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BUSINESS IN UTAH



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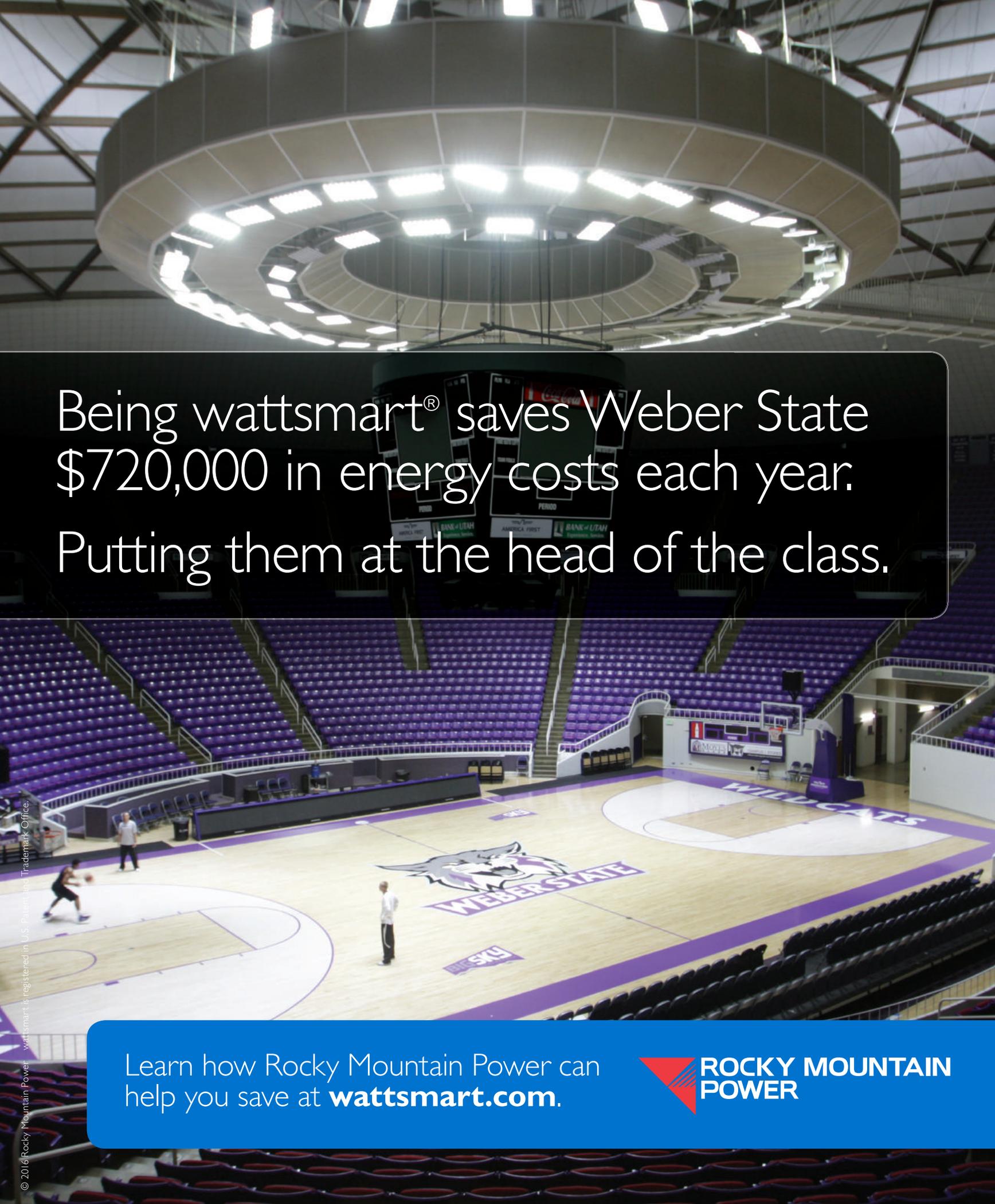
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STATE OF UTAH

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Dear Business Leader,

Everybody knows it: Utah has one of the best economies in the nation. In fact, Utah has had the No.1 Economic Outlook since 2008. Fueled by a powerful spirit of entrepreneurship, our economic engine runs smoothly, to say the least.

The Beehive State succeeds because it excels in partnerships with a private sector that values its workforce above all. The state also consistently ranks well with the U.S. Chamber of Commerce, which this year declared Utah the “most fundamentally sound state” across every policy area identified for its annual study.

Success is all about the fundamentals: business-friendly regulation, spending within means, and proactive problem solving. That is how Utah got to the top, and that is how Utah will stay at the top. Proactive problem solving, in particular, requires unprecedented partnerships—and this state sets the bar high. We move forward because leaders in business, government, education, and our communities come together to find solutions that ultimately improve lives.

Business in Utah magazine, the official publication of the Governor’s Office of Economic Development, is designed to provide a choice sampling of Utah’s economic and cultural landscape. Story topics range from successful public-private collaboration to industrial innovation and Utah’s sundry culture. You will get a sense of not only what it is like to do business here but also what it would be like to live here. You will see a high quality of life and a high quality of business climate to match.

If you are already a member of our thriving community, thank you for your significant contributions to our growing economy. If Utah is new to you, it is high time you plan a visit. Business in Utah will provide a glimpse, but we welcome you to come and experience “Life Elevated” for yourself.

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Gary R. Herbert
Governor



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GOVERNOR GARY R. HERBERT

CREATING AMERICA'S MOST VIBRANT ECONOMY
TO BOLSTER BUSINESS AND IMPROVE LIVES



With an incredibly high approval rate of nearly 75 percent, Utah Governor Gary R. Herbert has been called America's "most popular governor." If you look at all the state has achieved throughout Governor Herbert's time in office, it's easy to see why.

Governor Herbert stepped into Utah's top leadership role just as the country was in the grips of the Great Recession. From day one in office, he was faced with daunting challenges that ranged from a high unemployment rate to a damaged housing market to shattered consumer confidence. But Governor Herbert didn't let the mounting challenges impede his leadership or slow progress in Utah. Instead, he set forth to accomplish ambitious and challenging goals that would ultimately propel Utah's economy forward.

"When I came into office, my number one focus was to turn our economy around. We set some pretty bold and audacious goals to make it happen. But my main goal was to make Utah the best performing economy in America," he said.

The goal to have the best performing economy in America may sound too vague. It may even sound a little trite. But through Governor Herbert's prudent leadership, collaborative work ethic and bold vision, that's exactly what Utah has become.

Throughout Governor Herbert's tenure as Utah's chief executive, the state has seen phenomenal economic growth that has captured the attention of many throughout the country. Utah has been ranked

the No. 1 Best State for Business and Careers for five out of the last six years by *Forbes*. It has been called the No. 1 State for Business by Pollina Corporate Real Estate for four years running. In its "Enterprising States: States Innovate" report, the U.S. Chamber declared Utah as the "most fundamentally sound state" across every policy area identified for the study.

The list of accolades goes on and on, but one ranking that Governor Herbert is especially proud of is a February 2016 Gallup poll that found Utah citizens are the country's most optimistic about their state's economy.

"That means our people really feel good about what's happening and think we are on the right track," Governor Herbert said. "What we're doing is resonating with the people, and it's making their lives better."

FINDING SOLUTIONS, IMPROVING LIVES

When Governor Herbert set out to create the country's best performing economy, he recognized that there was a substantial difference between making a goal and achieving it.

"The question became, 'How do we accomplish this goal?' We worked together to make short- and long-term objectives that would help us reach the goal of being number one," he said. "We started by working hard to create a very business-friendly environment in Utah."

Governor Herbert believes economic success starts with empowering





the private sector. “We’ll let business do what they do best, and whether they fail or succeed will be based on their initiative and their ideas,” he said. “We believe in free market capitalism in Utah. We believe in competition. We believe in having limited government. It is through empowerment of the private sector and the results of our labor that we see the fruits of that work.”

During his tenure as Utah’s chief executive, Governor Herbert has created one of the country’s most business-friendly economies by listening to and working with community and business leaders to implement solutions they need to prosper.

Transforming Utah’s regulatory environment, which bolstered Utah’s business community, has been one of Governor Herbert’s key achievements. “We’ve had regulation reform to make sure business has the ability to compete and succeed,” he said. “We’ve removed the burdensome and unnecessary regulations that don’t do anything to help people, but are a drag on the economy.”

Governor Herbert has prioritized eliminating hurdles that slow business growth. Beyond regulation reform, he has worked to remove excessive taxation and lifted many of the burdens that stifle the economy. It all adds up to an environment that works for Utah’s businesses and citizens.

Utah’s unique combination of business-friendly policies coupled with a firm commitment to public-private cooperation has led the state to become the nation’s third-most diverse economy. Sectors thriving in the state include technology, life sciences and healthcare, manufacturing, natural resources, banking and finance, travel and tourism, and agriculture. In fact, the only sector that isn’t growing is government.

Utah also boasts one of the country’s healthiest economies for entrepreneurs and startups, and is often referred to as the next Silicon Valley. Moreover, Utah’s robust economy has led to a diverse exports industry, with top export commodities including precious metals, computer and electronics products, food and kindred products, chemicals, and transportation equipment. Utah is quickly becoming a global economic leader, another goal set forth by Governor Herbert.

“We’ve kept power in the private sector and kept government in a limited role that is effective and efficient in spending the taxpayers’ dollars,” Governor Herbert said. “That all combined together makes Utah the best place for business.”

PARTNERSHIPS THAT WORK

Governor Herbert is often called Utah’s “collaborator in chief.” He excels at bringing government, business, education



and community leaders together to find solutions to tough economic and social problems. He believes private-public sector partnerships are essential to crafting state-led solutions that overcome challenges and create the best outcomes.

“In my very first inaugural address, I talked about the importance of unprecedented partnerships. Since then, we’ve been working together more than we ever have done before,” Governor Herbert said. “Whether the partnerships are government to government, government to private, private to private—we ought to work together for the good of the people. That should be the focus of every elected official. If you get partnerships right, everything else falls into place.”

The Utah Aerospace Pathways program (UAP) is just one example of a private-public partnership working in Utah. When Governor Herbert learned there was an impending workforce shortage in aerospace, one of the state’s most robust industries, he worked with government, education and business leaders to find a solution that would fill the industry’s unique needs.

UAP gives high school students the opportunity to receive focused technical training at their schools and nearby community colleges. When they complete the program, students earn a certificate that enables them to work for one of Utah’s aerospace partners in an entry level position. After one year on the job, students may qualify for tuition reimbursement for post-secondary degrees and other training and certificate options to continue their career growth. It’s a win-win, serving industry needs and creating long-term career opportunities for Utahns.

“UAP was designed from the beginning to serve as a model of how we can work together to solve a need,” the governor said. “It’s now being

“When I came into office, my number one focus was to turn our economy around. We set some pretty bold and audacious goals to make it happen. But my main goal was to make Utah the best performing economy in America”

- GOVERNOR GARY R. HERBERT





expanded and taking off in other industries, including IT, life sciences and diesel technology.”

Following UAP’s success, the Diesel Technician Pathways program was launched in early 2016. The Diesel Tech program trains high school students interested in becoming diesel technicians, providing them training and employment opportunities. Both the Utah Aerospace Pathways and the Diesel Technician Pathways programs are examples of how private-public partnerships can not only fill important workforce needs for the state, but also provide great career opportunities to Utah’s residents.

“In Utah, we try to find ways to work together. Clearly, if we’re all pulling the wagon in the same direction, it’s going to be easier to pull it up the hill than if we’re all pulling in different directions. Yes, we will have some bumps in the road, so it helps if we’re pulling together in harmony,” Governor Herbert said.

SOLVING COMPLEX SOCIAL ISSUES

Governor Herbert’s collaborative leadership style extends

“We’ll let business do what they do best, and whether they fail or succeed will be based on their initiative and their ideas.”

- GOVERNOR GARY R. HERBERT

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“Signing the anti-discrimination bill was one of my proudest moments as governor because it represented a Utah solution in which Utahns worked together to resolve a difficult issue that has caused a great deal of conflict across the country.”

- GOVERNOR GARY R. HERBERT

beyond economic issues to social issues. At the end of the day, he recognizes that his role is to implement solutions that ultimately improve the lives of all of Utah’s citizenry; therefore, he doesn’t cower when confronted with today’s most difficult social challenges. Instead, he again rolls up his sleeves and brings all parties to the table to find solutions.

One of Governor Herbert’s recent key accomplishments was signing SB296, an anti-discrimination bill that barred discrimination in employment and housing based on sexual orientation and gender identity, while also putting into place safeguards for religious liberties.

“Signing the anti-discrimination bill was one of my proudest moments as governor because it represented a Utah solution in which Utahns worked together to resolve a difficult issue that has caused a great deal of conflict across the country,” Governor Herbert said. “It really was a matter of bringing people together on all sides of the issue and realizing that one person’s rights do not have to come at the expense of another’s. If we can find common ground on this issue in Utah—one of our nation’s most religious states—we can do it anywhere.”

Today, states across the country have looked to Utah’s anti-discrimination bill as a possible solution to their challenges. “I’ve been asked, ‘Wow, how did you do it? We can’t do that in our state.’ Well, that’s because of their constant tug-of-war. I said that I wanted to see everything in the same bill, so we were forced to work together to come up with a compromise,” the governor said. “We had a great outcome and it’s something we can be proud of as a state.”

A NATIONAL LEADER

It is evident that Governor Herbert believes today’s most troublesome economic and social problems can be solved at the local level by citizens working together to find compromises and solutions that work. Utah’s social and economic achievements demonstrate how a state’s commitment to collaboration can solve a wide range of problems that ultimately enhance the lives of its citizenry.

“States are laboratories of democracy, they’re laboratories of innovation, laboratories of creativity, laboratories that can



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- GOVERNOR GARY R. HERBERT

find solutions for the people’s unique challenges that are found differently in their respective regions. And in doing that, we have opportunities to solve problems and learn from each other,” he said.

Governor Herbert’s accomplishments in Utah have been noticed by states and governors across the country. In 2015, Governor Herbert was nominated by his peers to serve as chair of the National Governor’s Association (NGA). In this role, he leads the country’s governors as they share lessons learned and best practices that they can take back home to implement in their respective states.

“We’ve learned that what works in one state maybe will work in another state, or maybe what works there will not work here. You learn from the success and failures and try to apply the best available practices out there state by state.”

As NGA chair, Governor Herbert also strives to unite the voices of all 50 states. “We want to work in harmony as states despite the fact that we are Republicans and Democrats and see if we can’t forge a better partnership with the federal government,” he said.

Though Governor Herbert is a champion of state rights, he doesn’t disregard the important role the federal government plays. He believes states should partner with the federal government when appropriate.

“It is true that some problems need national solutions, but the federal government must recognize that most problems are best addressed at the state and local levels. This idea is not rooted in ideology. It’s about results,” he said. “States clearly are the ones who find efficiencies, spend the taxpayers’ dollars more effectively, and create programs that really do solve problems and improve people’s lives.”

Governor Herbert points to Federalist 45, where James Madison wrote, “The powers delegated by the proposed

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Constitution to the federal government, are few and defined. Those which are to remain in the State governments are numerous and indefinite.”

“Unfortunately, over time, I think there’s been too much power ceded to the federal government,” the governor said. “We’ve asked them to do more than they are capable of doing, beyond their enumerated powers. They infiltrate into every aspect of our lives inappropriately, and really they overreach into the state’s domain. We as states collectively and individually ought to be pushing back on this federal overreach.

“It is my hope that by highlighting the important work happening in the states, we will spark an important discussion about restoring that critical balance with the federal government.”

Regardless of which issue he is tackling, Governor Herbert’s ultimate hope is to improve the lives of Utahns. “It shouldn’t matter whether you’re a Republican or a Democrat or an independent, we’re all here to serve the people. That’s what I hope to do—to make people’s lives better.” ■



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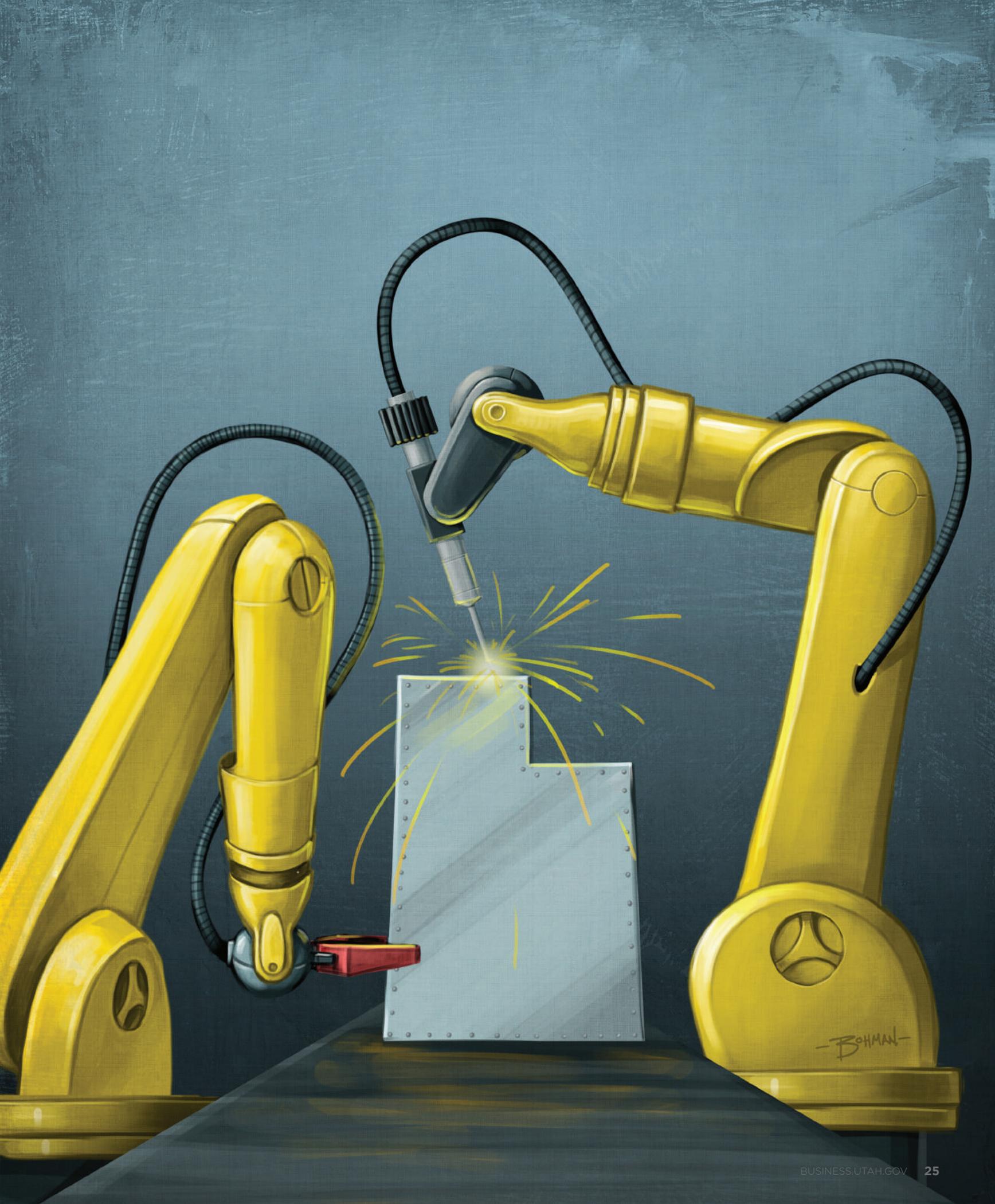
In the minds of employees and educators in Utah, it can mean any or all of the above. Future employees are seeking out the best jobs that will fulfill their specific career pathway dreams. Employers are searching for skilled workers who can propel their business forward.

“We see a strong demand for high-skill jobs that need to be filled, and here in Utah we are ready to create an even more robust talent pipeline to fill that demand,” said Ben Hart, managing director of business services for the Governor’s Office of Economic Development (GOED).

Workforce development has long been a focus of GOED, which has convened several public-private partnerships to focus on employer needs and training efforts. Some new efforts have led to the development of a unique career pathway program that begins with students in high school and provides them with a pathway for life-long career development.

“We are excited about the new training programs and collaborations that are underway to ensure that employers in Utah are getting the workforce they need. Quality training programs also ensure that the employees are finding the career options they desire,” Hart explained.

“Utah succeeds because we collaborate to find innovative solutions to our challenges,” Gov. Gary R. Herbert said. “The state’s workforce is no exception.”





“When groups come together for a common cause, good things get done.”

- RICK BOUILLON
ASSOCIATE PROVOST FOR

WORKFORCE AND ECONOMIC DEVELOPMENT, SALT LAKE COMMUNITY COLLEGE

PROGRAM LAUNCH

The effort to fill the talent pipeline truly has become a collaborative endeavor. For example, one of Utah’s strategic cluster industries, aerospace and defense, has come together to establish career pathway training that will benefit their industry for years to come.

