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Dear Business Leader:

Welcome to *Business in Utah*, a publication by the Governor's Office of Economic Development designed to assist you in becoming more familiar with the business friendly environment and regions in our state.

During my extensive travels around the state, I am repeatedly reminded of the many good reasons Utah is regularly praised as a great place to do business. Our preeminence is because we work to our unique strengths, we are innovative and we maintain an attitude of success. With each ranking and accolade we receive, we continue to demonstrate that Utah has the hottest business economy in the nation.

These recognitions are many, and they are growing. Utah is ranked No. 1 by the American Legislative Exchange Council (ALEC) as the state with the best "Economic Outlook," and the Pew Center has named Utah as the "Best Managed State" in the nation. No wonder numerous organizations call Utah "best for jobs" and "best for business," rankings that reflect the work and commitment of Utah's successful business community.

Our talented citizens comprise one of the most productive workforces in the country. Companies as diverse as Disney, Edwards Lifesciences, P&G and eBay all call Utah home, and have expanded their presence even during our nation's downturn. Utah shows signs that our dynamic economy is once again taking off in a number of business sectors, including international export, finance, lifesciences, IT and software development.

Economic development in Utah will remain one of my top priorities, along with a dedication to public and higher education and development of Utah's energy resources. Together, with our business community and our citizens, we have built a strong economic base that is a strong stabilizing force. Utah is truly a "State of Opportunity," and we are ready to grow – today and well into the future.

Sincerely,

Governor Gary R. Herbert
STATE OF UTAH



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Aerial view of Tooele City,
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**GOVERNOR GARY R. HERBERT'S VISION
FOR UTAH'S ECONOMIC FUTURE**



BY KIMBALL THOMSON | PHOTOGRAPHY BY ERIK ÖSTLING

#1

ECONOMIC OUTLOOK RICH STATES, POOR STATES ★

ALEC- LAFFER STATE ECONOMIC COMPETITIVENESS INDEX



It is clear to anyone who has seen Utah's 17th Governor in action that he has a deep and abiding rooting interest in Utah—one that extends far beyond the professional into the realm of the highly personal.

Born in American Fork in Utah County, Governor Gary R. Herbert grew up two towns over in Orem, where he graduated from Orem High School before attending BYU in neighboring Provo. After serving six years in the Utah Army National Guard, Governor Herbert established two businesses—Herbert and Associates Realtors and The Kids Connection childcare service—in the state. He and his wife, Jeanette, are parents of six children, all of whom they raised in the Beehive State. Herbert was elected Utah's Lieutenant Governor in 2004 on the Huntsman-Herbert ticket, and became Governor Herbert in August 2009.

This native son and lifelong Utah resident views his role as Governor as that of steward in chief of America's most dynamic economy.

"Utah has established a real legacy for excellent management," says Governor Herbert. "I am committed to keeping the state on the right course and to setting an example of what a state can and should be in terms of high-quality, responsible governance."



"If I were your financial advisor, I would tell you without hesitation, 'Buy Utah!'"

UTAH GOVERNOR GARY R. HERBERT

A RUNNING START

Governor Herbert is off to a strong running start. Aided by his active leadership, both as Lieutenant Governor and as Governor, Utah has been named Best Managed State by the Pew Center for Research on the States. The study ranked states based on the quality of their management of budgets, staff, infrastructure and information—including such factors as recruitment and retention of qualified employees; use of information and technology; management of budgets and purchasing systems; and planning for improvement of roads, bridges and other core infrastructure.

Leading analysts have also identified Utah as the state best positioned to achieve a safe landing as the nation and world emerge from the sustained economic downturn that began in November 2007. The American Legislative Exchange Council has ranked Utah Number 1 for Expected Economic Recovery, based on the state's sound economic approach of minimizing taxes, spending and regulatory burdens, and creating an environment of economic opportunity and growth. This success rests on

the state's responsible fiscal management and discipline.

Utah garnered the nation's top spot in *Forbes* magazine's 2009 State by State Debt Weight Scorecard, based on 12 leading economic factors, reinforced by the State's AAA bond/credit ratings from Moody's and Standard & Poor's, and its exceptionally low 2009 per capita debt of \$447.

