforce and infrastructure to transportation and energy, makes the state an ideal match for foreign investors looking to do business in the United States, says Harvey Scott, director of GOED’s International Trade and Diplomacy Office. But the challenge, he notes, lies in educating foreign investors and executives, many of whom have only heard about Utah because of its connection to the 2002 Salt Lake Winter Olympics.

“Utah is an easy place to sell. On paper, it looks great, but when people come to visit is really when we set the hook and reel them in,” Scott says, recalling a visit from a skeptical ambassador who knew nothing of the state and ended his weeklong trip asking about local residential real estate. “The biggest challenge is that foreign investors don’t think of Salt Lake City when they think about opening a facility in the United States. They think Miami, New York City, Chicago and maybe Houston or Dallas, but they don’t think about Utah.”

That’s what the state is trying to change. According to the Bureau of Economic and Business Research at the University of Utah, more than 130 different languages are spoken in Utah businesses daily, and Scott says international business leaders, investors, politicians and ambassadors should see the state’s multilingual capability as an invaluable asset.

That, among the state’s other draws, has made Utah a great place for Fresenius Medical Care, the world’s largest integrated provider of kidney dialysis products and services, says Steve Marler, the company’s senior director of operations. “We’re a global company, and it really came down to competitiveness and what the state offers,” he says of Fresenius, a German company listed on both the New York and Frankfurt stock exchanges.



FRESENIUS

“Utah has the most to offer overall. We have a great labor pool that’s well educated, and all of the cost drivers are very stable.”

STEVE MARLER,
SENIOR DIRECTOR OF OPERATIONS
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Fresenius opened in Ogden nearly 20 years ago and has expanded into a 1-million-square-foot manufacturing facility with about 1,700 employees. “Utah has the most to offer overall,” Marler says. “We have a great labor pool that’s well educated, and all of the cost drivers are very stable.” He notes that, as a medical device company, it’s also critical that Fresenius be in an area that supports its industry through higher education, naming Brigham Young University, Utah State University, Weber State University and the University of Utah as pools for recruiting engineers, biologists, chemists and other professionals.

MAKING THE CONNECTION

Quality of life in Utah also ranks high among businesses with foreign ties and can be the driving factor when it comes to opening a new facility or relocating to the state. That’s how the sock knitting company Lin Manufacturing and Design came to North Logan in the early 1990s, says company Vice President Joe Schulte.

Owner Hillary Ong, originally from Taiwan, came to Logan as a student at USU after her father called a friend in the United States to ask about the safest place to send his daughter to college. There she met her husband, Ken Ong, and several years later, they launched Lin Manufacturing from a 200-square-foot office.

Headquartered in Cache Valley, the company has expanded into six factories across three countries with more than 1,000 employees.

In December 2013, Lin announced its Utah expansion through its major subsidiary in China, Zhejiang Walt Technologies—one of the largest sock knitters in the world—and expects to add up to 150 new jobs and invest \$4 million in capital to build a new hosiery facility with the potential to manufacture 14,000 dozen socks a week. “Utah has been good to them, and they want to stay here,” Schulte says. “There’s an abundance of hardworking and ethical people, and I think we’ll find the same thing when we expand.”

Creminelli Fine Meats, which began producing its artisan salami in Salt Lake City in 2007, found the partnerships formed with the state and the Economic Development Corporation of Utah (EDC Utah) to be invaluable when chief artisan Cristiano Creminelli and CEO Chris Bowler began looking for a location to launch the brand.

“EDC Utah was able to introduce us to all of the resources in the meat and food industry we needed in that very first phase,” says Bowler, who worked for the state’s Division of Business and Economic Development, GOED’s predecessor, before consulting work took him to Italy. “They had the ability to bring us good data and options of real estate, cost of living and labor, but were also able to connect us to important networks within the state.”

The size of the Utah market and of Salt Lake City, Bowler notes, made starting the business more manageable than other, larger cities with a more expansive food scene. “Sifting through and trying to find those partners in a bigger market was a lot more daunting,” he says of the company, which produces about a million pounds of product each year and ships to just about every major metropolitan area in the country.

For Creminelli, whose family has been producing artisan meats since the 1600s, the Utah landscape was crucial. The climate, he says, is similar to that of his hometown in Italy’s Piedmont region at the foothills of the Alps and lends itself to the production of high-quality, cured meats. “There’s also a lot of little farms, and for the kind of work we do, we want to use natural and organic meats,” he says.

MAKING WAVES

While established businesses with foreign ties expand their footprint in Utah, the state has also drawn a few big wins among international companies in recent months, including Hong Kong-headquartered container shipping and logistics firm OOCL, German medical technology company Ottobock Healthcare and Swedish technology corporation Beijer Electronics.

Such wins demonstrate Utah’s commitment to doing business on a global scale,

“If we can build a more prosperous economy, it will create a better standard of living for everyone in the state.”