The collaboration began in the spring of 2015 when industry, education and government leaders gathered to launch a program that will provide at least 40 new aerospace manufacturing jobs per year. The Utah Aerospace Pathways (UAP) program was designed for high school students to complete an aerospace manufacturing certificate in high school, allowing students to enter the workforce upon graduation. The UAP program later added under-employed adults to the training pathway to assist them in the completion of their certificate training at the Davis Applied Technology College (DATC) or Salt Lake Community College (SLCC).

“We recognized a need within the Utah aerospace manufacturing community,” said Deneise Lacy, human resources manager for Boeing Salt Lake. “An aerospace manufacturing consortium already existed between six different aerospace manufacturing companies (Boeing, Harris, Hexcel, Hill Air Force Base, Janicki and Orbital ATK), and they were all experiencing the same concern around composite manufacturing.”

Other parties in the collaboration were education partners: Davis and Granite school districts, Utah State Office of Education (USOE), DATC and SLCC, along with government programs such as the Governor’s Office of Economic Development (GOED), Division of Workforce Services (DWS) and Utah Manufacturing Association (UMA).

“The UAP program has been an incredible collaboration between industry and government,” said Rick Bouillon, associate provost for workforce and economic development at SLCC. “When groups come together for a common cause, good things get done. All of the partners were willing to come together and were able to establish this program very quickly and very efficiently. Now several other industry sectors are following the ‘best practices’ established by the UAP pathways program.”

The program is simple and straightforward. Students enroll in UAP during their junior year in high school. They are required to take a designated course during their first semester of the school year, which is followed by an additional course the next semester that will take place at either DATC or SLCC, determined by their school district location. Other requirements must be met throughout the program such as attendance, grading and professionalism—all of which are addressed during formal training by paid

externships at the participating companies.

“One of the things that is exciting for this program is that students will be able to come out and complete an externship, being able to get to know us as we get to know them,” said Kari Grover, human resources manager, carbon fibers at Hexcel. “That is one opportunity for us to assess their skill level and ability to contribute to our culture and our company to see if they are a good fit for us.”

Realizing that it can be difficult for a high school student to make a career choice at such a young age, the externship will give the students the opportunity to see if they like it or not.



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GOED EXECUTIVE DIRECTOR VAL HALE AND PROGRAM PARTNERS ANNOUNCING UTAH AEROSPACE PATHWAYS PROGRAM.

“We have a strong economic cluster in aerospace, but we also know that that means we have to be able to secure that workforce,” remarked Dr. Deneece Huftalin, president of SLCC. “This particular program tries to reach into the high school population and help our youth see what an aerospace manufacturing career can look like.”

MULTIPLE PATHS

Many students pursue pathway training because of their interest in the field; others are drawn in because of the higher education and career security that they otherwise would not have had access to.

“The aerospace manufacturing certificate students earn in this program is only the beginning,” Lacy said. “Once students receive the certificate, they have multiple pathways to choose from that include enhanced skills, continued education and lateral career field options.”

Many of the industry partners are providing tuition reimbursements, allowing employees hired from the UAP program the opportunity to go back to school after working one year in the industry. Students can look forward to taking advantage of this so they can further their careers by earning another stackable certificate or working toward an associates or even a bachelor’s degree.

The bottom line is that upon receiving the certificate, students will begin earning a family-sustaining wage, and it can only go up from there. They may start with manufacturing and may carve their niche there, but they could also become tomorrow’s engineers, business leaders or anything else they put their minds to.

“The recent graduates will bring a fresh perspective to the aerospace industry,” Lacy said. “In turn they will be able to share with their friends the new manufacturing story—the story of an industry that offers a clean, safe and innovative working environment.”

Too good to be true? Hardly. A variety of students who might otherwise not move into such advanced career opportunities can graduate high school with a certificate that will not only allow them to enter the workforce with a great job, but also provide them the first step on a clear pathway up the ranks within a company or to more experiences in the outside world.

“We have a strong economic cluster in aerospace, but we also know that that means we have to be able to secure that workforce. This particular program tries to reach into the high school population and help our youth see what an aerospace manufacturing career can look like.

- DR. DENECEE HUFTALIN
PRESIDENT, SALT LAKE COMMUNITY COLLEGE

WHY STEM?

3X In the last 10 years, growth in STEM jobs has been three times greater than non-STEM jobs.

17% By 2018, the U.S. will see a 17% increase in STEM jobs.



Technological innovation accounted for almost half of U.S. economic growth over the past 50 years, and almost all of the 30 fastest-growing occupations in the next decade will require at least some background in STEM.



People with degrees in a STEM field make on average \$10,000 more a year than people with degrees in other areas.



The unemployment rate for people with STEM degrees in Utah is 1.6%, compared to 2.9% for people with a degree in other fields.

Sources: Utah System of Higher Education; Utah Data Alliance; U.S. Department of Commerce



The Utah STEM Action Center works with students, parents, teachers and industry to connect students to education and career pathways that help them to dream big and do big!

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Don't forget to participate in Utah's Annual STEM Fest by volunteering and having your company exhibit. utahstemfest.com



A STEADY PIPELINE

“We expect that this program will play a significant role in helping us meet those growth needs that we do have; it will be a very strong pipeline for the skilled workforce that we are looking for,” said Grover. “We are excited that we are able to continue to see the benefits of the UAP program as we continue to our hiring goals in the next few years.”

The UAP program is already being viewed as a success, receiving national attention as a best practice. It is being replicated in the diesel technician, IT and life science industries—and other industries intend to join as well. These programs are well on their way to setting the standard for not only fulfilling workforce gaps in the state, but also opening new opportunities for individuals who are well trained and prepared for the “real world.”

“It is very important to have a pipeline of trained and skilled candidates available to sustain our booming growth projections for the Utah Aerospace industry,” said Clint Devitt, vice president and general manager of Janicki Utah. “Careers in aerospace manufacturing are both rewarding and can sustain a very comfortable way of life.”

The pathway programs that have been created align perfectly with the state’s overall training and recruitment goals. The philosophy is to not just create jobs, but to also create skilled, qualified workers for aerospace, life sciences, IT, finance, manufacturing and other industries statewide.

The initial goal is to focus over the next two years on filling open jobs in three industry sectors: approximately 5,000 jobs in IT and software; 5,000 jobs in life sciences; and 7,000 jobs in other manufacturing-based industries. Each industry will hire two types of personnel: newly trained but inexperienced individuals for entry-level positions and experienced employees looking for new opportunities. Even in solving statewide issues, the state considers personal growth a necessary criterion for workforce programs.

An interesting aspect of the extended job fulfillment programs going on in Utah, such as the pathways programs, is that these open jobs will not only be filled with people who have a four-year degree, but by individuals with multiple stackable certificates or associates degrees who have built up a portfolio of training and education, from “custom fit” workforce training that is tailor-made for companies to “boot camps” that provide skills training in an intensive, short-term setting.

One thing is clear: These collaborative, industry-wide initiatives will help prepare Utah workers for new opportunities and create a deep labor pool for businesses to draw from well into the future. ■

“We expect that this program will play a significant role in helping us meet those growth needs that we do have; it will be a very strong pipeline for the skilled workforce that we are looking for.”

- KARI GROVER
HUMAN RESOURCES MANAGER,
CARBON FIBERS AT HEXCEL

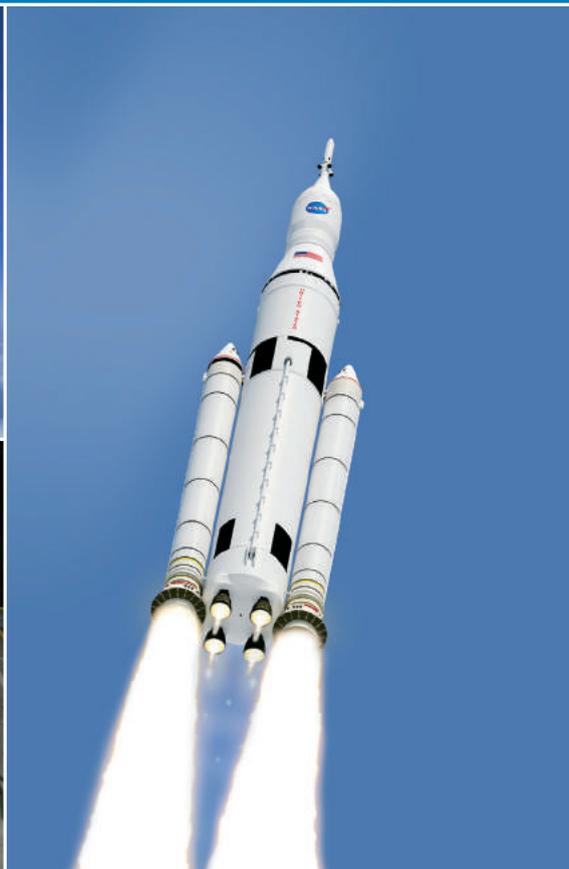


GOVERNOR GARY R. HERBERT GIVES THUMBS UP AFTER STARTING THE ENGINE TO ANNOUNCE THE UTAH DIESEL TECH PATHWAYS PROGRAM

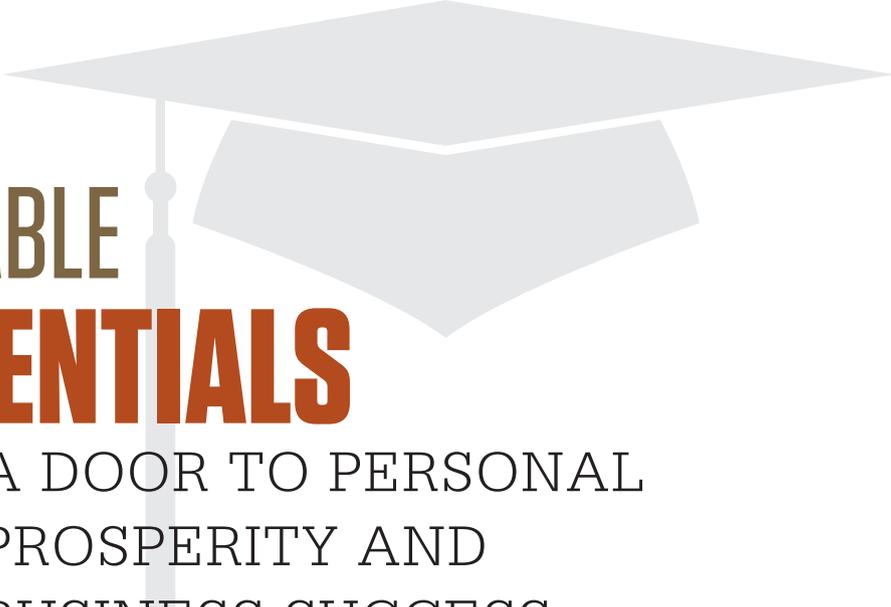


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STACKABLE CREDENTIALS

A DOOR TO PERSONAL PROSPERITY AND BUSINESS SUCCESS

EDITOR'S NOTE: Utah boasts many high-ranking universities that offer traditional four-year degrees and graduate schooling. But the traditional educational path doesn't work for everyone, and it doesn't work for every hiring business either. Filling the workforce pipeline requires a large variety of trainings, certification and education. The Custom Fit training program, a statewide cooperation between businesses and tech schools for tailor-made curriculum, is one solution. Stackable credentials are another. Salt Lake Community College has more campuses and students than any other school in the state. The following article discusses Salt Lake Community College's approach to stackable credentials.

Students want to know the classes they're taking relate directly to a career path. Employers are looking to hire graduates who require fewer hours of costly training time. At the crossroads of those two groups is the increasingly popular higher education tool called "stackable credentials."

An apt working definition of stackable credentials is this: a sequence of credentials that a student can build upon to access an advanced job or higher wage and is part of a career pathway system that culminates in the equivalent of an associate's or bachelor's degree. Certificates of completion in certain skill sets are integral parts to stackable credentials.

Salt Lake Community College students can use certificates earned to fulfill requirements of many degrees. In some cases, two or more certificates can be "stacked" to fulfill the requirements of an AA, AS, or AAS degree. In other cases, certificates are meant to be "stacked onto" other degrees to give a student additional skill sets. Those skill sets help build a resume that show potential employers that the person applying for a job can actually do the work required.

The idea is catching on. Certificates earned at SLCC have increased more than 250 percent since the effort to implement stackable credentials took shape, from 135 in 2013 to 349 so far this year.



-BOHMAN-

An apt working definition of stackable credentials is this: a sequence of credentials that a student can build upon to access an advanced job or higher wage and is part of a career pathway system that culminates in the equivalent of an associate's or bachelor's degree.



A NEW PATH FOR EDUCATION: CERTIFICATES

Community and technical colleges are charged with making sure the workforce is supplied with well-trained people. The greater Salt Lake Valley economic makeup is complex and relies upon many levels of professionals to move businesses forward.

For example, in many instances, a start-up bioscience or tech company will need to supply four to six technicians and support staff for each engineer who is working to design the company's primary product or solution. These "techs" will be trained at the local community or technical college. Their training may be a one- or two-year certificate or degree program that allows them to be instrumental in assisting the engineer or designer. It is much more economical to employ technicians to support the research and design of the engineers, and that's what SLCC's training has set out to do.

The typical degree attainment for a community college student is the Associate of Science or Arts or Associate of Applied Science (AS, AA, AAS) two-year degree, but even that can be a tough, long road for the adult student. A shorter route has gained traction in the educational world, that of certificates.

Certificates of proficiency (CP) and certificates of completion (CC) have not only gained popularity with students, but business and industry have also been more eager to accept them, especially when they have been involved in their design and curriculum development.

The certificates are defined in Utah as follows:

- **CP** — Comprised of 16–29 semester credit hours or 600–900 clock hours in a program that prepares a student for gainful employment in a recognized occupation.
- **CC** — Comprised of 30–33 semester credit hours or 900–990 clock hours.
- **AAS** — Comprised of 63–69 semester credit hours and intended to prepare students for entry into the workforce.

Students at SLCC are more likely to persist, complete and "stack" these shorter program certificates, especially since the average number of credits taken by a student is 8.7 credit hours per semester.

STACKABLE CREDENTIALS

The essence of workforce development is filling the pipeline of need established by local and regional industries. Virtually every community and technical college partners with local industry professionals through a program advisory council (PAC) at a program's inception and/or in an ongoing relationship.

Companies, especially in Utah's economy, are raiding each other for qualified workers, potentially weakening the entire system by the constant movement of technicians. While this may create a short-term wage increase for the workers, it may lead to a weakened industry. Bringing competitors to the same table through a PAC meeting allows for collaboration, which will produce solutions for Utah's overall industry, not just a specific company.

Obtaining a stackable credential is one solution to employee raiding that is on the table, creating opportunities for students to achieve workforce technical skills in smaller pieces. If properly designed, CPs and CCs can eventually stack toward an AAS degree or stand alone as recognized workforce credentials. As companies tend to specialize within a market segment, our certificates and degrees should parallel those needs.



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Below is an example of the Non-Destructive Testing program at SLCC:

- **AAS** – Non-Destructive Testing Technology
- **CC** – Non-Destructive Testing: Eddy Current Technology
- **CC** – Non-Destructive Testing: Radiology Technology
- **CC** – Non-Destructive Testing: Ultrasonic Technology

While the end goal for a student in this discipline should be earning an AAS in Non-Destructive Testing Technology, many companies specialize in one methodology or another. Once students earn one certificate, they can then be on their way in the profession with an opportunity to stack their learning as they are earning. It is not always a linear progression model that is needed. “Add-on” credentials are available for workers who may already have a degree or certification, thus giving them an opportunity to enhance their employment and, ultimately, their income.

If a student went to work for a company that branched out into ultrasonic testing but their technicians were trained in radiology testing, time to complete a CC in Ultrasonics would be relatively quick because much of the basic theory and institutional requirements would have already been achieved in previous education.

CTE PATHWAYS TO CAREERS

No two students are the same. Not every incoming high school graduate has the same desire. Every person who has become unexpectedly unemployed has different motivations. Many people currently employed wish they were in a different career. Each person is as unique as his or her background and preparation. The CTE Pathways to Career model illustrates the multiple pathways individuals at SLCC can take to be workforce-ready.

The model is an approximation that will vary from industry to industry, but the underlying theme is that there are multiple ways to accomplish workforce readiness, regardless of when and where a student wants to work.

For example, the incumbent worker may already possess a baccalaureate degree and need to return to school in order to earn an IT certificate of proficiency, which would give him an instant pay raise. Companies that invest in their workers will

The essence of workforce development is filling the pipeline of need established by local and regional industries.

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UTAH COLLEGE OF APPLIED TECHNOLOGY

Utah College of Applied Technology (UCAT) has eight campuses throughout the state also offering numerous stackable credential programs.

“Last year UCAT campuses awarded 8,339 certificates in 428 programs,” said UCAT Vice President Jared Haines. “Every certificate is structured to prepare the student for entry-level employment. In many cases, students who have completed certificates and qualified for employment can return and continue to earn higher-level certificates for more advanced positions. Our higher education partners in the degree-granting institutions have provided further opportunities for many students with one-year-plus certificates to extend their credentials into related associate degrees.”

UCAT Facts:

- Over 36,000 students served in 2015 (more than each universities’ yearly enrollment)
- Most programs take about a year to complete
- No student loans – tuition is paid monthly based on hours enrolled
- Financial aid and scholarships are available
- High school students attend tuition-free
- No general education classes required
- Hands-on training in state-of-the-art labs
- Instructors come from industry
- UCAT worked with 1,200 companies on advisory boards for each program or Custom Fit training. ■

often reimburse and encourage the additional credentials. It is much more efficient to support additional training and education versus recruiting, hiring and training a new employee. This is an example of where a short-term training investment will provide long-term earning benefits for both the worker and the company.

High school students can also benefit by earning credit or competency-based training, either through early-college enrollment or by concurrent enrollment (some states refer to this as dual enrollment). If a secondary student’s circumstances dictate entrance into the workforce as soon as possible, earning a CP through concurrent enrollment will assist him or her in gaining a living wage as early as graduation from high school.

LOOKING AHEAD

There are many demands placed on community and technical colleges in order to meet the workforce and economic needs of their local and regional service areas. Working with business and industry leaders to create acceptable, shorter-term certificates is one way that allows for businesses to grow with a better trained workforce, especially for those just entering the job market. Properly aligned stackable credentials will keep workers employed and companies more likely to support their employees’ continued educational and training needs. ■

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From maintaining the bottom line to recruiting the brightest minds, healthcare has long been a grappling point for businesses. Healthcare is expensive, to say the least, but a healthy population makes for a strong and productive workforce.

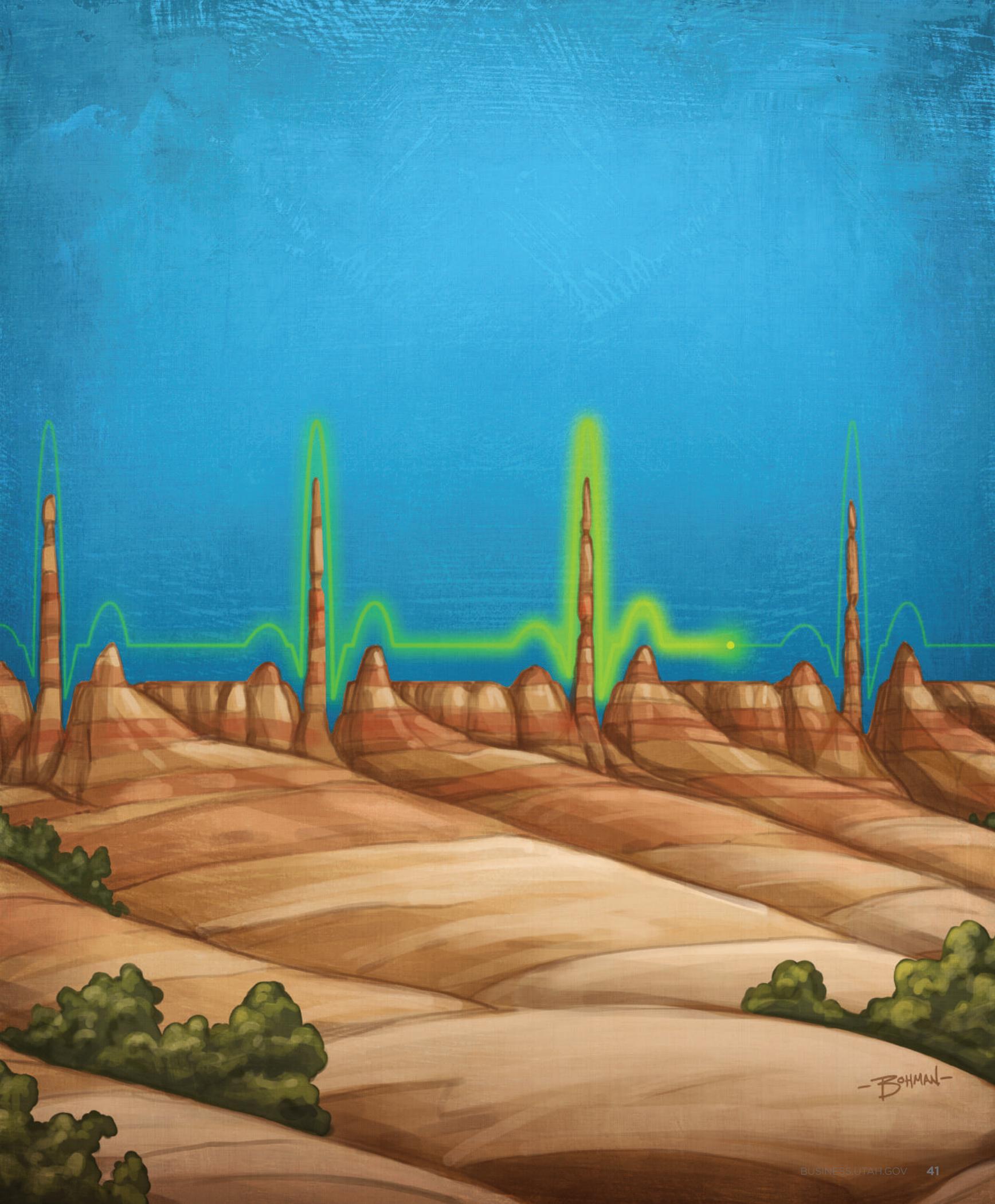
According to the United Health Foundation, Utah ranked seventh in the nation for total population health in 2015. Utah has the youngest median age (30.9 years), and people in this state love to play outside.