In Governor Herbert's first year of leadership, the state also ranked first for Economic Outlook in the Rich States Poor States study by the ALEC-Laffer State Competitiveness Index. The study contrasted "many states that are 'getting it wrong' in terms of policy and business friendliness" to Utah, which it described as "unique in that its leaders are making some very conscientious decisions to improve their business climate and to make it clear they are open for business and are not going to tax you out of existence." Utah climbed from 9th to a close 2nd in the Pollina Corporate "Top 10 Pro-Business States for 2009: Rebuilding America's Economic Power."

SPENCER P. ECCLES
GOED EXECUTIVE DIRECTOR

Leading the Economic Development Charge

By Heather Beers

UTAH'S HISTORY is filled with innovation and vision, and perhaps no one reflects that legacy as much as the new executive director of the Governor's Office of Economic Development (GOED), Spencer P. Eccles. The combination of his heritage and background enables him to lead Utah's economic growth in significant ways at a critical time.

He is a member of a legendary Utah family. Marriner Eccles, the son of the nineteenth-century industrialist David Eccles, served as the Chairman of the Federal Reserve for 16 years under Roosevelt and established the Eccles name as well as the State of Utah in the mind of the nation. The Eccles family founded First Security Bank in Utah and over the years, their name has become synonymous with civic responsibility.

Spencer's father, Spencer F. Eccles led First Security from 1970 until it merged with Wells Fargo in 2000. The family has long been committed to serving the community, elevating the arts, health, and education in the Intermountain region for decades. As the great grandson of David Eccles, Spencer P. has an enormous sense of stewardship passed down through the family and has proven himself a rising star in his own right.

Spencer's professional career includes working with Wells Capital Management's Salt Lake office which manages over \$2 billion in assets. He also worked with the Olympic committee for five years and led over 1,500 volunteers and staff during the 2002 Olympic Winter Games as the competition manager of the Snow Basin venue. He started his own venture capital company that invests in early stage companies and he currently sits on four company boards. Mr. Eccles has also managed the family's office encompassing several of his family's businesses including three ranching operations. Spencer carries on his family's sense of responsibility, having served on numerous private boards and serving as President of the First Security Foundation and advising the George S. and Dolores Doré Eccles Foundation.

Now, Spencer P. Eccles has stepped away from the private sector – all because of a call from Governor Gary R. Herbert. "When the governor calls, you pick up the phone," Spencer joked. "It was completely unanticipated. But, because of my love for Utah and my desire to give back – the request got my attention, and I felt that it was important to take the opportunity to serve as the Governor's Office of Economic Development (GOED) executive director."

CONTINUED >

CONVERTING CHALLENGES INTO OPPORTUNITIES

Utah's continuing drum beat of accolades underscore the deftness with which its leadership has undertaken the real and pressing challenges it faces.

Utah's demographic situation—with the second highest rate of population growth in the nation, accelerated by the country's highest birth rate and the largest average household size—creates a singular set of challenges and opportunities for the state.

"We have larger families, high birth rates, a younger population, which places a tremendous demand on education," says Governor Herbert. "This aspect of our demographics is truly unique in the United States. To be able to train and educate such a fast-growing population, which adds another 10,000 to 12,000 students every year to the education system, with the smallest base of taxpayers relative to our population of any state, is something no other place in America has to face.

"There is no question that this is a time of real and sustained economic challenges," says Governor Herbert. "No state is immune to the effects of the downturn in the national and international marketplace, but we are going to meet our responsibilities head on and turn them into opportunities for us going forward."

For example, the challenge of teaching and training the nation's youngest and fastest-growing school age population holds the intrinsic opportunity of having an able and ready workforce to fuel Utah's many dynamic entrepreneurial growth companies. The key to creating and leveraging these opportunities, Governor Herbert maintains, is to empower the state's private sector and create effective collaborations between Utah's business, government and education communities.

THE THREE E'S: EDUCATION, ENERGY AND ECONOMIC DEVELOPMENT

The need for the economic accelerators of empowerment and collaboration is most apparent in the three top priority areas for the Herbert administration: education, energy and economic development.

Excellence in Education.

Education is a high-stakes issue for Utah—one that requires bold and visionary leadership. "The number one challenge we have right now is, 'How do we pay our way when it comes to providing government services that everyone wants and needs, education in particular, and do it with less money?'" says Governor Herbert.