VINCENT E. MIKOLAY,
GOED MANAGING DIRECTOR OF BUSINESS
OUTREACH AND INTERNATIONAL TRADE

BENEFITS OF U.S. CITIZENSHIP: THE EB-5 VISA INVESTOR PROGRAM

Created by the Immigration Act of 1990, the EB-5 visa offers foreign nationals who invest money in the United States a method to more easily obtain a green card and accelerate the ability to do business here. The visa is available to those investing at least \$1 million in a commercial enterprise—or \$500,000 in a targeted employment area, which is rural or has high unemployment—that will benefit the national economy and create at least 10 full-time jobs for U.S. workers.

It’s a benefit that, coupled with everything else Utah has to offer, makes the state an even more desirable place to do business, says Harvey Scott, GOED’s director of international trade and diplomacy. “If you want to buy or create a company, relocate a business or expand a technology, all of that can be done here, and you can get your EB-5 visa,” Scott says. “And in Utah, an investment of \$500,000 can go a very long way.”

The visa program offers most of the benefits of U.S. citizenship, including the ability to live anywhere in the country and access to in-state education rates, and applies to the individual investor and family members under the age of 21. Four approved EB-5 visa regional centers are located in Utah, including Utah Regional Investment Fund LLC, Utah High Country Regional Center, Mountain States Center for Foreign Investment and Invest U.S. Regional Center.

“One of the things the world recognizes about the United States is that we operate under the rule of law in our business dealings, and there’s no state in the country that better exemplifies that than Utah.”

HARVEY SCOTT,
GOED DIRECTOR OF INTERNATIONAL
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Scott says, but it hasn't come without a lot of strategic planning and follow up. "[OOCL] is one of the fruits of our long-term investment in Asia," Scott says. "We've been working with China, Japan, Hong Kong, Malaysia and Singapore for years."

There's an abundance of foreign investment dollars ready for the taking, Scott says, and Utah wants to be a first consideration for those investors wanting to do business in the United States. The number of millionaires in Mexico, he notes, increased by 45 percent in 2013, and the country is home to 186,000 millionaires with a combined fortune of \$364 billion. "People are looking for safe places to invest their money. Why not Utah?" he says. "One of the things the world recognizes about the United States is that we operate under the rule of law in our business dealings, and there's no state in the country that better exemplifies that than Utah."

When it comes to FDI, Scott says, the two countries that seem to attract an inordinate amount of investment are Ireland and Singapore, and those are models that leaders at GOED want to emulate. Both countries have become hubs for FDI, yet have commonalities with Utah, including a multilingual workforce and proximity to larger countries and Utah's location in the center west of the United States—an important element from a distribution perspective.

"When people think of FDI, they think of Singapore and Ireland. That's how powerful those countries are," Scott says. "But you should really think of three. If you're going to Asia, you think of Singapore, and if you're going to Europe, you think of Ireland. But if you're coming to the U.S., you should be thinking of Utah."

The state's mission to turn Utah into a top spot for foreign investment is ambitious, Mikolay admits, but after years of laying the groundwork and plotting a bullish strategy, Utah is well positioned to become an international player. "Business development doesn't happen in a one-off way," Mikolay emphasizes. "We can't expect immediate results and have to maintain and improve our relationships. That's a key component of our strategy and one of the core principles of how we'll be operating." ■



CREMINELLI FINE MEATS.
PHOTO BY DAVID VOGEL.

A NEW MISSION

Trade missions at the International Trade and Diplomacy office have long been at the heart of pitching corporations, venture capitalists, politicians and technology leaders on why Utah is one of the smartest places for foreign investment. In FY2013, the Governor's Office of Economic Development led six trade missions to countries including, Thailand, Israel and Brazil as a means to promote the State of Utah, including tourism and Foreign Direct Investment.

Trade missions, says Vincent E. Mikolay, managing director of business outreach and international trade for GOED, offer a cost-effective tool for Utah companies to travel as a delegation and learn more about target markets through briefings, site visits, networking receptions and one-on-one appointments with targeted agents and joint-venture partners. Some trade missions are led by Gov. Gary R. Herbert, while others are headed up by his team in the International Trade and Diplomacy Office. Either way, Mikolay notes, "There is always a component of helping companies in Utah with their export strategy. We facilitate matchmaking with clients and manufactures within that region, allowing them to meet with multiple agencies and businesses over just a few days."

Now, Mikolay says, GOED has added industry-led trade missions anchored to trade shows in foreign markets. Tapping into six key industry clusters, the state plans to build a strong Utah presence at international shows—spanning from software IT to manufacturing—by exhibiting with several local companies and businesses. "Industry should be out front, and trade should be supporting them," Mikolay explains of the program. "That leverages industry attendance at the event and creates a more holistic approach, as well as bringing more bang for the buck for everyone involved."

The first confirmed industry-led trade mission is to Dubai, where the world's second-largest software IT show, GITEX, is being held in October. Following the show, Utah companies could have the option to travel around the region as part of a more traditional trade mission.

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