For a large state with a small—but growing—population, Utah is home to some incredible healthcare assets. The Intermountain Healthcare Medical Center, Primary Children’s Hospital, the University of Utah medical school and hospital, the Huntsman Cancer Institute, Mountain Star and Iasis name just a few.

“Utah benefits from good competition in the marketplace, with a number of high-quality organizations competing to offer services,” said Dr. Joseph Miner, executive director of the Utah Department of Health. “That keeps the price down and the quality up.”

Utah, nicknamed the Beehive State for its industrious people, has become a nationally recognized hotbed for innovative healthcare delivery, cost reduction and patient care. This comes, in part, from community-wide concern for economic health and maintaining a high quality of life.

“The governor understands that economic development plays a significant role in public health,” Miner said. “Having access to good education, employment, transportation and housing—these are all social determinants of health.”



-BOHMAN-



Of course, the toughest work happens on the hospital floor, in the doctor’s office and among the research teams. Michelle McOmer serves as the CEO of the Utah Medical Association, which provides professional and advocacy support to physicians.

“We have so many high-quality physicians who lead out on best practices and best care and then teach that to others,” McOmer said. “Utah always ranks in the top tier of highest quality care and lowest cost. I firmly believe that is because of the physicians in Utah. Utah physicians are very willing to work together as a community to solve some of healthcare’s biggest problems.”

COMPETITIVE COSTS

According to the *Wall Street Journal*, Utah boasts quality healthcare for the lowest cost. In 2015, *The New York Times* reported that Salt Lake City is one of the few places in the nation where healthcare costs are low for both Medicare and private insurance patients.

“A big cost for businesses is health insurance, and the premiums and costs of care are lower in Utah than in other parts of the country,” Miner said. “That creates a significant competitive advantage for companies located in Utah, especially when their employees can maintain their health.”

University of Utah Health Care took a business approach to tackling healthcare costs head-on.

“Surprisingly, most hospitals don’t know what it costs them to provide the care they deliver to patients. In most businesses, you would be able to come to a bottom line and understand the cost of goods sold,” said Chad Westover, CEO of University of Utah Health Plans. “It’s difficult in healthcare. There are a lot of different payers, there are a lot of different funding and payment methodologies. When you don’t understand the cost, it makes it hard to bend the cost curve for society.”

In 2012, Dr. Vivian Lee, CEO of University of Utah Health Care, set out to answer that question: How much does healthcare cost? She brought together the top minds in decision support, biomedical informatics, IT and the medical group and sequestered them in a room for six months.

Their task? Develop a computer program capable of handling more than 300 million rows of cost information for everything from medicine and supplies to minutes in the operating room and doctor and staff time. Most importantly, the tool must integrate information on the outcomes of each treatment.

The result was a value-driven outcomes (VDO) tool that has gained national attention for its capacity to identify and assess the costs of healthcare based on outcomes. According to Westover, the VDO tool has led to a cost savings of more than 30 percent in a total knee replacement, for example.

“We now understand what it costs, to the minute, to do an MRI, what it costs to be in the operating room,” Westover said. “Once we understand that cost structure, we can look to see where we can improve patient outcomes and thereby reduce overall costs.”

QUALITY CARE

It’s this type of out-of-the-box thinking that has helped Utah’s health systems earn their top-notch reputations for quality patient care.

Intermountain Healthcare, a not-for-profit integrated health system based in Salt Lake City, is recognized by national thought leaders for its innovation and excellence in care. In 2015, a peer360 survey of c-suite hospital executives named Intermountain Healthcare No. 1 for Elite Leadership and the No. 5 Most Innovative Healthcare Provider in the country—among the ranks of Mayo Clinic and Kaiser Permanente.

IH Executive (formerly Integrated Healthcare Executive) magazine also ranked Intermountain among the top 10 Integrated Delivery Networks to Watch.

“Utah benefits from good competition in the marketplace, with a number of high-quality organizations competing to offer services. That keeps the price down and the quality up.”

- DR. JOSEPH MINER
EXECUTIVE DIRECTOR
UTAH DEPARTMENT OF HEALTH

DR. VIVIAN LEE, CEO OF UNIVERSITY OF UTAH HEALTH CARE, SET OUT TO ANSWER THE QUESTION, “HOW MUCH DOES HEALTHCARE COST?”





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INTERMOUNTAIN MEDICAL CENTER

Both rankings emphasized Intermountain Healthcare’s focus on data analytics to improve the health outcomes of their patients.

“We have one of the nation’s largest medical record databases, so we’re able to do a lot of research into quality improvement,” said Clay Allen, director of brand reputation at Intermountain Healthcare. “We also have one of the nation’s largest biorepositories, with close to 4 million tissue samples. We’re very unique in that aspect.”

Using data to help drive healthcare decisions—called medical informatics—is nothing new in Utah. The late Homer Warner, a professor at the University of Utah and a practicing physician at Intermountain Healthcare’s LDS Hospital, was a pioneer in the world of healthcare IT and informatics.

“He helped Intermountain Healthcare set up a database that was light years ahead of its time as far as electronic medical records go,” Allen said. “The rest of the world is working on catching up to it now.”

These records allow Intermountain Healthcare to build best-care protocols into their computer systems, and ongoing research into the outcomes of treatment can help identify risks and develop preventive measures.

“We tend to think, ‘Oh, the best care is going to cost more.’ In healthcare, it often costs less,” Allen said. “If you don’t have complications, if caregivers coordinate with each other as a team, and if the patient is engaged through the process, it can be less expensive.”

TAKING IT TO THE WORLD WIDE WEB

Using data to improve healthcare doesn’t mean people are getting left out of the equation. Quite the contrary.

The Exceptional Patient Experience program at University of Utah Health Care enables the organization to use patient feedback to provoke service and resource improvements. By looking at patient surveys, for example, the organization learned that patients overwhelmingly thought the hospital beds could be more comfortable.

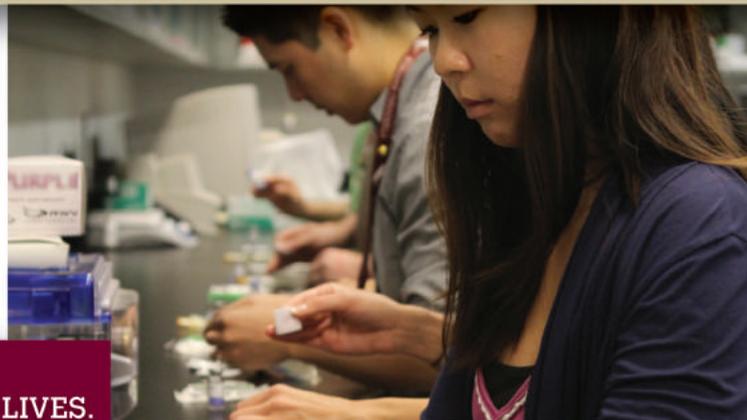
“So we got all new beds. Every one of our beds is new and more comfortable, and [our patients are] able to recuperate better and faster,” Westover said.

In 2012, University of Utah Health Care became the first in the nation to

“We have so many high-quality physicians who lead out on best practices and best care and then teach that to others. Utah always ranks in the top tier of highest quality care and lowest cost. I firmly believe that is because of the physicians in Utah. Utah physicians are very willing to work together as a community to solve some of healthcare’s biggest problems.”

*- MICHELLE MCOMBER
CEO, UTAH MEDICAL ASSOCIATION*

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publish its patient scorecards online. Every patient who interacts with the University of Utah Health Care system is surveyed on things like wait times, physician communication and overall experience. All of the answers are posted online, unedited, for public use. Open access to information empowers patients who are seeking quality care.

“Everyone gets their information online now. We used to know more about the TV we bought than about the physician we’ve chosen,” Westover said. “Having access to this information gives you a sense of confidence that the physician you’ve chosen is going to be right for you.”

For Intermountain Healthcare, a regional network comprised of 22 hospitals and 185 clinics, accessibility plays a major role in patient experience. In 2015, Intermountain received a Microsoft Health Innovation Award for its investment in installing technologies and telehealth infrastructure throughout its care centers.

These two-way communications systems not only connect rural Utah care centers with top resources elsewhere in the state, they also expand the reach of specialized programs such as behavioral health, stroke treatment, pregnancy and delivery, and critical care.

Allen tells the story of complications that arose during a birth in Cedar City, a small southern Utah metro. Unsure how to proceed, the physicians connected with experts at Dixie Regional Hospital in St. George through telehealth critical care technology, who advised the Cedar City doctors through a successful delivery.

“We have a footprint in nearly every area of the state,” Allen said. “That’s one of the great benefits of the Intermountain network. We can pull on the strengths of each other.”

From the point of view of McOmber, this type of collaboration is what makes Utah unique.

“In some states, you might have the hospital association competing against the medical association, but you don’t have that in Utah,” McOmber said. “We’re very cooperative in working together on issues that benefit the patient and healthcare in general. That’s the Utah way.” ■

INTERMOUNTAIN HEALTHCARE’S TELEHEALTH TECHNOLOGY USES A SYSTEM OF CAMERAS, SPEAKERS AND TELEVISION SCREENS TO CONNECT PATIENTS AND PROVIDERS IN DIFFERENT LOCATIONS.



“We tend to think, ‘Oh, the best care is going to cost more.’ In healthcare, it often costs less.”

- CLAY ALLEN
DIRECTOR OF BRAND REPUTATION
INTERMOUNTAIN HEALTHCARE

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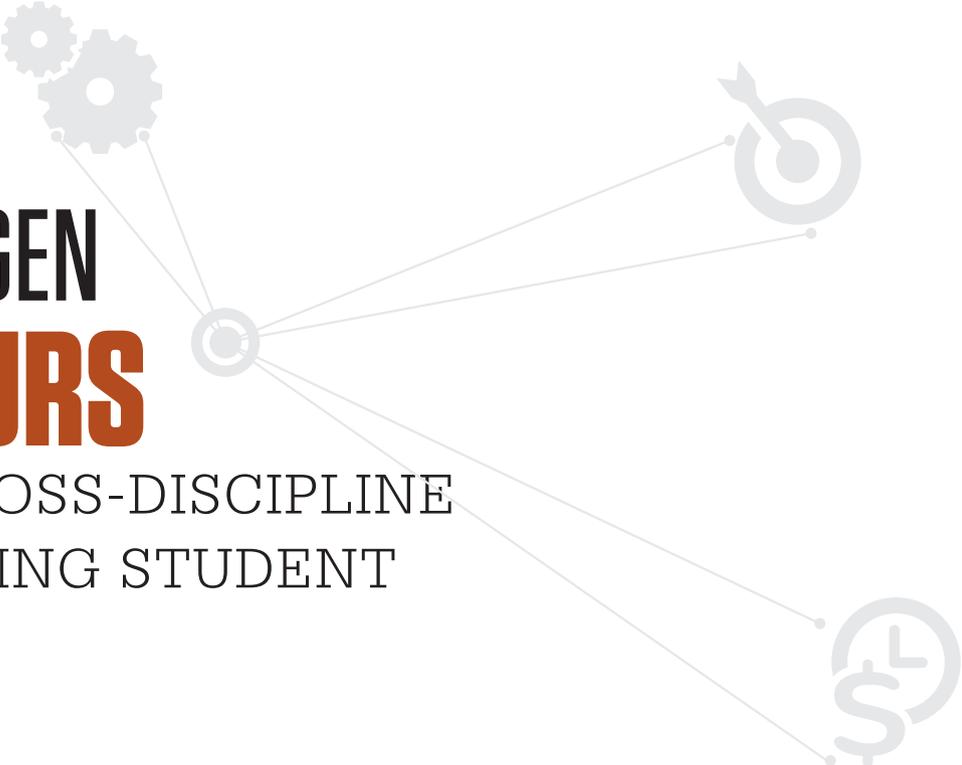
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FOSTERING NEXT-GEN ENTREPRENEURS

COLLABORATIVE CROSS-DISCIPLINE
PROGRAMS HELP BRING STUDENT
IDEAS TO LIFE

There's nothing more frustrating than hitting red light after red light. In the spring of 2014, Mark Pittman was waiting at yet another traffic signal. But instead of just complaining about his bad luck, Pittman decided to do something about it. He contacted the city traffic engineer to find why the lights couldn't be better coordinated to speed up the commute. He learned the city just didn't have the technology to make it happen. And that's when Pittman came up with a \$10 million idea.

“The initial idea was to create a technology to help traffic engineers synchronize traffic lights in real time,” said Pittman, who founded a Blynscy about a year later. The tech company developed sensors that can be placed on traffic signals to track cell phones or any other signal-emitting device. Since most people carry such a device in their pocket, Blynscy can monitor the majority of the population in real time.

Though Blynscy has already been used to improve both pedestrian and vehicle traffic in Utah, Pittman said the technology has much more to offer. “While we're still working on traffic problems, we're also working on a larger big data problem,” he said. “We deploy sensors throughout the traffic grid and collect anonymous, aggregated data on habits and trends in traffic, but the potential applications transcend traffic engineering.”

Cities can use Blynscy's data to optimize everything from mass transit schedules to the snowplows clearing city streets. “There is a massive ecosystem that surrounds the growth and vitality of a city that runs through the traffic system, and it very squarely influences economic development,” Pittman said. “We're trying to touch every part of government to help it operate more effectively by using data and technology to create smarter, more effective cities—which are also, in large part, more transparent.”

LASSONDE



-BOHMAN-



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- PIERRE LASSONDE
FOUNDER, LASSONDE ENTREPRENEUR INSTITUTE
UNIVERSITY OF UTAH



PIERRE LASSONDE

CONCEPT TO REALITY

Though this idea came at a traffic light, its development didn't happen in a vacuum. The concept was realized at the Lassonde Entrepreneur Institute at the University of Utah. While pursuing a law degree and an MBA at the university, Pittman was granted a scholarship through the New Venture Development program at Lassonde.

Along with a team of business, science, engineering and law students, Pittman spent his time at Lassonde trying to turn patent applications from university professors into successful businesses. “That was the first culminating experience for me,” he said. “I got hands-on, experiential learning on how to take an idea and craft it into a business.”

After starting businesses with others' ideas, Pittman had the confidence to start a company with his own. Less than a year after graduating, Pittman has turned Blynco into a \$10 million business and believes it could easily grow to a \$1 billion company by the end of the decade.

“I learned how to start a business at Lassonde,” he said. “I got funding to support the business from a program that was supported by Lassonde, and I got the skills to run and grow a business from the experience I received there. I'm here today because of the Lassonde Institute.”

A DIFFERENT TYPE OF ENTREPRENEUR PROGRAM

Pittman's story may be exceptional, but it's not the exception. The Lassonde Institute has helped support dozens of successful startup ideas ranging from a travel pot that turns boiling water into a cell phone charger to a genetic test that aids in early detection of autism.

The institute was created in 2001 as the brainchild of mining entrepreneur Pierre Lassonde, an alumnus of the David Eccles School of Business at the University of Utah. Lassonde's vision was to create an interdisciplinary program that brought together students from all areas of campus—scientists, engineers, lawyers, artists and business students.

“Mr. Lassonde has a unique perspective,” said Troy D'Ambrosio, executive director of the Lassonde Institute. “He earned an undergraduate degree in engineering and then came back to the U with his wife for his MBA. During his graduate program, Mr. Lassonde found that he never really had any contact with engineering students and very little contact with his wife, who was in a graduate science program. When you get out in the business world, that's just not how it is.” The goal was to bring real-world business collaboration into the college setting. “If you're a science student, you learn in a classroom and then you apply that learning in the lab. In business school, you take a class, but there's no place to apply it,” said D'Ambrosio. “The Lassonde Institute is the lab for the business school and the whole university.”

For its subject matter, the institute uses technology coming out of the various labs across the university. Teams of students from a variety of disciplines are then assembled and given the charge to create a strategy to commercialize the technology—and then launch a company.

“This interdisciplinary approach to commercialization is very unique among business schools,” said D'Ambrosio. “The focus is on giving students a richer, deeper educational experience in an applied format—rather than a classroom—to help them to get a better job or to start a company and create their own job.”

Though the Lassonde Institute is part of the university's business school, the programs are largely extracurricular and are open to students from all areas of campus. In fact, most students involved with Lassonde are not pursuing business degrees.

“One of the keys to our success has been engaging people of different disciplines who have different viewpoints on the world and on technology, and who have



ARTIST RENDERING, LASSONDE STUDIOS

different creative thoughts and energy that brings the team together,” D’Ambrosio added. “A university is a great place to start a business because there is somebody studying, or thinking about, or having the ability to contribute a skill or talent to almost anything you can think of.”

The biggest challenge is just bringing those students together.

THE FUTURE OF EDUCATION—NOW

Making it easier for young entrepreneurs to connect with each other is so important that the Lassonde Institute is putting \$45 million into a new living and creating space called the Lassonde Studios, set to open its doors in August 2016.

“We started with a dream to bring together students from all disciplines and backgrounds to live, learn and work together to solve real-life problems,” said Pierre Lassonde, who donated \$12 million to the project, in addition to the \$15 million he donated to start the institute. “This is the future of education, and we are doing it now.”

The 160,000-square-foot building will have a 20,000-square-foot “garage” on the main floor equipped with 3-D printers, laser cutters, prototyping tools and company launch space. Above will be four floors of housing with three unique housing types—pods, lofts and traditional rooms. Residents will get 24/7 access to all the tools and resources in the building.

“When you go into a library, you don’t walk up to someone and say, ‘What are you studying?’ But at the Lassonde Studios, you can see someone tinkering with something and say, ‘What are you working on? Maybe I can join you your team or help you solve a problem,” D’Ambrosio said. “We want to give students with that kind of energy a place where a mechanical engineering student can find a marketing student or an industrial design student to partner with—and give them all the toys they need to bring their ideas to life.”

To ensure that the Studios house the brightest entrepreneurial minds in the country, the Lassonde Institute launched a national marketing campaign to encourage students to apply. One of those applicants was Kathy Tran, an industrial design student at the University of Utah.

Tran first found the Lassonde Institute when she was looking for business help for one of her design ideas. She not only found the help she was looking for, but

“This interdisciplinary approach to commercialization is very unique among business schools. The focus is on giving students a richer, deeper educational experience in an applied format—rather than a classroom—to help them to get a better job or to start a company and create their own job.”

- TROY D’AMBROSIO
EXECUTIVE DIRECTOR, LASSONDE INSTITUTE

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she uncovered a passion for entrepreneurship that she didn't know she had.

"A lot of people think entrepreneurship is just about starting a business and making a profit. But really it's about solving a problem," said Tran, who is looking for ways to impact childhood learning and reform education.

"Everyone is so excited for each other's ideas to become reality," she said of her team at Lassonde. "We're willing to help each other, and it's a really great place to test out your ideas without having all the pressures of being in the real world."

FILLING THE WORKFORCE POOL

The real world is keeping a close eye on Lassonde. A number of Utah companies are investing money, expertise and mentorship into programs and competitions at the institute—and investors are waiting in the wings. Just last year, three of the companies that participated in the student business plan competition closed seed round investments from venture capitalists.

"[Utah companies] see our vision to build an entrepreneurial mindset, a group of students who have the background and training to add to the community," D'Ambrosio said. "They see it as an investment in the economy of Utah to build that next generation of really creative talent that will either go on to work at startup companies or help larger corporations."

Though most of the students who participate with Lassonde don't end up starting their own companies, D'Ambrosio said they learn important lessons about creativity, team collaboration and problem solving that are valuable in any workplace.

"Our students have been trained in how to think about the future. Traditional business school curriculum is about looking back—reading case studies or learning management practice theories," he said. "We're teaching students to look at what's in front of them. We encourage them to go create the future by seeing a problem, coming up with an idea, and pulling together a team to solve that problem. That's what businesses need."