To answer the imperative of optimizing cost-effective government services, Governor Herbert formed the Utah Advisory Commission to Optimize State Government last September. Led by Norm Bangerter, Utah's 13th Governor, the commission includes top business, education and government leaders from throughout the state.

"We formed this exceptional collaborative working group to make sure that we are delivering services as effectively and efficiently as possible," says Governor Herbert. "We are committed to maximizing taxpayer dollars, finding savings where we can, and finding better processes and efficiencies in the system." The group will also explore the implementation of new technologies to drive efficiencies.

The Governor's overall goal is to deliver the highest possible quality of education and other services in the most cost-effective manner. "I am extremely optimistic that the great people on this commission will find efficiencies," says Governor Herbert. "It will be hard, but we can do hard things, and excel at them."

In addition to the civic and social welfare benefits of education, Governor Herbert sees a clear, reciprocal connection between Utah's education system and the state's continuing economic dynamism. "Education is the glue that holds so many essential things together," he says. "You cannot have long-term sustained economic success without an excellent education program."

Governor Herbert points to Utah's flagship research institution, the University of Utah, which in 2009 tied with MIT for first in the nation for the number of start-ups generated by technology developed at the school. The "U" – and Utah's other major research universities, Brigham Young University and Utah State University – all excel at developing technologies for commercialization in areas ranging from IT and aerospace to medical devices, genetic diagnostics and drug delivery.

"We need to ensure that our education system continues to evolve so that our students get the best, most relevant information available," he says. "This will enable them to develop the skills and technologies the marketplace demands, and to remain on the cusp of technological and economic evolution."

Energizing Economic Development.

Utah's success in funding the education of its populace and fostering continued economic dynamism depends, in large part, on the quality and success of its economic development efforts.

"Economic development and education—especially higher ed—are really joined at the hip," says Governor Herbert. "If our companies succeed, there will be more money to put into the education system. By the same token, if we improve our education system, we will have stronger people coming out to develop our economy."

Governor Herbert is a strong believer in the private sector as the ultimate source of economic growth: "It is not going to come from government – real, abiding solutions to economic growth never do."

In many cases, Governor Herbert believes the proper role of government is to "get out of the way" by ensuring that taxation policies are not so burdensome that they thwart the ability of the economy, its companies and entrepreneurs to prosper and expand.

"I'm opposed to a tax increase right now," he says. "It is just the wrong time to douse these flickers of recovery with the wet blanket of a tax increase."

In addition to the direct economic impact of a tax increase during a recession, Governor Herbert points out the psychological impact of telling companies and entrepreneurs that the needs of government and politicians take precedence over the needs of business—the primary source of long-term economic growth.

Yet the Governor sees a strong affirmative role for government in the state's economic development—helping facilitate and provide fertile soil for the entrepreneurs, who will in turn create opportunities and grow successful businesses that provide high-quality jobs.

"In addition to being lean and mean as a state government, more than ever before we have an imperative to take a hands-on approach," he says. "We need to work closely with the private sector and empower it to find solutions to the economic challenges we are facing."

Since Spencer stepped into the GOED office, he has deftly applied his business acumen to the governor's vision for promoting economic development, education and energy development. He explained his approach is all about building on the existing foundation and collaboratively working with the GOED team to execute on the Governor's vision of economic development.



SUPPORTING BUSINESS GROWTH

Mr. Eccles understands that sustainable economic development depends on the State's efforts to improve Utah's business friendly environment. GOED works to strengthen and grow Utah's existing businesses, both urban and rural. It also encourages entrepreneurship and investment. It works to attract national and international business. GOED also supports education for the long-term viability of the State.

Mr. Eccles said that Utah does this in a number of ways. "We have a pro-business governor and legislature – with a corporate income tax of just 5 percent; we've kept our tax rates among the lowest in the nation."

He pointed to several successful corporate incentive programs GOED administers, which makes expansion in Utah more attractive to growing companies. Based on post-performance rebates, GOED incentives also further the mission of having a sustainable and fiscally responsible program in Utah.