D'Ambrosio said that as a result of this type of training, students from the Lassonde Institute are some of the most sought-after job recruits in the state. Mark Pittman of Blyncy agreed.

"There has always been a network of Harvard students that people recruit. We're starting to see the same thing at Lassonde," Pittman said. "We now have people in the community who specifically go to the Lassonde director and ask to hire students that come out of the program because of the skills and experiences they have." He added, "I was willing to take the risk on Blyncy because I knew there was a good likelihood that if even if I tried this and failed, there was potentially a job for from the alumni that wanted to hire other Lassonde students." So far, the risk has paid off. ■



THE ENTREPRENEURSHIP STATE

Whether it's North Carolina, Boston or the San Francisco Bay area, the hottest locations for startups all have one thing in common: They lean on the support of local colleges. Utah is no exception.

The Lassonde Institute at the University of Utah is just one of the options for students looking to combine entrepreneurial aspirations with strong business training. There are also impressive programs at Utah Valley University, Utah State University and Weber State University.

There is also a strong program at Brigham Young University. Its Rollins Center for Entrepreneurship and Technology recently grabbed headlines when some of its students received \$250,000 in award money for winning a problem solving competition sponsored by Verizon. The winning company, Owlet, creates booties for babies to wear while sleeping that send real-time alerts to parents' smartphones based on their infant's vital signs.

There is plenty of collaboration—and friendly competition—between the schools as students look to get funding for their ideas. The business plan competitions at the Lassonde Institute, mostly sponsored by Zions Bank, are open to all students in the state and give entrepreneurs the chance to pitch their ideas to program judges and student juries. Though the cash prize is certainly important, most students say the opportunity to have their ideas reviewed, tested and vetted by peers and business leaders is the most beneficial part of the experience. ■



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HEADQUARTERING IN UTAH HELPS COMPANIES OPERATE FROM A POSITION OF STRENGTH

For a growing number of companies, Utah isn't just the place to do business. It has also become a place to call home.

From homegrown startups to global powerhouses, companies are finding Utah's economic strength and diversity, combined with a highly educated workforce, make the state a welcoming home for their growing enterprises. We spoke to four thriving companies about their choice to headquarter in the Beehive State and how that choice factors into their current success and future growth.

STANDING OUT FROM THE CROWD

When Instructure had its initial public offering in November 2015, it was the culmination of five years of astounding growth and success. The company is the creator of Canvas, a learning management system that launched in 2011 and recently unveiled a new platform, Bridge, which is aimed at corporations and their workforce development efforts. To date, Instructure's software has been adopted by more than 1,600 universities, school districts and companies around the world.

As the company prepared for its IPO, what caught the eyes of industry insiders and investors was the fact that the software developer took every step forward outside the traditional high-tech cradle of Silicon Valley.

Instructure started in Utah and fast tracked from startup to IPO at a blistering pace. Doing business in Utah felt like a natural choice, said Instructure CEO Josh Coates. Before heading up Instructure, Coates had worked with other tech companies along the bustling Westach Front. He knew the environment was ideal for supporting a fast growing tech company.

Additionally, being seen as a Utah-based company has created a positive buzz around Instructure inside and outside its own industry.



-BOHMAN-



“People assume we’re from Silicon Valley. It’s fun to say, ‘No, actually we’re in Salt Lake City, Utah.’ ... It makes us a little more unique, and it gives our company a bit more character. It makes it a little more interesting to people as we talk about our business and our growth.”

- JOSH COATES
CEO, INSTRUCTURE

“People assume we’re from Silicon Valley,” Coates said. “It’s fun to say, ‘No, actually we’re in Salt Lake City, Utah.’ Developing a reputation for being outside Silicon Valley—it makes us a little special. We’re proud that we can be really successful and really innovative and not be stuck in what some people might see as a rut or a cookie cutter in Silicon Valley. It makes us a little more unique, and it gives our company a bit more character. It makes it a little more interesting to people as we talk about our business and our growth.”

Many companies across a wide spectrum of industries benefit from having their brands associated with Utah. In several industries, being headquartered in the state can add significant value to a brand in the eyes of consumers.

NATURAL ASSETS

Part of the Utah advantage for companies can be attributed to Mother Nature.

Vista Outdoor had plenty of options for places to call home after it was founded February 2015. The company spun off from ATK, prior to ATK’s merger with Orbital Sciences. Vista Outdoor was instantly the largest pure-play outdoor recreation company in the world, with more than \$2 billion in sales and 5,800 employees in its first year of existence.

With operations in 10 states and several foreign countries, Vista Outdoor ultimately chose Utah for its headquarters. The state offering a financial proposal that included valuable tax credits and other financial incentives was only part of the package. Vista Outdoor was also won over by tapping into Utah’s identity as a

popular destination for many of the people who use one of the company’s 44 outdoor recreation brands.

“People who are in the outdoor recreation industry are typically passionate about those products,” said Vista Outdoor CEO Mark DeYoung. “It’s not just making ball point pens or hairspray. We’re passionate about those products. We use those products. Being able to be in a climate like Utah that affords a good four seasons and a variety of geography to get out and use products, it’s going to continue to be an attractive spot for outdoor recreation companies—not only to relocate or stand up, but to start up.”

Many outdoor recreation companies like Vista Outdoor start up in Utah or relocate to the state in later growth stages to take advantage of the natural outdoor infrastructure built into the Wasatch Front. Location means everything for companies and plays a large role in site selection.

A STRATEGIC LOCATION

Perhaps an outdoor company benefits from having a mountain range for a backyard, but the location and infrastructure are equally beneficial. Since the 2002 Winter Olympics, for example, the outdoor recreation industry has thrived within the Beehive

State. The Olympics spurred a major build-up of key infrastructure still utilized in many capacities today.

There are also plenty of man-made reasons for companies from all industries to single out Utah for their headquarters. Urban areas are in close proximity to the recreation areas in the mountains—often just minutes away. Additionally, most of the state’s population is within a reasonable distance of Salt Lake City International Airport. Wasatch Front communities are serviced by mass transit options ranging



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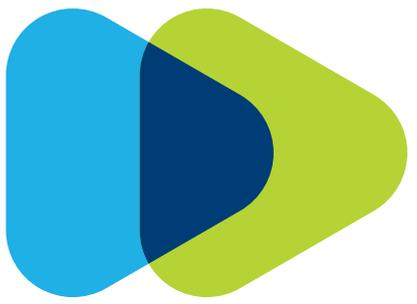
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These ingredients create the perfect recipe for cooking up a thriving business with a home office in Utah as the epicenter of it all.

“We’ve always felt like Utah is a good place to be,” Backcountry CEO Jonathan Nielsen said. “We are a retailer of outdoor apparel and goods. Being here in Utah provides a couple of advantages. It allows our employees ready access to the outdoors. There’s a growing number of outdoor brands and outdoor communities located here. We also feel like it is an increasingly great place to attract really good talent.”

Utah has remained the first choice for Backcountry through every stage of growth. From the time the company was founded in 1996 in Heber City until now, Backcountry has always called Utah home even as it has built a distribution center in Virginia and opened offices in Portland, Ore., Costa Rica and Germany.

The company was supported by state and local government as it set up corporate offices in Park City and built a distribution center in West Valley City. Backcountry has experienced explosive success during the past decade.

Nielsen said there are many factors that support starting a company in Utah or relocating an existing one to the state. Government support of business, a reasonable cost of living and a deep local talent pool of potential employees have turned the state into a hot destination.

“If you look at the talent-to-cost ratio, it’s compelling for a lot of companies,”

“If you look at the talent-to-cost ratio, it’s compelling for a lot of companies. That’s the right way to think about it. It’s not about absolute dollars. It’s talent-to-cost ratio. A lot of companies are finding that Utah is a meaningful piece of their portfolio.”

- JONATHAN NIELSEN
CEO, BACKCOUNTRY



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Nielsen said. “That’s the right way to think about it. It’s not about absolute dollars. It’s talent-to-cost ratio. A lot of companies are finding that Utah is a meaningful piece of their portfolio.”

The cost of doing business in Utah is about 10 percent lower than the national average, ranking the state among the fifth lowest. Lower costs can make a difference for the bottom line of Utah-based companies. For instance, Futura Industries relocated to Utah from Seattle in 1979 and has grown into the most profitable aluminum extruder in the nation since that move. Futura Industries sells its products all over North America, competing with more than 70 North American aluminum extruding companies from its Clearfield headquarters. The company enjoys a healthy profit margin, partially due to the business-friendly infrastructure in place along the Wasatch Front.

“If you picture a wagon wheel, Utah is like the hub and the spokes would go to L.A., the Bay Area, Portland and Seattle,” said Susan Johnson, Futura Industries CEO. “This is a great location for shipping to the whole West Coast.”



A VIABLE NETWORK

Vista Outdoor is one of many companies that have made a long-term commitment to stay in Utah. It recently signed a 10-year lease to build the Clearfield-based company’s worldwide corporate headquarters at Station Park in Farmington.

The decision to stay in Davis County is an easy one for Vista Outdoor, said DeYoung. It is tough to locate places outside of Utah that can rival what the state has to offer in terms of a built-in professional network within the outdoor recreation industry.

For Vista Outdoor, being in Utah offers a chance to exchange ideas and form relationships that can help it build its brand.

“There are over 100 outdoor recreation-focused companies here,” DeYoung said. “That allows us to have dialogue and communication with potential future suppliers. It allows us to collaborate with others in the outdoor recreation industry—whether they are in the ski industry or other kinds of industries—by having those companies located here. It leads to collaboration as we look at product development or opportunities to host events.”

A spirit of cooperation and collaboration extends to other industries throughout Utah. Futura Industries has experienced continued growth and success, for example, because of the easy access to government leaders and industrial peers in Utah, Johnson said. If problems arise that need to be solved or plans for the future need to be made, the solutions come in a quick and efficient manner.

“What has made us able to thrive is the robust business environment here,” Johnson said. “The ability to network and get things done is huge. It’s a ‘small pond,’ and you can get to know

“There are over 100 outdoor recreation-focused companies here. That allows us to have dialogue and communication with potential future suppliers. It allows us to collaborate with others in the outdoor recreation industry ... It leads to collaboration as we look at product development or opportunities to host events.”

- MARK DEYOUNG
CEO, VISTA OUTDOOR

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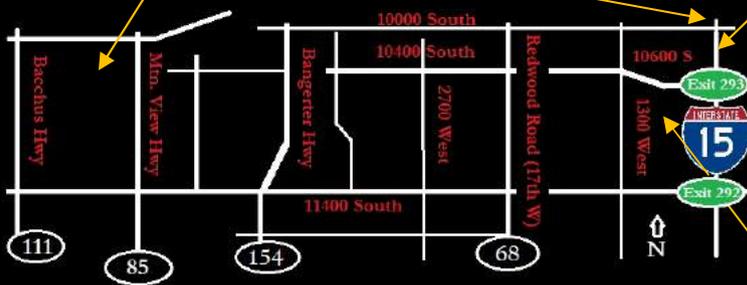
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the people that can help you get things done very easily.”

Networking abilities within an industry often translate to a deeper talent pool to draw from to facilitate growth. Having a strong ecosystem of tech companies, for instance, allows talent to be imported into Utah and retained. It also opens the door for homegrown talent to be plugged into that industry.

Utah ranks high among all 50 states in the education of its workforce. With an emphasis on STEM education, high-tech companies are seeing the benefit in filling management and frontline positions alike.

In addition to the people is the ever-growing list of high-end company names coming out of Utah. Coates said the network of tech companies in Utah makes it easier for a tech company to thrive within the state. For him, it also means the industry as a whole has a good foundation to build on in both the near and distant future.

“As the ecosystem continues to grow and companies mature, what comes out of those companies are another generation of startups. People start to see you can be successful in Utah—not just successful but really successful,” he said. “They will have no reason to feel like they need to move on to another tech hub.”

Utah’s natural beauty, strong economic climate and growing population all position it to become an even more important player in many industries down the road. These types of positive factors have boosted the flow of capital into the state and bolstered the willingness of companies to relocate here.

For present and future Utah companies, success breeds success. It helps local industries draw in talent that facilitates growth. This growth leads to an even greater infusion of talent and capital. All of it adds to a quality of life that matters to employees, managers and executives alike—and quality of life is one thing Utah can offer in abundance.

“There is a growing faction of individuals that really appreciate quality of life,” Nielsen said. “At a certain point, you start bringing in talent from the outside. We consistently hear people from a talent perspective who love it [here] because there’s access to the outdoors. Utah is fast becoming one of the more compelling options.” ■



“What has made us able to thrive is the robust business environment here. The ability to network and get things done is huge. It’s a ‘small pond,’ and you can get to know the people that can help you get things done very easily.”

- SUSAN JOHNSON
CEO, FUTURA INDUSTRIES

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TIPPING POINT

UTAH'S SUPER-CHARGED IT SECTOR EXPERIENCES EXPONENTIAL GROWTH

WordPerfect. Novell. Omniture. Ancestry. Domo. Qualtrics. InsideSales. What do each of these companies have in common? They're information technology giants—and every single one has called Utah home. Since the late 1990s, Utah has been attracting IT companies, but recently the Beehive State's IT attraction factor has amped up to new levels.

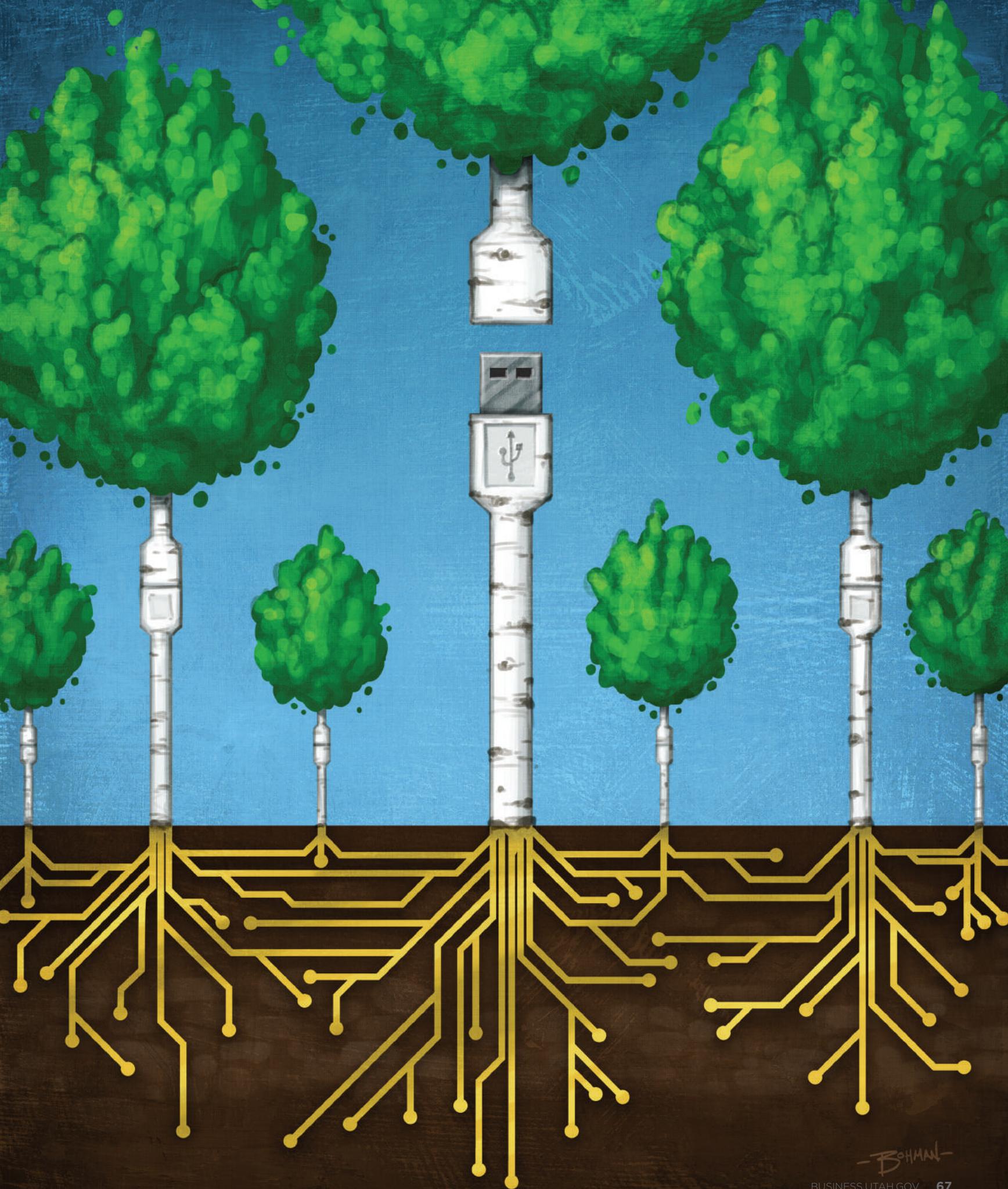
In fact, Utah's Silicon Slopes are quickly catching up to the tech mecca of Silicon Valley. Utah has also seen multiple technology companies receive billion-dollar valuations, as well as multiple IPOs and acquisitions. That trend continued in 2015 with major events like Dell purchasing EMC and Instructure launching its IPO.

Utah's IT industry is more robust than it's ever been, and it's only going to keep developing. Startups continue to spring up, quickly garnering success, while larger, more established companies are growing at rapid rates. In turn, that vibrancy is attracting even more funding and fresh talent.

What is it about Utah that makes it such a hotbed for tech companies? It's not just something in the water. A good business environment, entrepreneurial culture and great educational opportunities are just scratching the surface.

UNSTOPPABLE MOMENTUM

Eric Morgan, CEO at Lehi-based Workfront, said that while Silicon Valley is still the clear leader for tech companies in the world, Utah has become widely recognized as perhaps the fastest-growing and most up-and-coming location in the U.S. "I hear this consistently from people around the country involved in technology," he said. "Utah is the most watched and followed geography in the country right now after Silicon Valley."



-BOHMAN-



David Bywater, COO at Provo-based Vivint, said it's hard to predict if Utah will ever surpass Silicon Valley in terms of sheer size, but what is compelling about Utah is its momentum. "We've got a great story that's fun to be a part of," he said. "I was on a trip to Europe with the governor in June to promote Utah, and no matter who we talked to, they were just amazed at the technology scene in Utah. They'd ask, 'How have you guys been able to bottle lightning to make it happen in Utah?' That momentum is fantastic."

Bywater recalled graduating business school in 1999 in Boston and questioning if he'd ever return to Utah to work because so little was going on in the state. "Ancestry.com had just started, Omniture wasn't on the map, and Vivint was early in its evolution," he said. "Compare that to today's thriving tech environment. It's amazing to me what has happened in just 16 or 17 years. Most states would love to experience that kind of transformation."

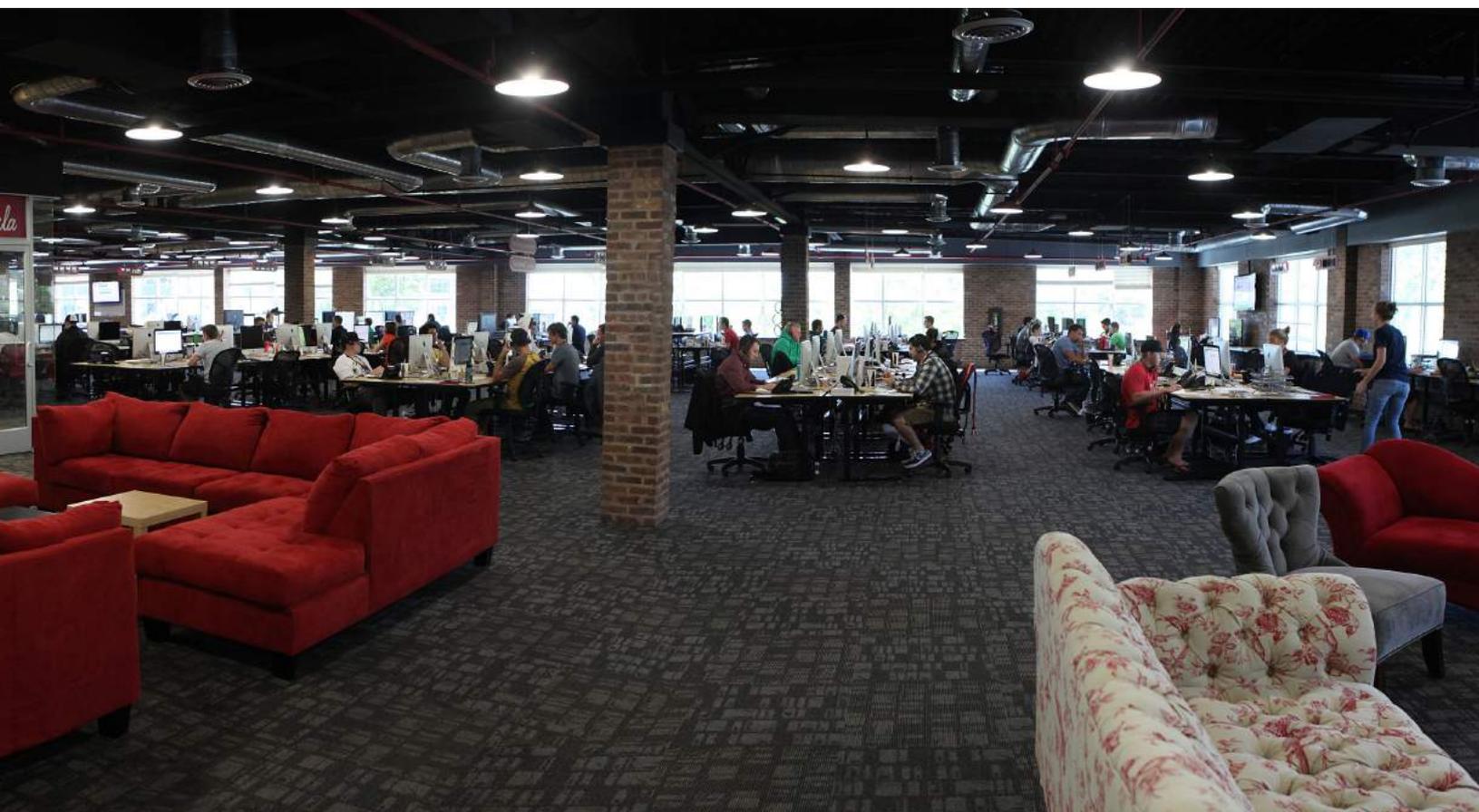
A HEAVY WEIGHT CONTENDER

According to the MountainWest Capital Network's (MWCN) latest Deal Flow Report, 541 deals totaling \$11.8 billion occurred in 2014 in Utah alone. Software companies garnered 20 percent of that money—the largest amount received in any industry in the state. Data gathered by the Associated Press shows that venture capital funds invested in tech startups in the first nine months of 2014 in the Provo/Orem area was a cool \$51.3 million per deal average. In comparison, in San Francisco, the dollar-per-deal average was \$18.4 million. And just behind San Francisco? The Salt Lake City/Ogden area with a \$17.2 million per deal average. All of these outpaced Silicon Valley, which came in at No. 4. These numbers alone show that Utah is truly competitive when it comes to VC and private equity interest.

Morgan believes the bigger funding rounds are happening in Utah over other areas because many of them are later stage. "Investors are investing in companies

"Utah is the most watched and followed geography in the country right now after Silicon Valley."

- ERIC MORGAN
CEO, WORKFRONT



QUALTRICS

that are already successful, so they are willing to invest larger sums,” he said. “Because we’re not in Silicon Valley, we have to be better and work harder to get attention and get people on board with what we’re doing here. We have high-quality companies in Utah, and high quality brings the bigger dollars.”

Why are investors taking an interest in companies later on? Morgan said it’s a combination of what both entrepreneurs and investors want. A lot of companies are not anxious to go out and raise money early on, because they want to build a good business before bringing on investors.

Todd Reece, president of the MWCN, said another factor is that the investment dollar goes further in Utah than it does in other places. “Although salaries in Utah are good and are on the rise, the cost of doing business in Utah is cheaper than neighboring states. Companies are saving on the cost of doing business. In addition, state government over the last 15-20 years has worked hard to make Utah an easy place to do business. Overall, investment dollars go further here and the potential exit for investors is much better.”

Bywater said in addition, the dollars chase the quality of the deals. “What’s unique about Utah is the composition of the companies we have here. They are a bit more developed and vetted than perhaps the average deal somewhere else. We have more of a proven business model. The risk associated with those deals because they have more momentum than elsewhere, perhaps that’s what helped those valuations,” he said. “I don’t see that changing. Successful companies have done a much better job of bringing in talent to help accelerate growth. As I look around to our peers, the cross-fertilization of talent is rich and getting richer every year. And the more we can cross-fertilize across industries, the more money will chase those deals faster than riskier, less developed deals.”

A VIBRANT ECOSYSTEM

Utah’s talented workforce is praised frequently—and for good reason. More than

“State government over the last 15-20 years has worked hard to make Utah an easy place to do business. Overall, investment dollars go further here and the potential exit for investors is much better.”

- TODD REECE
PRESIDENT, MOUNTAINWEST CAPITAL NETWORK



100,000 students are enrolled at Brigham Young University, University of Utah, Utah State University and Utah Valley University alone. “In past years, we’ve relied heavily on Stanford, MIT and Harvard for a lot of our talent coming in to fill our summer fellowship programs, but our local students competed and did as well as the other premier institutions,” Bywater said. “That’s been a boon for us and our colleagues across Utah.”

Bywater said when he graduated from college, if someone wanted a career in technology, they had to live in Boston or San Francisco, but now, Utah makes the list too. “There’s a strong entrepreneurial DNA that exists here,” he said. “If [graduates] have a strong entrepreneurial bend, then I say they can do it here. The state government has focused on walking their talk and making Utah a business-friendly environment. They know job creation is the key and lifeblood to any economy.”

It’s not just students who are getting noticed for their talent. Those already in the workforce are making a difference as well, said Brett Allred, president and chief technology officer at Lehi-based NUVI. “One place where Utah beats Silicon Valley is that here, we aren’t only tech companies, but we’re sales companies too,” he said. “Think about InsideSales or Qualtrics. They have large sales teams out there selling and pushing their products, where the mantra in Silicon Valley is ‘if you build it they will come.’ They spend huge amounts on marketing, but in Utah it’s more of a direct sales approach. We’re allocating capital to sales people who have a quota, which is a more efficient model. And we have the one up with those people, because we’re stronger in building sales-driven IT companies.”

Because companies are continuing to grow rapidly and become successful quickly, it’s attracting more people from other regions to Utah to work. “It’s very attractive to come here because it’s become very competitive,” Allred said. “When people come to talk to us for a job, they come to talk to five or six other top-notch companies, and they have five or six good opportunities when they come into Utah.”

SUCCESS BREEDS SUCCESS

Utah is known for its strong entrepreneurial culture, but what does that really mean? According to Morgan, it means success breeds success. “When people see businesses start up and grow and become successful, they want to do the same,” he said. “It also builds upon the resources that are available. You can go to a lot of places around country and start a tech company, but you will struggle to find the talent you need because you don’t have the right resources. A culture of risk-taking and starting and creating businesses is here.”

Morgan credits tech giants of the past, like Novell and WordPerfect, with creating Utah’s entrepreneurial business climate. “[These companies] have created a lot of people who have a lot of experience in technology and a desire to have an impact in new companies that have emerged over the last few years,” he said.



“As I look around to our peers, the cross-fertilization of talent is rich and getting richer every year. And the more we can cross-fertilize across industries, the more money will chase those deals faster than riskier, less developed deals.”

- DAVID BYWATER
COO, VIVINT

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Allred agreed. “Look at the generations we’ve had in Utah tech companies. We started back a while ago with WordPerfect and Novell. They attracted a lot of talent, and that was the first generation. As they made money, they became the first level of venture capitalists in Utah that invested in the next generation of companies like Omniture. Those companies were very successful, they made a lot of money for a lot of people, and then that generation became another level of investment in the community. They invested in this third generation of tech companies, which I think we’re in now.”

Allred added that as this next generation grows up and has big exits, the numbers will continue to multiply with how many VCs come on board. “Silicon Valley just started that generational process a lot earlier than we did. Will we ever catch up? That’s hard to say, but we just need a couple more generational cycles and we’ll be where they are as far as the size of deals we’re doing.”

Allred also pointed to the fact that at NUVI, private equity companies and VC firms are coming to visit frequently—a trend that is common at many Utah tech companies. “They’ll make the rounds,” he said. “These companies can come over to Utah and come down to Thanksgiving Point, and in the 15 buildings that are here, they can talk to some of the best tech companies in Utah. We have been pursued way more than we’ve tried to pursue capital. We’re meeting with investors bi-weekly.”

FORECASTING THE FUTURE

Utah’s IT industry shows no sign of slowing down, and because of this, Bywater said he expects the focus among business leaders will remain on the IT industry—as well as the healthcare industry. “We’ve got a great endowment of healthcare-centric assets in the state, so I think we’ll see more and more momentum building around that,” he said. “What’s awesome is that we already have the IT piece, and when you bring those two pieces together with data analytics, you get a really rich ecosystem. I see enormous growth there. People love anything that deals with making life more efficient, safer and more enjoyable, and there’s no reason why Utah won’t continue to lead the charge in making that happen.”

Allred expects to see compounding growth in Utah’s tech future. “I think you’ll see such a high concentration of capital in such a small area between Utah County and Salt Lake County that you’ll see a lot of new companies pop up here, which is great because we have the land for companies to come and expand. We have great colleges with BYU, UVU, USU and U of U; we have the people, and we’ll have the money. You’ll just see it continue to grow.”

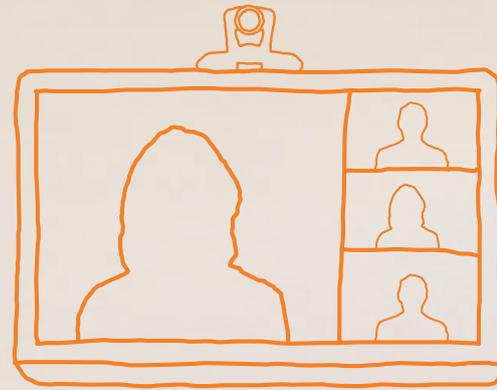
“We’re in the beginning stages of a long-term trend in Utah,” Morgan added. “We will start to see a tipping point as more people move into Utah because it’s such a good environment. That will be the key turning point that will put us on par with Silicon Valley.” ■



“[In Utah], we aren’t only tech companies, but we’re sales companies too ... where the mantra in Silicon Valley is ‘if you build it they will come.’ They spend huge amounts on marketing, but in Utah it’s more of a direct sales approach. We’re allocating capital to sales people who have a quota, which is a more efficient model.”

- BRETT ALLRED
CTO, NUVI

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EVERY BUSINESS UTAH RECRUITS OR HELPS GROW IS PART OF A LARGER STRATEGY FOR A SUSTAINABLE ECONOMY

There was a time around the turn of the 20th century when Ogden, Utah was the epicenter of western railroad activity and, as word has it, home to more millionaires per capita than any other city in the country. During this pinnacle of prosperity, every train heading east or west converged in Ogden, furthering its notoriety as “Junction City.”

But prosperity can evaporate quickly, as the city discovered when rail activity faded and Ogden was left wanting for essential infrastructure to replace it. After dwindling for decades in the economic doldrums, a strategic recruitment effort led by government and business leaders envisioned a new future for Ogden, one centered on the area’s best kept secret—its great variety of outdoor recreation amenities and terrains.

Strategically recruiting businesses interested in those amenities, along with fostering growth among its current companies, has helped Ogden gain footing as a major outdoor recreation products center in the United States. In this case, the city has leveraged an existing strength to create an economic powerhouse via the miles and miles of hiking and biking trails, rivers and ski terrain—all hidden jewels just waiting to be discovered by outdoor products companies looking to test their products in their own back yards.

With the assistance of the Governor’s Office of Economic Development (GOED) and the Economic Development Corporation of Utah (EDCUtah), Ogden City has utilized its assets to strategically attract outdoor products and recreation companies from as far away as Asia and Europe and all points in between. Indeed, Ogden is the poster child for turning its fantastic resources into a competitive strength.

FINDING THE RIGHT FIT

“Helping a Utah community envision and achieve the type of economic





“Helping a Utah community envision and achieve the type of economic future it desires is some of the highest work we can do in economic development. It’s the DNA of any strategic recruitment effort we undertake.”

- THERESA FOXLEY
DEPUTY DIRECTOR
GOVERNOR’S OFFICE OF ECONOMIC DEVELOPMENT

future it desires is some of the highest work we can do in economic development,” said Theresa Foxley, deputy director of GOED, who specially oversees corporate recruitment and international trade. “It’s the DNA of any strategic recruitment effort we undertake.”

It’s true that Utah has one of the strongest economies in the country and, therefore, can afford to be selective regarding the companies it recruits to the state. But Foxley said strategic recruitment is much more than being picky. To be sure, the strength of Utah’s strategic industry clusters, supply chains and industry niches play into many of the recruitment efforts, but that “highest work” she described means that GOED and its partners are attuned to the specific needs of communities and regions across the state.

Sometimes those needs include new companies to bring new jobs and diversify area industries. Sometimes it means incentivizing companies to continue growing where they are to benefit a community. GOED’s Economic Development Tax Increment Finance (EDTIF) program provides a tax credit rebate on a post-performance basis to new companies—and expanding ones. In fact, more than 63 percent of GOED-incented companies have had a Utah presence prior to receiving an incentive. It’s all about achieving the highest economic value and quality of life benefit for communities statewide.

For example, infrastructure is still a challenge in some rural areas. GOED’s leaders are working with the local communities on projects that will pull infrastructure into them, which will then allow for additional economic development. “This effort may not appear to fit in a cluster-based economic development model,”

Foxley explained, “but it is strategic in that it allows the local communities to grow in a way that they are yearning for.”

Ogden is a clear success story, but similar stories of creating economic vibrancy through strategic recruitment extend across the state. For example, Southern Utah’s Washington County, was long dependent upon the construction and real estate industries as a central job creation engine. But wild swings in the economy can quickly turn housing booms into busts, as the area experienced during the Great Recession.

An effort by government and business leaders to diversify Washington County’s economy led to the discovery of a unique economic strength the area could leverage strategically to attract manufacturing businesses and with them higher-paying jobs.

Jeriah Threlfall, executive director of Site Select Plus, Washington County’s public-private economic development organization, said the strength is fairly simple: Businesses located in Washington County can reach markets across the West in less than a day, from Southern California to Denver, Phoenix, Boise—even Seattle. Indeed, a business can relocate

its operations to Washington County from a more expensive market, like Southern California, cut its expenses and operating costs significantly in the process, and still serve the needs of its customers across the Western United States.

Washington County is using this economic advantage in its strategic recruitment and the effort is paying off nicely.

Companies like the architectural glass manufacturer Viracon are able to complete their products in the morning and, in many cases, deliver those products to customers across the West on the same day. Viracon is just one of a growing number of manufacturers making Washington County their home. The aerospace firm RAM Company is making an \$11 million capital investment in its Washington County operation and plans to grow its workforce there by more than 100 employees. Meanwhile, a yet-to-be-named food manufacturer has purchased the

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“It’s a common economic development strategy to identify the areas where you have a competitive advantage and focus your efforts on growing those sectors, rather than trying to be all things to all people.”

- JEFF EDWARDS
PRESIDENT AND CEO, EDCUTAH

former Blue Bunny manufacturing plant in St. George and will begin operations there soon.

Southern Utah isn’t the only region perfectly situated for distribution. In 2013 OOCL, an international container shipping and logistics company, selected Utah—an inland state—for its North American integrated management service center. Foxley said OOCL’s decision to locate in Utah goes back to the state’s knack for strategically marketing its robust distribution infrastructure, which facilitates OOCL’s ability to manage its complex shipping and distribution business.

In other situations, the strategic recruitment effort focuses on leveraging a region’s natural resources to grow the economy. The Uintah Basin has built its economy on energy development, while the vast landscapes of the south-central part of the state have lent themselves to renewable energy development.

In Box Elder County available land, available workforce and close proximity to the interstate highway system were part of the strategic equation that led Procter & Gamble to open a paper products manufacturing facility on a 700-acre site near Bear River City in 2011. Last year the company announced it would double the size of its operation, invest \$400 – \$500 million in the expansion and add 200 new jobs over the coming years.

FORTIFYING EXISTING CLUSTERS

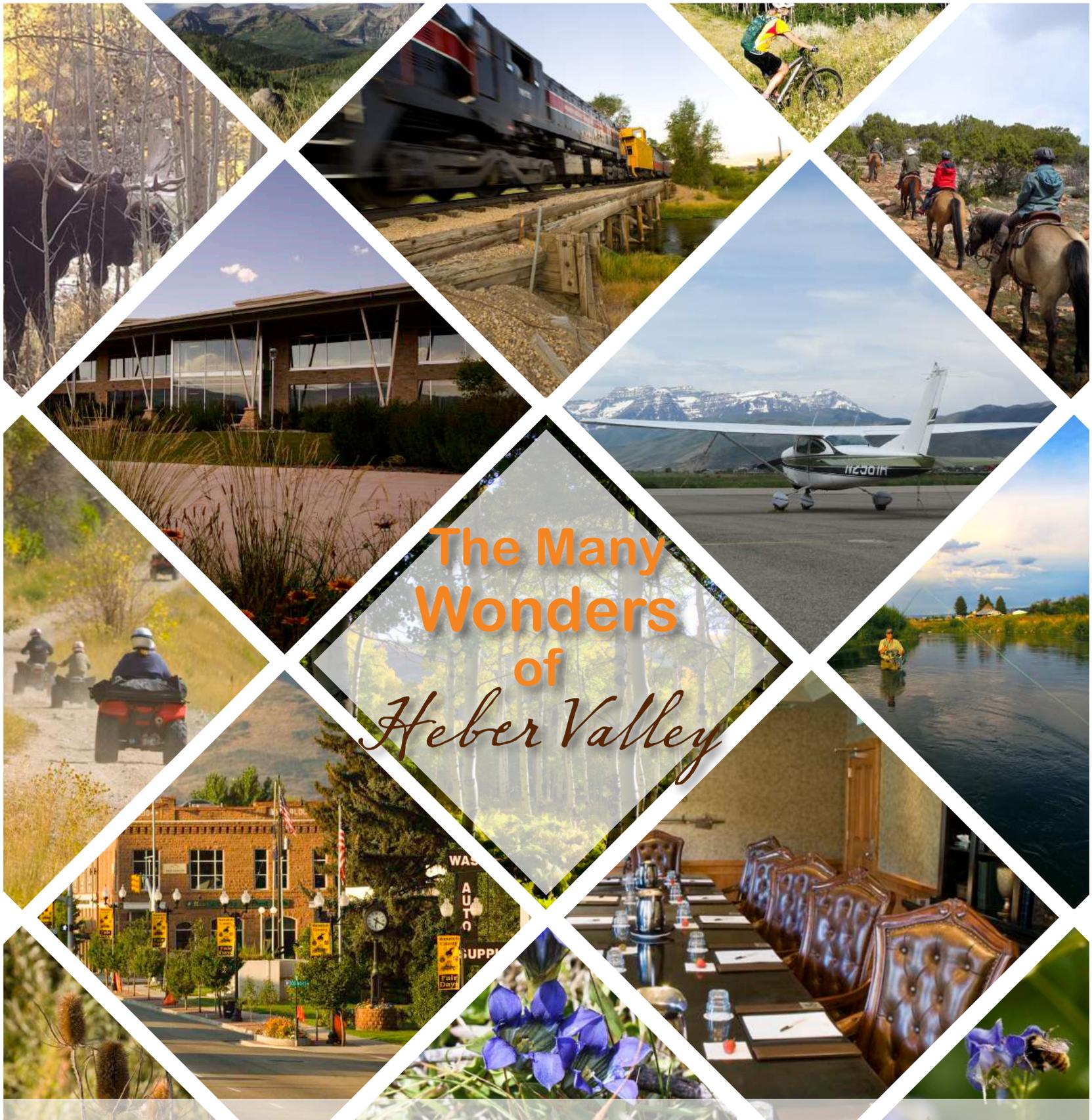
Of course, focusing on the state’s niche strengths and supply chains is the crème de la crème for strategic recruitment. During the administration of Gov. Jon M. Huntsman, state leaders launched an initiative to identify Utah’s competitive strengths in specific industry areas, or clusters. “It’s a common economic development strategy to identify the areas where you have a competitive advantage and focus your efforts on growing those sectors, rather than trying to be all things to all people,” said Jeff Edwards, president and CEO of EDCUtah.

The initiative identified six economic clusters where Utah has a competitive advantage: aerospace and defense, information technology and software development, life sciences, financial services, outdoor products and recreation, and energy and natural resources.

Most of these clusters have a strong historical presence in the state. Utah’s aerospace and defense industry, for example, is one of the strongest in the nation

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In the IT and software cluster, there is a strategic connection between education and industry that has created fertile entrepreneurial soil for business creation, while also attracting IT companies from out of state. Utah's IT and software cluster got its early start with companies like Novell and WordPerfect. Today, the cluster feeds off of a skilled workforce produced by Brigham Young University, Utah Valley University, Utah State University and University of Utah, and draws on the strength of industry stalwarts like Adobe, IM Flash, Ancestry, Instructure, Qualtrics, InsideSales and Pluralsight.

Given the cluster's strength and growing national status, GOED and EDCUtah regularly conduct strategic recruiting trips to Northern and Southern California in an effort to assist high-growth IT and software companies as they prepare to expand beyond the borders of the Golden State.

The connection between education, government and industry is a strategic element GOED and EDCUtah also use to grow Utah's life sciences cluster and its medical device sub-sector. In 2014, Varian Medical announced the expansion of its Salt Lake City operation, which is helping the company play a larger role in supplying x-ray products to its customers globally. The expansion will translate into approximately 1,000 new jobs over the coming years. Varian has a 46-year history in Utah, but also has three other sites in the United States and three abroad. The company could have selected a different site for its expansion, but said it chose to expand its Utah presence because of the state's business friendliness and available skilled workforce, from factory workers to Ph.D.s in math and electrical engineering.

DEVELOPING PRODUCTS AND PARTNERSHIPS

Foxley said one recruitment focus has been product development—developing more industry and education partnerships, working on infrastructure issues and doing more visioning and planning with specific areas of the state, “so that when we are recruiting we have a better product to sell.”

Foxley described this proactive product development as “throwing the ball rather than catching the ball,” and said the robust economy puts Utah in a position where it can “throw the ball more often.”

Part of that effort involves a greater degree of data mining, which GOED is able to leverage through the research department at EDCUtah. Through a proprietary system developed by EDCUtah, the two economic development organizations are able to scrutinize potential recruitment opportunities more granularly than ever before. This approach has made recruiting trips



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- THERESA FOXLEY
DEPUTY DIRECTOR
GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

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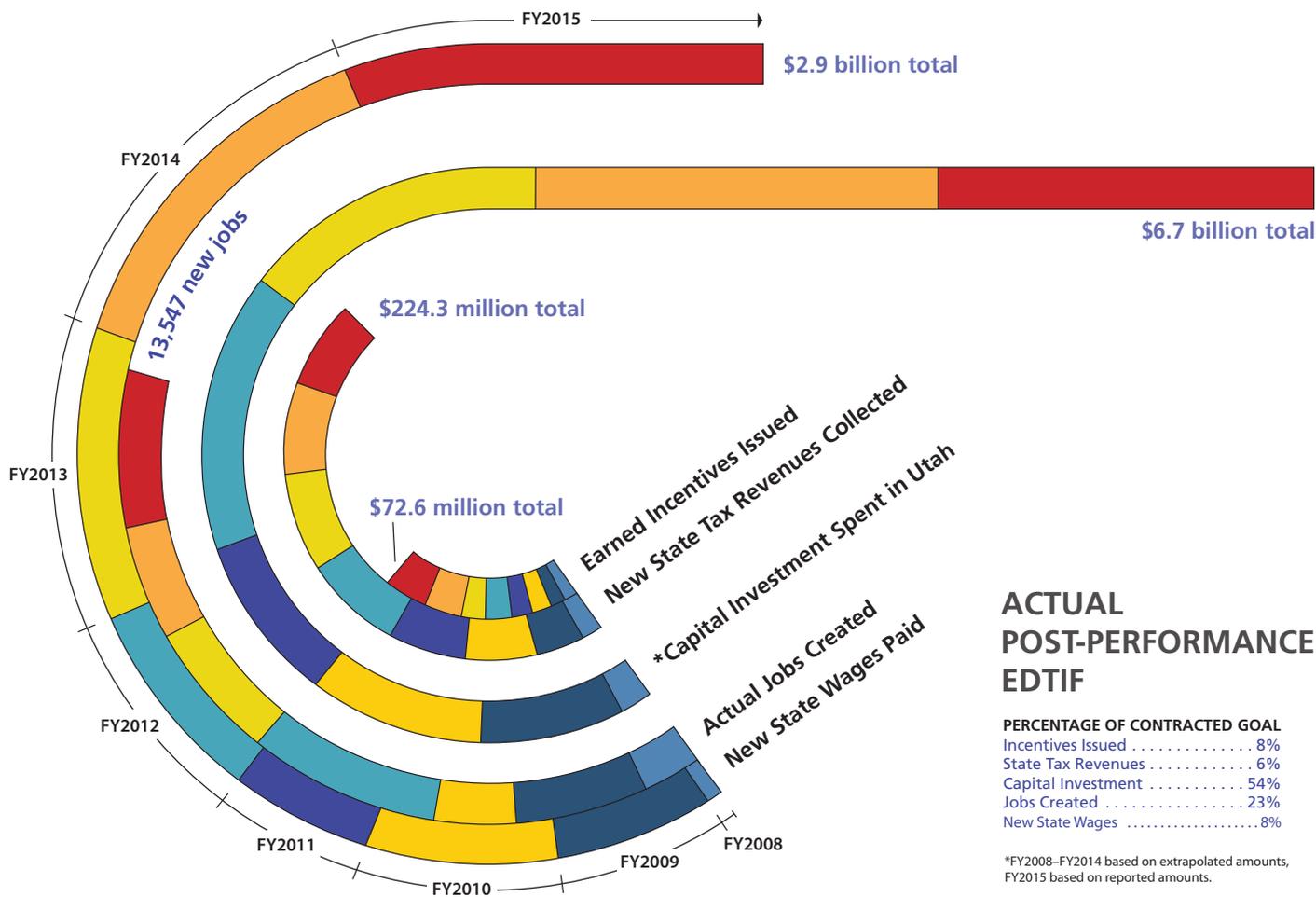
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highly productive because they place GOED and EDCUtah business developers in front of companies that are truly looking to expand and also fit within industries that make good sense for Utah.

Back in Ogden City, Business Development Director Steve Fishburn said his office has leveraged the city’s infrastructure and partnerships with education leaders to strategically attract major back office distribution companies such as Wayfair, Home Depot, Rocket Lawyer Esurance and Answer Financial.

“To be strategic, we had to make sure we were creating the infrastructure for these companies,” he said. That meant rapidly customizing buildings in the Business Depot for the companies and producing a skilled workforce.

For the latter, Fishburn said his office worked with Weber State University, which has “one of the foremost customer sales and service programs in the country,” and also the Ogden Weber Applied Technology College, to implement professional sales and service programs tailored to the needs of the businesses.

Fishburn’s office took an additional step and partnered with area high schools, asking the business and marketing teachers to

develop a curriculum in partnership with the companies Ogden was recruiting. The curriculum focused on students in their sophomore and junior years and was approved by the Weber School District, then certified by the state of Utah. “This was an effective program that really helped us develop the workforce we needed,” he said.

The educational advantage extends to the Salt Lake City central business district, where the financial services firm Goldman Sachs has close connections to the state’s universities. The Goldman Sachs office happens to be the firm’s fastest-growing location and its second largest in the Americas. The steady growth of Goldman Sachs in Utah has added velocity to the growth of the financial services cluster and caused other financial firms to take note, said Evans, earning Salt Lake City the moniker “Wall Street of the West.”

Of course, the strategic recruitment effort wouldn’t be what it is without the support of Gov. Gary Herbert and the state legislature. “We are really grateful for the resources we have received from our state leaders,” Foxley said. “Those resources definitely equip us with the ability to be more strategic in our focus.” ■

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UTAH'S STATE PARKS AREN'T “GO AND SEE”—THEY'RE “GO AND DO”

Here's a secret: Utah doesn't just have a Mighty 5. The state actually has a mighty 48. Certainly, Utah's Mighty 5 campaign helped draw millions of tourists to visit its five spectacular national parks: Zion, Bryce Canyon, Capitol Reef, Canyonlands and Arches. What's less known—but no less spectacular—are Utah's 43 state parks, showcasing the variety of Utah's scenery and its endless capability to serve up adventure. From lava tubes to stone goblins to unmatched views of red-painted canyons, from lakes and reservoirs to Indian petroglyphs, Utah's state parks offer unique opportunities to engage with the state's natural resources and history.

“Our state parks would be national parks in any other state,” said Vicki Varela, managing director of Tourism, Film and Global Branding in the Governor’s Office of Economic Development. “They’re just that drop-dead gorgeous. We like to say that Mother Nature played favorites in Utah.”

This past December, *Fodor's Travel*—sometimes called the travel “bible” for its 80-year history of travel recommendations—selected Utah as its No.1 destination to visit for 2016.

“They’ve never picked a single tourism destination to head their list of Best Places. And this year, they picked Utah,” Varela said. “The three factors that differentiate us are first, spectacular, gorgeous natural resources; second, opportunities for adventure; and third, the affordability. It’s very interesting that our state parks check all three of those boxes in a huge way.”

For Fred Hayes, director of the Utah State Parks, it’s very important that the state parks not be “go and see” places, where a visitor parks, takes a picture and then drives away. Instead, the parks have adopted a “go and do” mentality. The state has added new recreational opportunities



-BOHMAN-



“Our state parks would be national parks in any other state. They’re just that drop-dead gorgeous. We like to say that Mother Nature played favorites in Utah.”

- VICKI VARELA
DIRECTOR OF TOURISM, FILM AND GLOBAL BRANDING,
GOVERNOR’S OFFICE OF ECONOMIC DEVELOPMENT

GOBLIN VALLEY STATE PARK



in many of its parks, including yurts, bike trails, zip lines—even an archery course. “We want people to enjoy engaging with the vista rather than seeing it,” he said.

The initiatives Hayes and his team put into motion have already borne fruit. Varela said visitation to Utah’s state parks increased 19.8 percent in 2015—growing even more quickly than the national parks and contributing significantly to the state’s \$7.2 billion tourism industry. Utahns and out-of-state visitors are flocking to see, and play in, sights as exhilarating as those found in the Mighty 5.

“I get to as many of our state parks as I can, and I’m always surprised when I see the photographs of the ones I haven’t been to yet,” said Varela. “I’m the tourism director and I still get gobsmacked. That’s in my backyard, and I haven’t been there yet?”

While it’s impossible to choose a sampling of state parks that would properly exemplify the offerings available at all 43—“That would be like asking me to pick my favorite child,” lamented Hayes—Starvation, Goosenecks, Goblin Valley and Jordanelle state parks all stand out for different reasons.

GOBLIN VALLEY

Ever wanted to go to Mars? The closest you may get is a trip to Goblin Valley. Lying in the San Rafael Desert, Goblin Valley is a 3,654-acre park known for its hoodoos, locally called “goblins.” Goblins are formed when harder layers of rock lay atop softer sandstone, and years of erosion leave rocks that lay on slimmer pedestals beneath. The sandstone at Goblin Valley was deposited over 170 million years ago. “It’s pretty neat to stand up there and look out and see these rock formations, but it’s neater to take the hike and walk around among them,” said Hayes. “That valley is constantly changing. Every rainstorm we get, the valley changes. It gives people a new view every time they get there.”

Interacting with the goblins is one of the best parts of Goblin Valley, said Hayes, so the park has done all it can to facilitate that for visitors. Recently, it added a mountain bike trail, giving people a different view of the goblins and surrounding valley. In addition to its campgrounds, there are also summer yurts in the park, which are so popular that Hayes said it’s hard to get a reservation on the busiest weekends.

A “rough, but scenic” 9-hole disc golf course is also part of the recreation at the park, with discs available for rent. Hayes said the idea to add the course came from seeing a tournament held Green River State Park. It went over so well that the department began to imagine the opportunities for Goblin Valley, with its strange and interesting landscape.

“It transitioned to: Can we do this at Goblin Valley?” Hayes said. “People have just had a ball ... You’re interacting with the people you’re with. You’re having an experience at the place. It’s become a multi-activity park.”

Hayes and his park managers aren’t yet satisfied with all they’ve done for Goblin Valley. The park sits beside the federally owned San Rafael Swell, an uplift of rock formations in Emery County. Hayes said the department is working with the Bureau of Land Management (BLM) to make Goblin Valley a partner to their area. Working hand-in-hand with the BLM and developing the facilities at Goblin Valley, he said, will help reduce the environmental impact while accommodating as many guests as possible to both areas.

“A lot of people are coming because there are world-class recreational opportunities here that aren’t anywhere else ... We don’t want to have people trample the desert flora. We’ll put in a road, instead,” Hayes said. “It provides better recreation, and it protects the environment. The same goes for a trail. We route trails around sensitive areas, so people can see it without going through it. It’s all so intertwined.”

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ADVISORS



JORDANELLE

Southern Utah isn't the only region with natural riches. Thirty minutes from Salt Lake City and 15 from Park City sits Jordanelle State Park. The Jordanelle reservoir is filled by the Provo River as part of the Bureau of Reclamation and Central Utah Water Conservancy District's Central Utah Project, which allows Utah to claim its share of the Colorado River's water. Jordanelle has a 320,300-acre-foot capacity and the water therein is used for municipal and industrial purposes in northern Utah and Salt Lake County. It's also used for fishing, waterskiing, stand-up paddle boarding, wake surfing, sailing and many other water sports. In the winter, there's ice fishing and snowshoeing.

"That whole Park City area was a mining community," Hayes said. "That was the richness of those mountains. Today, the richness is the recreation. Jordanelle is a key component of that recreational richness."

There is an ease to Jordanelle not often found in other state parks. It boasts 103 RV sites, as well as 40 tent sites and an additional 40 hike-in tent sites. The state parks department signed a contract with a concessionaire in Jordanelle, so it's possible to rent any type of boat, said Laurie Backus, park manager. Other rental availabilities include kayaks, stand-up paddleboards, water trampolines and jet skis. There's also an onsite mechanic, fuel, a convenience store and grocery store.

Three areas comprise Jordanelle: Hailstone, Rock Cliff and Ross Creek. Every area has its own unique fun to offer visitors. Hailstone is full of hustle-and-bustle, Backus said. "The Hailstone area is the modern developed area with hot showers and flush toilets, on-the-water fueling [and] an 80-foot marina. The campsites have power and water and a dump station," she said. "We have an event station that we rent for weddings, too. There are so many amenities."

Meanwhile, Rock Cliff is quieter. "There's a nature center open on weekends during the summer. There's a boardwalk that goes around and crosses the Provo River twice," she said. "There are a lot of birds and wildlife and big cottonwood trees, and there's an access to the perimeter trail there. It's a good place to go for quiet and escape. You can fly-fish on the river there."

Finally, Ross Creek is an area currently slated for some extra development, soon to have a trailhead down closer to its water in order to give fishermen access to new fishing locations. It'll be non-motorized access, Backus said, so visitors will



"A lot of people are coming because there are world-class recreational opportunities here that aren't anywhere else."

- FRED HAYES
DIRECTOR, UTAH STATE PARKS

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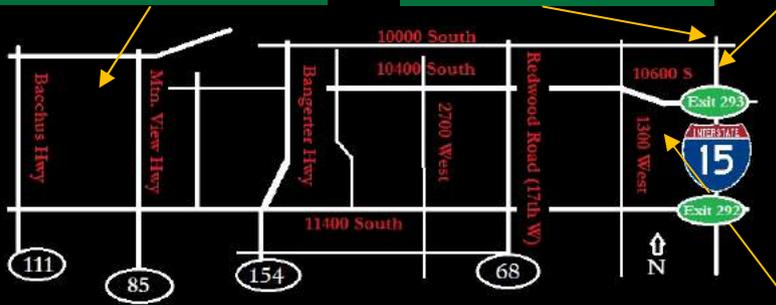
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need to have a sailboat or paddleboard for that.

STARVATION

Don't let the bleakness of this park's name fool you. Starvation is actually a tremendous success story. While once a park that had fallen through the cracks, the state provided \$4 million to renovate it in the past four years—and park manager Alan Spencer said Starvation has become a whole new destination. Also part of the Central Utah project, the 3,495-acre reservoir is a getaway with room for camping and water sports.

“We have a developed beach with sand, two campgrounds and 74 campsites with electricity and water. There's a new boat ramp. We now have a concessions building with a concessionaires that rents boats and wave runners and non-motorized vehicles, too,” Spencer said. “We have three new cabins that customers really love. They get rented nearly every week all through the summer, with one of the best views in the state, we feel.”

The view visitors get is of the unique turquoise-blue Starvation reservoir, with a backdrop of the highest peaks in the state, the Uinta Mountains. Spencer said his personal favorite sight is the sunrise over the mountains while he's out fishing—which is also excellent in the reservoir. With waters that go up to 73 degrees in the summer, the boating, wakeboarding and water-skiing is nothing to sneeze at, either.

For those who want to add to their water sporting experience, Starvation also boasts a new archery course. The course, which is free to campers, has 20–25 three-dimensional animal targets. Shots range from 15 to 60 yards, all at varying angles and difficulty levels. Renting for bows and arrows will be coming this summer.

“Starvation used to just be boating water. That was all we managed—boating traffic. People would come, catch fish and go water skiing,” Hayes said. “Now, Starvation has become one of our most profitable parks. Through this transition, the people [of the community] have really been the winners.”

GOOSENECKS

One of the most breathtaking views in the state of Utah belongs to 10-acre Goosenecks state park. The smallness of the park and its remote location—at the base of Cedar Mesa, just off the highway between Monument Valley and Bluff, Utah—make the park feel pristine, said Goosenecks Park Manager Teri Paul.

“The reason people love to go there is because of the incredible, amazing view that is of the goosenecks of the San Juan River;” Paul said. “The river flows in a big double-S formation at the base of the cliff, 1,000 feet below you. It's a breathtaking view of a million years of geology. You have 360-degree views into Monument Valley.”

While the park is not yet qualified as a dark sky preserve, where the surrounding area is kept free of any artificial light



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pollution, Paul said the view of the stars is phenomenal at Goosenecks. “You can go out there and see no lights around you for 50–100 miles,” she said. “The stars are just spectacular. People go for the sunsets and sunrises.”

The tranquility and vast beauty of Goosenecks has left it undeveloped, although Paul and Hayes both said there are plans in the works to make a 20-mile bike trail. “[The trail] would go along the rim, ending at a spectacular hike that goes down the side of the cliff all the way to the river,” Paul said.

Among other development plans is the expansion of the current eight campsites. “The idea I came up with is to have some hogans, a traditional Navajo home lodging. It wouldn’t be sleeping on the floor, it would be a step up from that, [something] very comfortable,” Paul said. “But you would get the feeling of what it would be like to stay in a Navajo home. It would be a vacation you’d always remember.”

Still, Paul said she intends to be very careful not to overdevelop the park, so as not to damage the character of the place. Staying at Goosenecks only costs \$5 per car, per night, but Paul said she often has people tell her they’d have happily paid more to experience Goosenecks and keep it pristine.

“It compares to the Grand Canyon,” she said. “People have said they enjoyed it just as much. It’s because their experience at a smaller park like this, there’s still a sense of remoteness and not being overdeveloped. Sometimes you can have the whole place to yourself. When you go down there and see snow on the canyons, it’s just breathtaking.” ■



STUNNING SIGHTS

Some of the most beautiful and unique geological sites in the world exist in Utah's 43 state parks.



KODACHROME BASIN STATE PARK: The colorful rock spires, arches and geological formations of this park inspired National Geographic Society to name it after Kodak's color film in 1948.



ANTELOPE ISLAND: Twenty minutes from Salt Lake City is the startling, stark beauty of the largest island within the Great Salt Lake. Antelope Island has a massive wildlife population of bison, mule deer, bighorn sheep and 250 species of birds.



RED FLEET: If the sight of dinosaur tracks in this park doesn't thrill you, the red rock formation that sits behind the reservoir that looks like a fleet of sailing ships—complete with masts and sails—certainly will.



SNOW CANYON: This park offers colorful sand dunes, lava tubes big enough to walk through, ancient cinder cones and lava flows that tell a geological story 1.4 million years old. ■

MILLSITE
GREAT SALT LAKE
DEER CREEK
CORAL PINK SAND DUNES
SAND HOLLOW





ART À LA CARTE

PART 1 OF 2

SALT LAKE CITY'S FLOURISHING ENTERTAINMENT DISTRICT

Obsession, jealousy and conspiracy crescendo in Mozart's Marriage of Figaro. Star-crossed love cascades into tragedy in a balletic interpretation of the Bard's Romeo and Juliet. Handl, Beethoven and Tchaikovsky resonate under Thierry Fischer's baton. A housewife's life takes an unexpected turn in Kingdom of Heaven.

From the opera to the symphony, from ballet to contemporary dance, from Broadway show tunes to avant-garde theater and piano bars Utah's capital city boasts an entertainment district serving up a replendent menu with enough variety of carefully curated courses to satisfy a wide range of art enthusiasts' appetites.

If you're hungry for experiences that will transport, intrigue and inspire, head downtown to find fresh fare for the arts.

A RISING STAR

This fall, the curtain will rise on the latest newcomer to Salt Lake's diverse entertainment district.

With its impressive glass façade designed to connect theater-goers with the energy of downtown's Main Street, the all-new George S. and Delores Doré Eccles Theater will celebrate its grand opening with a weekend of events September 2016.

The visually stunning Eccles Theater, designed by architect team Pelli Clarke Pelli and HKS Architects, was conceived with the vision "to have a state-of-the-art, beautifully designed venue in the heart of our downtown," said Kat Potter, interim executive director for the Utah Performing Arts Center Agency. "It's more than a performing arts venue—with its open six-story lobby, it will be a place for people to gather, connect, be a part of downtown."



Ballet West



UTAH PERA

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UTAH SYMPHONY NOW PLAYING

SUNDANCE FILM FESTIVAL

BOHMAN



The venue’s principal feature is a 2,500-seat performance hall, with a main stage and extensive backstage (including a tall fly loft and acoustic drapes) designed to accommodate larger Broadway shows that until now have passed up or delayed touring to Utah, due to limited audience and staging issues. The entire 2016-17 season of Broadway in America will take the stage at the Eccles Theater, including Disney’s *The Lion King*.

The Eccles Theater will also cater to patrons, literally, with its Encore Bistro, operated by Cuisine Unlimited, which will serve breakfast and lunch daily, and dinner on performance nights. A galleria walkway will connect Main Street on the west of the theater and Regent Street on the east.

Regent Street’s storied past—once home to early Utah immigrants, then brothels and finally now-shuttered printing presses—will also enjoy a reinvention as part of the Eccles Theater development. It will feature boutique retail stores, public art and shared access for cars and pedestrians. Potter said the goal for the theater and Regent Street makeover is to “enhance the wonderful cultural scene in our city, to communicate the depth of Salt Lake City for artists and the community.”



EN POINTE

Another recent addition to downtown’s arts community is Ballet West’s impressive Jessie Eccles Quinney Ballet Centre. Its eye-catching façade lights up the night with contemporary LED flair, while elements of its interior design are a nod to the past, connecting it to its 100-year-old neighbor, the Janet Quinney Lawson Capitol Theatre, where Ballet West performs.

Opened just over a year ago, the 55,000-square-foot venue touts five dance studios, costume and scenery shops, technical facilities, administrative offices and a rooftop indoor/outdoor reception area.

“It’s more than a performing arts venue—with its open six-story lobby, it will be a place for people to gather, connect, be a part of downtown.”

- KAT POTTER

INTERIM EXECUTIVE DIRECTOR, UTAH PERFORMING ARTS CENTER AGENCY



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“The Ballet Centre has enabled us to grow three-fold,” said Adam Sklute, Ballet West artistic director. “From the state-of-the-art physical facilities to the studios and changing facilities, the physical therapy facilities and the costume shop, it makes our work much more functional. It allows us to expand, to present ourselves to the world.”

The Ballet Centre is just one measure of Ballet West’s continual growth. The company has also increased in terms of size, reach and acclaim over the past several years. “The growth of Ballet West has been immeasurable during my tenure here—it’s been a big group effort,” Sklute said.

Since Sklute arrived in 2007, the company has added dancers to both Ballet West and Ballet West II. Ballet West Academy, which draws students from across the country, has expanded to two locations (one in Salt Lake and another in Utah County). The company’s performance repertoire has also blossomed, with more than 50 world and Utah premiers—many of which are by renowned choreographers, such as George Balanchine, Bronislava Nijinska and Twyla Tharp.

“What I have always endeavored to do with my repertoire—and this year is a good example of that—is to expose our audiences to many different styles of work that show the breadth of what ballet can be, to create a season that brings something for everyone.”

Sklute has brought that “something for everyone” to more than just Utah audiences, with Ballet West touring to revered venues like The Kennedy Center and The Joyce Center, as well as destinations across the U.S. and Canada. “We’ve really grown over last eight or nine years to be one of Utah’s primary arts ambassadors to the world,” he said.

CLASSICAL NOTES

With impressive seasons on the way, both the Utah Symphony and Utah Opera will fill the air with virtuoso performances.

Celebrating its 75th year, the Utah Symphony will be bringing audience favorites to Abravanel Hall’s gilded auditorium, with three full composer cycles featuring all five of Beethoven’s piano concertos and all four symphonies composed by Brahms and Ives.

“During our anniversary season, we felt it was important to highlight performing arts institutions throughout Utah with incredible on-stage collaborations,” said Utah Symphony Music Director Thierry Fischer. “In 2016-17, we will put the focus back on the orchestra and say thank you to our audiences by performing some of the most

“What I have always endeavored to do with my repertoire—and this year is a good example of that—is to expose our audiences to many different styles of work that show the breadth of what ballet can be, to create a season that brings something for everyone.

- ADAM SKLUTE
BALLET WEST ARTISTIC DIRECTOR



frequently requested repertoire.”

Providing equal crowd appeal is the symphony’s sister company, the Utah Opera, with Artistic Director Christopher McBeth steering the company’s vision. Its upcoming season at Capitol Theatre will feature not only three beloved operas, including Georges Bizet’s *Carmen*, Gaetano Donizetti’s *Lucia di Lammermoor* and Wolfgang Amadeus Mozart’s *Don Giovanni*, but also the critically acclaimed *Moby Dick* by American composer Jake Heggie and a moving chamber opera written by American composer Jeremy Howard Beck, *The Long Walk*, which highlights the plight of US army veterans.

“I have been looking forward to this next season with more excitement than I can remember. Never have the words ‘Operatic Voyage’ been more appropriate than the 2016-17 Utah Opera season,” McBeth said. “Each of the offerings next season include exciting casts and will be staged by some of today’s brightest stage directors. It will be an epic journey that you won’t want to miss.”

This summer, Paul Meecham, who has served more than 20 years in executive management roles at the London Sinfonetta, New York Philharmonic, San Francisco Symphony, Seattle Symphony and most recently, the Baltimore Symphony Orchestra, will arrive to serve as president and CEO of the Utah Symphony | Utah Opera. He said, “I am incredibly excited about the future potential and the opportunity to work with its forward-thinking



MUSIC DIRECTOR THIERRY FISCHER
CONDUCTS THE UTAH SYMPHONY



Cellist, by Alvin Gittins. Oil on panel, 1957. State of Utah Fine Art Collection

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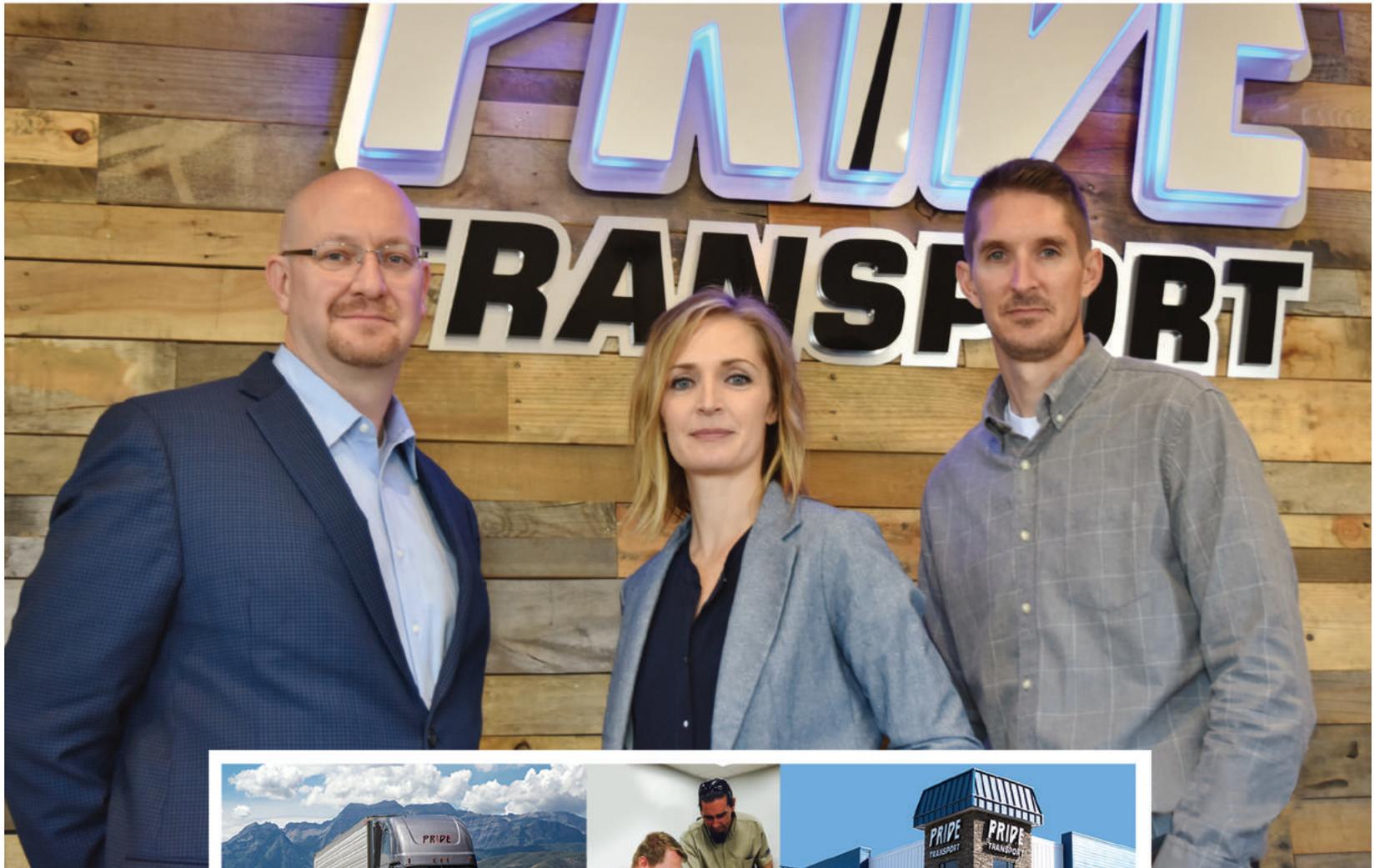
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REGENT STREET, SALT LAKE CITY

artistic leaders, Thierry Fischer and Christopher McBeth, the committed board of trustees as well as the many talented musicians, staff, volunteers and supporters.”

A PIONEER IN THEATER

Perched on Salt Lake’s east bench at the end of 300 South (aptly named Broadway) sits one of the region’s most acclaimed theater companies. Overlooking Salt Lake’s growing collection of high rises for more than 50 years, Pioneer Theatre has set the bar for theatrical productions throughout Utah—and the nation.

As a fully professional theater, it has received acclaim for staging major musicals, including *Chicago*, *Into the Woods*, *Ragtime*, and classics like *Romeo and Juliet* and *Othello*. It also boasts many firsts—Pioneer Theatre was the first university theater to formalize a contract with the leading actors’ union, Actors’ Equity, in the 1960s, and it was the first regional theater to earn the rights to produce *Les Miserables*, which sold out a record 82 performances in 2007.

Its current season boasts a variety headlining performances, including the January world premiere of *Two Dollar Bill*, written by T.J. Brady, who brought the popular television series *Army Wives* and *Lie to Me*, and the U.S. premiere of *The Count of Monte Cristo*, by Frank Wildhorn, the composer of *Jekyll and Hyde*.

Audiences will also have the opportunity to get in on up-and-coming works through Pioneer’s Play-by-Play program. The “new play reading” series brings together playwrights’ emerging scripts with a professional director and cast for a week of rehearsals, followed by three live reading performances. Launched in 2014, this is an increasingly popular offering, allowing theater-goers to be part of the artistic developmental process.

PUSHING THE ENVELOPE

Thought-provoking theater and dance take center stage—on three stages, actually—at Salt Lake City’s Rose Wagner Performing Arts Center. With its 500-seat Jeanné Wagner Theatre, 180-seat Leona Wagner Black Box Theatre and 75-seat Studio Theatre, the performance hub also offers a rotating art gallery, studio space and permanent art installations.

As a resident company at Rose Wagner, Plan-B has produced more than 80 world premieres of locally crafted theater. Dedicated to fostering important dialog on socially conscious issues, the theatrical production company is the only one in the nation to stage full seasons of new works by local playwrights—some of which have gone to significant regional and national acclaim.

For more than 25 years, Plan-B has been an advocate for diversity on many levels, touting the debut of “Utah firsts,” like *Mama*, written by African American playwright Carleton Bluford. As an alternative voice in Utah’s sometimes-heterogenous landscape, Plan-B has received the 2015 Utah’s Governor’s Leadership in the Arts Award and Salt Lake City’s Mayor’s Artist Award for Service to the Arts by an

“I have been looking forward to this next season with more excitement than I can remember. It will be an epic journey that you won’t want to miss.”

- CHRISTOPHER MCBETH
ARTISTIC DIRECTOR, UTAH OPERA



Organization. This season, theater-goers can catch pieces like Elaine Jarvik's *Based on a True Story* and the world premiere of the musical *Kingdom of Heaven*, by Jenifer Nii and David Evanoff.

Also at the Rose Wagner, Pygmalion Theatre Company is devoted to "giving voice to women—playwrights, directors, performers, characters—and telling the stories that reflect women's lives." With plays that have run the gamut from a witches' tale, to a story about an odd jobber in Barbara Streisand's basement, and one about the civil rights movement, Pygmalion's current season is providing fodder not only for entertainment, but also introspection.

Three companies explore the boundaries of dance at the Rose Wagner. Over the past 60 years, Ririe-Woodbury Dance Company has gained not only a local following but international acclaim for its modern dance compositions that delve into important themes, like this year's spring season that examines "individual identity against the backdrop of a media-driven society." Repertory Dance Theatre celebrated "50 years of revolutionary modern dance" just last year, with its pioneering range of modern dance styles, delivered with "grace and athleticism." Finally, SB Dance (a.k.a. Sweet Beast Dance Circus) serves up the unexpected with performances designed to "engage the community with original work that combines movement, drama, and object." Its seasonal offerings include the Box Bar, a pop-up eatery and melange of performances running simultaneously with the Sundance Film Festival, and All Saints Salon, celebrating "fright and fantasy" with spirits and, well, spirits, just in time for Halloween.

LIGHTS, CAMERA ... ACTION

The international spotlight turns to Utah every January, where independent filmmakers and up-and-coming performers converge with seasoned studio execs and superstars at the iconic Sundance Film Festival. It's an opportunity to not only catch the latest in drama, comedy and documentary, but also to explore what's emerging, such as the New Frontiers' offering of VR (Virtual Reality) films. Installations, panel discussions, and live entertainment round out the festival activities in Park City and Salt Lake.

With an average of 50,000 attendees, the festival contributes about \$78 million annually to Utah's economy—but its impact goes far beyond that. The cinematic frenzy has spawned other festivals, for example, such as the once-fledgling, alternative Slamdance Film Festival. Over the past 20 years, Slamdance has become a reputable showcase for new and emerging filmmakers, igniting the careers of storytellers like Christopher Nolan, Jared Hess and Lena Dunham. Other major cultural events often run concurrently with Sundance, elevating the options for arts enthusiasts throughout the region.

OH, BY THE WAY....

Salt Lake's entertainment district boasts even more—from the world renowned Mormon Tabernacle Choir's ethereal performances and architecturally impressive conference center performing stage to the Twilight Concert Series' music that's a little closer to earth at Pioneer Park, there truly is something for everyone. Salt Lake City has the stages, the festivals, the high-caliber performances—not to mention multiple bars and restaurants quickly gaining foodie followings. Dinner and a show is a common pastime in Utah's capital city. Now more than ever, downtown Salt Lake City has become a must-visit destination for anyone inspired by the arts. ■



With an average of 50,000 attendees, the festival contributes about \$78 million annually to Utah's economy.



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STATE OF THE ARTS

PART 2 OF 2



From north to south, culture is woven into Utah's communities.

Utah's arts leaders often share a common story: when the Mormon pioneers settled the Utah territory in 1847, the first buildings they broke ground for were a temple, a school and a theater. The settlers quite literally laid the foundation for the state's priorities.

Michael Ballam, founding general director of the Utah Festival Opera and Musical Theatre, described a "long tradition of serious music making and art" in Utah that still thrives today.

"We have the most pianos per capita of any state in the union," Ballam added with a laugh. "That tells you something."

Salt Lake City has already earned its spot as an artistic highlight in the West. It is one of only 17 cities nationwide that is home to a ballet, symphony and opera. Utah Symphony, Ballet West and Utah Opera have all drawn both serious talent and support for many years. Music, theater, dance, visual arts—Utah has it all, and not just in the capital city.

"Utah has an unusually large number of cultural offerings for the size of the state," said Vicki Varela, managing director Of Tourism, Film and Global Branding in the Governor's Office of Economic Development. "The Mighty Five® national parks and The Greatest Snow on Earth® are the hooks that intrigue people to visit Utah. Our cultural offerings are frequently what seals the deal and also convinces people to stay longer."

In fact, some stay forever. Some continue the traditions that brought them here and some build new ones. One thing is certain: Art and culture contribute significantly to the state's overall quality of life, making it a vital part of the Utah story.

Enjoy an inside glimpse at Utah's artistic traditions from north to south:



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UTAH FESTIVAL OPERA AND MUSICAL THEATRE

Tradition Brought Back to Life: Utah Festival Opera and Musical Theatre. Logan, Utah. www.utahfestival.org

When the Utah Festival Opera and Musical Theatre was founded in the early 1990s, it wasn't so much a new idea as it was a revival. Founder Michael Ballam referred to a "30-year sleep" prior to Utah Festival's debut performance of *La Bohème*. Thanks to many German and Scandinavian settlers, he said, Northern Utah had been home to more than one opera house as early as the 1800s. Utah Festival was merely bringing a tradition back to life.

Running in repertory through July and August, the season line-up typically includes four headlining shows, both musicals and operas, along with multiple competitions, performances and concerts linked to the six-week festival. For a small college town that loses nearly two-thirds of its population every summer, it's easy to see how the Utah Festival provides a significant economic boost. Ballam estimates 40 percent of attendees are from out of state.

One component working in the Utah Festival's favor is timing. Not only is summer high season for tourism, but it's also off-season for most major operas. Utah Festival consistently attracts talent from the likes of the Metropolitan Opera. Think New York-level entertainment with mountains 10 minutes away.

The fine opera-outdoor recreation combination aside, Utah Festival's success continues through innovation.

"We have to constantly be on the cutting edge of dynamism," Ballam said. "We can't be static. Not anymore. Business as usual is not working in the arts."

Visitors come from as far away as Europe to enjoy something immersive.

"It has to be more than just a production," Ballam said. "It has to be an experience, and the Utah experience is rather unique."

"Utah has an unusually large number of cultural offerings for the size of the state. The Mighty Five® national parks and The Greatest Snow on Earth® are the hooks that intrigue people to visit Utah. Our cultural offerings are frequently what seals the deal and also convinces people to stay longer."

- VICKI VARELA
MANAGING DIRECTOR, TOURISM, FILM AND GLOBAL BRANDING
GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT



SPRINGVILLE MUSEUM OF ART



**A “Sanctuary of Beauty”: Springville Museum of Art
Springville, Utah. www.smofa.org**

It’s difficult to argue Utah is anything but artful when it has a town dubbed “Art City.” The small city of Springville, just south of the Provo metro area, hosts an Art City Days every summer. But most noteworthy is the fact that the city is also home to the oldest visual arts museum in Utah.

Springville Museum of Art Director Dr. Rita R. Wright mused over a recent experience with a visit from the Russian Consul General (the museum has an exceptional Russian collection).

“They were just stunned that in this modest-sized town, there was an art museum and that we had so many beautiful pieces,” Wright said. “We get notoriety as people visit from out of the state—even out of the country—to come and always be pleasantly surprised by the museum.”

According to Wright, the idea for the museum started as talk among

the early settlers before they even arrived in Utah. The history officially began with the donation of two works in 1903 to Springville High School students. The pieces were created by renowned sculptor Cyrus E. Dallin and landscape artist John Hafen. The high school housed a growing gallery of art until it became a full-fledged museum with its own home in 1937. And it’s a distinctive home at that. The Spanish colonial revival style architecture is unique for the area, to say the least. One could say the building is representative of Springville’s unique standing among art museums.

“I’ve had opportunities to work on big exhibitions with important dead artists,” Wright said with a laugh, as she contrasted her past experiences and her recent experience with a truly “homegrown museum.” She now has the opportunity to showcase Utah’s local talent—both past and current.

The museum hosts multiple salons, shows and events, including a yearly showcase of works by local high school students. Springville Museum of Art lies at the center of a thriving community of visual artists that continue to drive the traditions.

“It’s just this wonderful little museum that could,” Wright said.



GROTTO CONCERT AT MOAB MUSIC FESTIVAL. PHOTO BY RICHARD BOWDITCH.

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Moab Music Festival**

Moab, Utah. Moabmusicfest.org

Moab Music Festival Co-Founder and Music Director Michael Barret recalls the memory fondly. As he sat with his wife Leslie Tompkins in Southern Utah in 1991, they marveled over the view of red rocks, a dramatic storm and a double rainbow.

“We just could not believe the beauty of this place,” Barret said.

“My wife said, ‘Let’s make the music festival here.’ And I looked at her and said, ‘That is brilliant. Of course we have to do it here.’”

Highlighted by the likes of *Smithsonian* magazine and *The New York Times*, the festival enjoys a loyal following as it enters its 24th year come September. Recognition is understandable, as the lineup has included artists from Bela Fleck and Time for Three to Lou Harrison, Eugenia Zukerman and the Shanghai String Quartet.

However, it’s not often you see a music festival’s calendar include events like “Music Hikes” or a “Musical Raft Trip”—and that’s exactly the draw.

“I try and present music that’s going to be a good marriage to the landscape,” Barret said. That landscape includes the beautiful Colorado River and impressive natural acoustics in a grotto downriver from Moab.

Barret and his staff encourage patrons to partake of the “recreational paradise” around them before or after enjoying a concert, and the combined experience really impacts people.

“Utah is... the iconic view of the West—the red rock, the John Wayne movies, the ‘Wild West,’” Barret said. That extends beyond novelty and commercialism to be a deeply emotional and spiritual experience for visitors—all compounded by beautiful music.

Barret described 1991 Moab as a “ghost town.” Today, it’s a recreational mecca of sorts, and Barret feels grateful to have been a part of building up a now booming tourist town.

“We’ve kind of raised the level of expectation for excellence—for what you can do even in a small, remote town.”

PRODUCTION OF AMADEUS AT UTAH SHAKESPEARE FESTIVAL



***The Bard Moves West: Utah Shakespeare Festival
Cedar City, Utah. www.bard.org***

A Tony award, an Emmy award, a years-long five-star rating from TripAdvisor, recognitions from the American Theater Critics Association and the National Governors Association—in case you wondered, we’re talking about the Utah Shakespeare Festival.

Founded by Fred Adams in the 1961, the festival has turned a small iron-mining, sheep-herding town into one that is now “synonymous with Shakespeare” according to executive director R. Scott Phillips.

The idea didn’t garner much monetary support in the beginning—Phillips reported the opening year came about thanks to a \$1,000 donation and many volunteers. Today, the festival has about a \$7.8 million budget and generates between \$39 and \$42 million a year in economic impact for the city.

“Generally speaking if people have not been here before, there’s always this question of ‘Shakespeare in Cedar City? Well how good can it really be?’” Phillips

said. “They come, they experience it, and they say, ‘I had no idea.’ And generally they’re hooked. They come back year after year after year.” An 85 percent return rate, to be exact.

It’s easy to see why someone might be hooked on this full-service festival.

“The whole idea of cultural tourism has become a very popular thing,” Phillips said. “People want to have an experience with their family—not just go witness something. They want to go experience something that hopefully they can learn from as well as participate in.”

Running from June through October, the Utah Shakespeare Festival experience includes other plays and musical theater, and child care with drama-inspired activities. On top of this is a “Greenshow”—a true nod to Shakespearean times with pre-show music, dancing and treats outside the theater.

The ever-expanding Shakespeare Festival experience now includes the near-finished construction of the Beverley Taylor Sorenson Center for the Arts. The project—an unprecedented partnership with the community and local Southern Utah University—includes two new theaters, a rehearsal hall, an education wing, a costume shop and a new visual arts museum (SUMA).

In case you doubt how serious Utahns get about their art.



TUACAHN AMPHITHEATRE

***Broadway in the Canyon: Tuacahn Center for the Arts
Inns, Utah. www.tuacahn.org***

“To match the majesty of our ‘Canyon of the Gods’ location” is part of Tuacahn Center for the Arts’ vision statement. That’s quite a bit to live up to. But CEO Kevin Smith thinks Tuacahn has found the perfect formula for excellent family entertainment: quality, wholesome entertainment combined with an accessible experience.

“Our actors, even our technicians are accessible,” Smith said. “They want people to feel like they’re part of what we do and that we appreciate them being our patrons. We want them to have that great experience. Sometimes that experience is maybe even more memorable than the show itself.”

This unique philosophy has created a loyal following to where Tuacahn’s guest now infuse more than \$80 million into the local economy every year by spending money on food, lodging and other purchases.

From March through October, Tuacahn Amphitheatre puts on a host of musicals. Past offerings such as *Little Mermaid* and *Beauty and The Beast* particularly illustrate

Utah’s love of Disney. Smith detailed a longtime relationship with Disney, suggesting the partnership is bolstered by matching values. Tuacahn’s reputation for family entertainment has earned it the right to perform many fresh-off-Broadway productions of shows like *Tarzan*, a returning favorite.

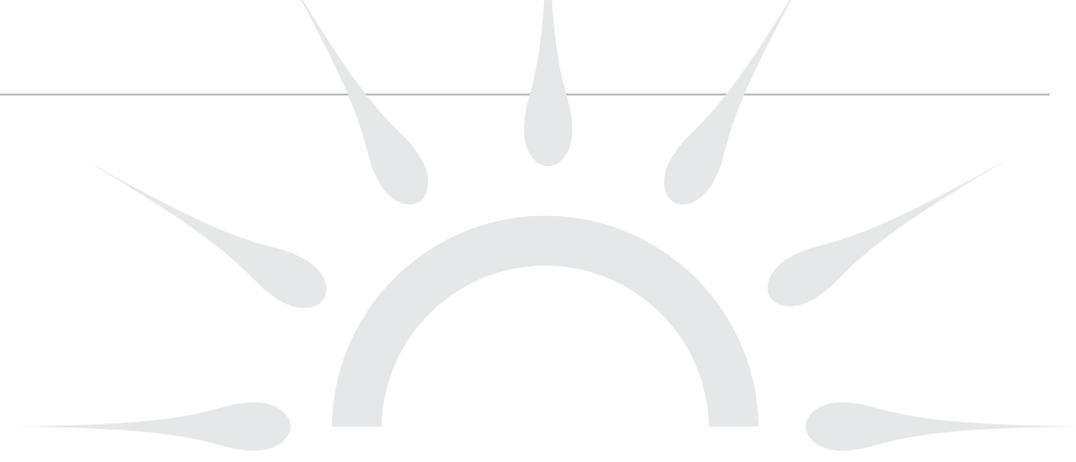
Tuacahn also attracts such praiseworthy partnerships due to its impressive technical offerings. The outdoor stage was originally designed in 1995 to have water run across it as part of a special effect for the production of the musical *UTAH!* Imagine a large wall of water in *The Little Mermaid* and a flying carpet in *Aladdin* soaring over the audience. The staging plays into the scenery of the canyon and the timing of the sunset to create an exceptional outdoor theater experience

Add to the experience top-level talent, some of it home grown. Tuacahn is also home to Tuacahn High School for the Performing Arts, a 300-student charter school that are able to produce their own productions in the Tuacahn Amphitheatre. Visiting artists also enjoy the area.

“We’re now in the top 10 percent of professional regional theaters,” Smith said. “You can go to Las Vegas or see a Broadway tour coming through Salt Lake or go to Broadway itself and you’d be hard pressed to not see the same kind of quality talent right here in Tuacahn that you’d see in those places.”

Not to be locked into one type of show, Tuacahn has also staged musicals like *Sister Act* and *Seven Brides for Seven Brothers*, and the amphitheater serves as a venue to the likes of Willie Nelson, REO Speedwagon, David Archuleta and the Beach Boys.

“The kind of art that inspires—I think there’s a real love for that here in Utah and people are willing to support it,” Smith said. ■



HIVE OF CLEAN ENERGY

SOLAR ENERGY'S ARRIVAL TO THE BEEHIVE STATE

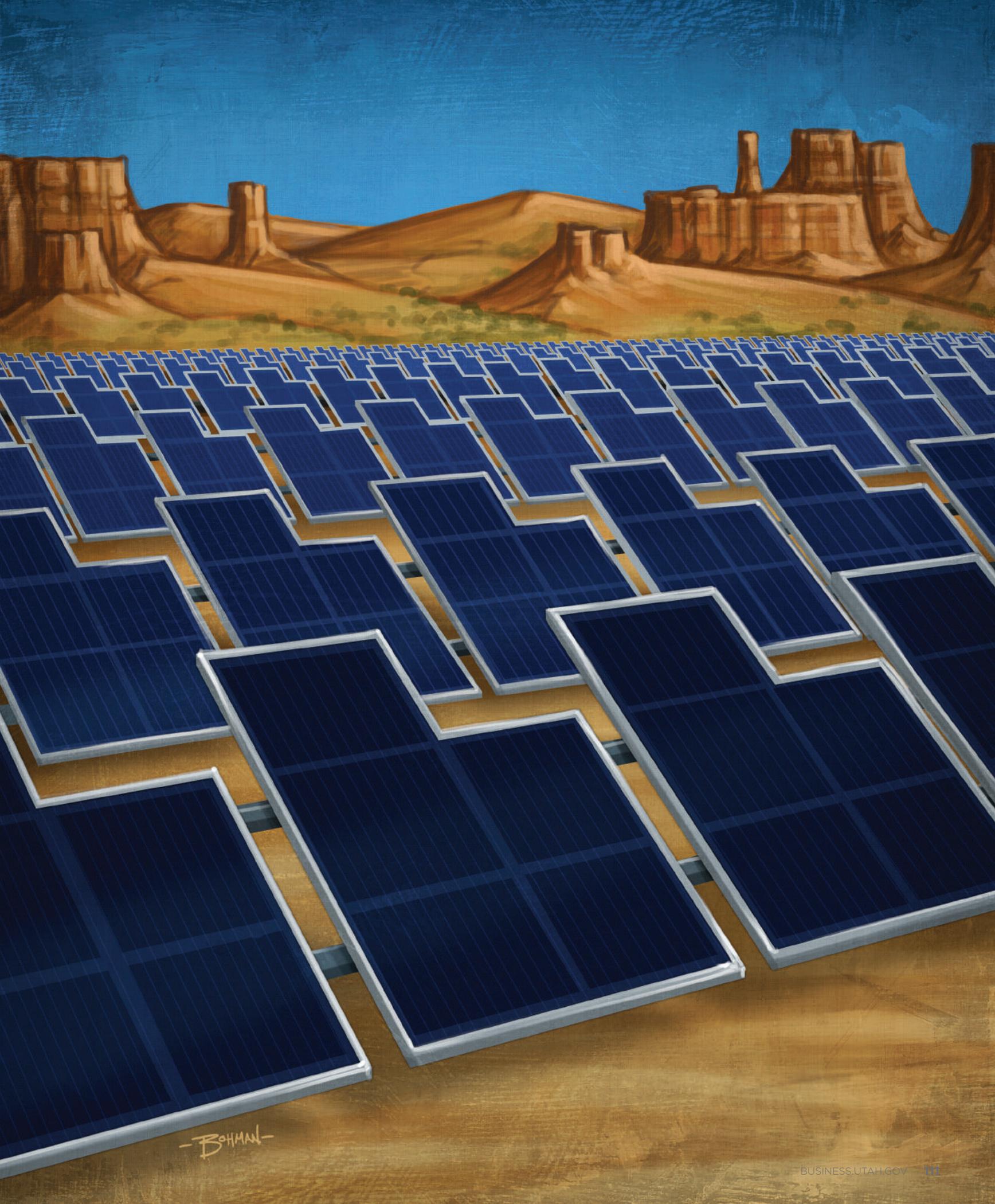
To the casual observer in Utah in 2013, solar energy likely appeared to be a boutique roof-dressing for the well-heeled progressive—not a game-changer for the average consumer. But that very year, Peter Kind, utilities expert and executive director of Energy Infrastructure Advocates released a report for the Edison Electric Institute.

In the report, Kind highlighted how energy efficiency and distributed energy resources—particularly solar—were combining with other market forces to cause a dramatic shift in power distribution and consumption. Such a prognosis may have seemed overblown at the time. But three short years later, things have indeed changed.

Every few weeks sees another press release from a company unveiling a large solar photovoltaic system on the rooftop of their warehouse or retail center: Real Salt Lake launches a 2.02 megawatt system in Sandy, Burton Lumber announces a 642 kilowatt system in Salt Lake City, and luxury linen company Malouf “flips the switch” on a 314 kilowatt system in rural Nibley.

Even political subdivisions and non-profits are lining their rooftops, with U.S. solar leader SolarCity installing a 791 kilowatt system at the Utah Olympic Oval in Kearns in 2014 and at nine sites of the Utah National Guard in 2015. Also rooftop solar for private consumers really hit its stride, causing state and utility officials to recognize its exponential deployment rate. These projects suggest that homeowners, businesses and organizations are viewing solar as an ever more cost-effective way to stabilize their long term power costs and make their environmental mark.

While the rooftop phenomenon built over a number of years, Utah's utility scale solar market blossomed practically overnight, growing from zero megawatts at the end of 2014 to over 200 megawatts by the end of 2015. Another 600-plus megawatts are expected to come online this year, representing a practically unheard-of growth rate. Millard, Beaver and Iron Counties are at the center of this development, and those communities are awash in construction activity.



-BOHMAN-



HOW TO CREATE A SOLAR BOOM

The primary driver behind the solar explosion Kind predicted in the Edison Electric report is declining costs. In 2009, according to the Lawrence Berkeley National Laboratory, the nationwide cost of solar decreased between 13 percent to 18 percent each year through 2014, so that today prices are approximately \$3.50 per watt for residential solar and \$2.00 or less per watt for utility scale solar.

These dramatic price trends have combined with a series of federal and state incentives available to homes, businesses and large-scale developers. In addition, Utahns have benefited from a longstanding federal obligation mandated through the Public Utilities Regulatory Policy Act (PURPA), according to Jeffrey Barrett, deputy director of the Governor’s Office of Energy Development.

“PURPA essentially compels utilities to offer a price based on their avoided cost of power, and if solar developers can pull the trigger based on the proffered price, then the utility must enter into a contract for the purchase of that power,” Barrett said. “And it’s this type of deal between solar developers and PacifiCorp that has fueled the vast majority of the utility scale solar development currently underway in central and southwestern Utah.”

Thanks to attractive price trends and available tax incentives, it’s clear that Utah provides a fertile landscape for this level of deployment. In addition to all of this, the geographic landscape also comes with a large number of sunny days, a high altitude and relatively cool temperatures, all of which allow for solar panels to operate more efficiently.

UP ON THE ROOFTOP

Last year, Smith’s grocery store chain announced one of the largest rooftop solar photovoltaic arrays in the state at its distribution center in Layton. The 4,000 panel, 993 kilowatt system serves about one quarter of the facility’s electrical load.

“Saving energy as a responsible corporate citizen and saving money for our customers has been a priority for us,” said Smith’s President Jay Cummins. “We’ve been working for years to make our stores as energy efficient as possible.”

Smith’s was joined a few months later by Real Salt Lake, when the franchise

HOW IS ENERGY MEASURED?

There are two ways to measure energy:

Demand: one kilowatt (kW) equals 1,000 watts of electricity

Consumption: one kilowatt hour (kWh) is that amount of electricity used over the course of an hour.

For example, one kWh of electricity can power a 100 watt light bulb for 10 hours (100 watts x 10 hours = 1,000 watt hours or 1 kWh).

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- vacuum one hour
- work on computer for 5-10 hours ■



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launched a 6,423 panel, 2020 kilowatt system at Rio Tinto Stadium. The enormous array, which covers both the stadium and a series of carports, produces the equivalent of 73 percent of the electricity required to power the facility, which is the highest offset of any professional sports venue in the nation.

Real Salt Lake owner Dell Loy Hansen is so pleased with the system's performance that he has already installed a 2,100 panel, 700 kW solar covered parking array at his newest project, the 90,000-square-foot ConService building in Logan that will be completed this fall. At that site, 80 percent of the power needs are expected to be served by the planned solar facility. He has dozens of other commercial solar projects lined up for 2016 and 2017.

"When you have business leaders and big companies investing in solar nationwide and locally, it gets people's attention," said Jess Phillips, CEO of Auric Solar. "When businesses lead the charge, it helps everyone—both business owners and residents—see that the numbers do make sense. They've made sense for years now and Utah is seeing explosive growth in solar power because of it."

Auric's success in recent years has exemplified the broader success of the solar industry. In 2010, the company's first year, it installed solar on 10 homes. Three years later, in 2013, the number was 99 homes, totaling about 570 kilowatts of total capacity. Remarkably, in the fourth quarter of 2015, the company was installing nearly 570 kilowatts on homes in a month.

Lehi-based rooftop solar giant Vivint Solar, which is the second largest rooftop solar firm in the nation, began offering residential solar leases in Utah in 2015. Following the passage of new legislation during the 2016 general session of the Utah Legislature, the company will soon be able to pursue its "Third Party Power Purchase Agreement," or "PPA" model that has led to its success in other areas. Through PPAs, Vivint Solar installs and continues to own the solar facilities, and homeowners sign contracts for the purchase of the power, allowing homeowners to adopt solar with no up-front costs.

"We've streamlined the financial products that we offer, and customers are provided with the same amount of electricity for a very competitive price," said Chance Allred, senior vice president for sales with Vivint Solar. Allred cited society's transition to cell phones as an example of widespread adoption of a high-end technology. "We believe a similar trend will happen with solar, with people



RIO TINTO. PHOTOS COURTESY OF AURIC SOLAR.

"When you have business leaders and big companies investing in solar nationwide and locally, it gets people's attention."

- JESS PHILLIPS
CEO, AURIC SOLAR

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recognizing that it is an effective way to generate electricity. You're going to see more and more people doing this," Allred said.

OUT IN THE SAGEBRUSH

As companies compete to market rooftop solar systems to households and businesses around the state, Rocky Mountain Power, the investor-owned utility that serves the vast majority of Utahns, has announced a program aimed at serving those same households through a subscription service fueled by a large, remote solar farm in Millard County. The subscription solar project will allow customers to buy various sizes of blocks of power for their electrical needs without installing their own solar panels.

"We have a commitment to being as environmentally responsible as we can, and we're trying to do it in a way where we keep energy prices as affordable as possible," said Rocky Mountain Power president and CEO



PHOTOS COURTESY OF VIVINT SOLAR

"We have a commitment to being as environmentally responsible as we can, and we're trying to do it in a way where we keep energy prices as affordable as possible."

- CINDY CRANE
PRESIDENT AND CEO, ROCKY MOUNTAIN POWER

Cindy Crane.

In addition to Rocky Mountain Power's solar subscription project, the majority of new developments in that region are being constructed by private solar companies to serve the utility's broader customer base. These approximately two dozen projects range in size from two to 80 megawatts, and are currently under construction in Millard, Beaver and Iron counties. Once complete, by the end of 2016, these projects will account for well over 800 megawatts of electricity. That electricity will then be sold to Rocky Mountain Power to distribute to its other customers in Utah and the states beyond.

Leading the charge in this explosive growth is the world's largest renewable energy developer, SunEdison, followed by Scatec Solar and Juwi Solar. These companies have partnered with the counties and local municipalities who have embraced this new land use which provides significant construction jobs in the near term, and leads to significant increases in property tax assessments to fund local schools and other improvements. Southern Utah has a rich future in large-scale solar energy development.

SOLAR BOOM BENEFITS

The rise in solar development across the country has ushered in significant job growth, and the Beehive State has been no exception. Nationally, the solar industry has more than doubled since 2010, with last year alone seeing the addition of 35,000 jobs (a 20.2 percent increase since 2014). With total solar employment at roughly 210,000, the United States is on track to add another 31,000 positions by year's end. Utah has been consistent with that national trend, and a recent study by Environmental Entrepreneurs (E2) referred to the state as "a hive of clean energy activity."

According to a report released by The Solar Foundation earlier this year, Utah ranks 19th in the nation for overall solar

“Utah is emerging as a leader in the clean energy space and we look forward to working with the state to achieve its promising potential.”

- LYNDON RIVE
CEO, SOLARCITY



UTAH RED HILLS RENEWABLE PARK IS A SOLAR POWER GENERATING FACILITY BEING DEVELOPED IN PAROWAN, UTAH BY SCATEC SOLAR | PHOTOS COURTESY OF JEFFREY BARRET, GOVERNOR'S OFFICE OF ENERGY DEVELOPMENT

jobs, with nearly 2,700 workers at 930 solar establishments. Another 664 jobs are expected to be added in 2016—an incredible 24.8 percent gain that's notably larger than the approximate 15 percent growth expected in the U.S. solar industry. Beyond numbers, the Foundation also noted that Utah boasts some of the most highly skilled and experienced solar talent in the country. Some 16 percent of Utah jobs require some sort of higher education as opposed to solar positions hired elsewhere. That value does not go unnoticed. In fact, Vivint Solar, which is headquartered in Utah, reports that more than 1,200 of the company's 3,000 employees nationwide are based in Utah.

“There's just a lot of really good talent here,” Allred said. “That's why we've grown so fast.”

California-based SolarCity opened a regional headquarters in Salt Lake City in 2015 and plans to create thousands of professional services jobs in the coming years. With more than 15,000 employees nationwide, SolarCity installs about one out of every three solar systems in the United States, and it has more than 300,000 residential customers.

“SolarCity has already created more than 320 professional services roles in our regional headquarters in Draper, Utah,” said Lyndon Rive, CEO of SolarCity. “Utah is emerging as a leader in the clean energy space and we look forward to working with the state to achieve its promising potential.”

Major companies—both homegrown and otherwise—have recognized Utah's solar potential and are boosting the state's overall job growth. Utah is already an economically viable market, and it's increasingly ripe for solar business and rich in solar jobs offering livable wages. The current trajectory for Utah's solar industry is as much a win for Utah residents as it is for the rapidly growing companies.

SHINING FUTURE

Utah's solar sector is a bright spot in Utah's already strong economy, enhancing the efficiency of homes and businesses, building companies and growing jobs, providing economic stimulus in rural communities, and drawing billions of dollars of capital investment to the state, which has only recently been recognized for its vast solar market potential. Not only is Utah the subject of a great deal of solar investment and deployment, it has also positioned itself as the sector's next national and international hub, with expected near-term job growth not in the hundreds, but in the thousands.

“Utah's current solar boom is one of the great energy success stories unfolding in America today,” Barrett said. ■

ECONOMIC DEVELOPMENT CONTACTS

(BY COUNTY)



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