Governor Herbert is ardent about his concern for small and emerging businesses and therefore, has ensured that his budget provides for the many GOED business programs

Along with the State's supportive business activities, GOED partners with many groups around the State, such as the Economic Development Corporation of Utah and the Utah Sports Commission and the Utah Science Technology and Research (USTAR) initiative, among many other public and private organizations. There are tremendous resources for people who want to grow their business in Utah," said Eccles.

CONTINUE >

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Governor Herbert's philosophy carries the same resonance as visionary leaders who preceded him, creating such economic development projects as:

- **The legislative and regulatory environment that allowed Utah to become the global leader in the industrial bank industry.**
- **The pioneering Centers of Excellence program, which successfully commercializes technologies that flow out of Utah universities.**
- **The Utah Fund of Funds program, which increases the amount and diversity of capital available to promising Utah entrepreneurial companies.**
- **The Utah Science Technology and Research program, which helps attract world-class research and commercialization talent to Utah universities.**
- **A variety of award-winning rural economic development programs.**

Governor Herbert is fully committed to building upon this legacy. "Going forward, our administration will be guided by the questions of, 'What we can do to help our homegrown Utah companies and entrepreneurial talent to, first, stop the bleeding, and, next, grow and expand?'" he says. "We have a tremendous rising generation of entrepreneurial talent with extraordinary creativity in business, science and technology. We are going to do all we can to empower them to take Utah to levels of achievement greater than anything we have yet experienced."

Pure Energy Rush.

Though the Herbert administration is working to foster growth in all significant Utah industries, the Governor has singled out energy as a top priority. "We have tremendous natural advantages when it comes to energy—and many of them are largely untapped," he says.

In recent years, Utah has significantly increased its discovery and production of traditional fuels, natural gas and other energy sources. (See the "Energy and Public Utilities" section of the 2010 Utah Facts Book.)

"We are finding vast reserves of natural gas and other fuels," says Herbert. For example, significant deposits of high-quality, low-paraffin oil has been discovered in central Utah, aided by new technology. Analysts estimate that there are more than one billion barrels of easy-to-refine oil in one of the fields. Juab County in central Utah is home to significant reserves of bio-diesels and other bio-fuels.

Utah also possesses a massive quantity of clean coal; its high BTU makes it burn extremely hot, while its low sulfur content ensures that it burns considerably cleaner than coals from other states.

In addition to these traditional fuels, Utah is home to a rapidly-growing renewable energy industry, including significant wind, geothermal, solar and hydroelectric power projects.

"Thanks to new fuel discovery and capture technologies developed or 'refined' at Utah universities—which enable us to more effectively fracture the rock to find and extract fuel—we are literally awash in natural gas, a cleaner fuel than traditional gasoline with respect to greenhouse gases," says Governor Herbert. "These fuels, together with our emerging renewable resources, will allow us to significantly grow our economies in the short-term. And, in the long term, will help provide energy independence for America and 'fuel' our growing economy. Utah is poised to become one of the drivers of energy independence and growth in the economy not only in Utah, but also nationally."

Bolstered by Utah's momentum in economic development, education and energy, Governor Herbert is bullish on his state's present and future: "If I were your financial advisor, I would tell you without hesitation, 'Buy Utah!'" **BU**

When media organizations like *Forbes* and CNBC rank Utah among the top three States in which to do business, Utah's productive workforce is usually one of the top reasons. A strong educational system is one of the primary contributors to Utah's stellar workforce.

Eccles talked about Utah's efforts to improve the communication between three key stakeholders: business; education; and government. "We have something unique occurring here in the Utah Cluster Acceleration Partnership (UCAP) because it brings industry and academia together in powerful ways," said Eccles. He explained that government works closely with industry and academic leaders to identify the types of students and skills that the business community needs. Educators then develop curriculum to support those needs. These unprecedented partnerships are facilitated by a collaborative effort between the Utah Department of Workforce Services, the Utah System for Higher Education, and GOED, which help support academia in job training and placement in one of seven targeted industry clusters. The UCAP partnership provides just one example of how key governmental stakeholders work together with education and industry.

Earlier this year an education partner, the University of Utah, through its research and commercialization efforts, tied Massachusetts Institute of Technology as the No. 1 campus in the nation for spinning off companies and USTAR is enhancing these results through its commercialization efforts. "The legislature has committed \$300 million through the USTAR program," said Eccles. "This creates significant private sector opportunity, because profit is a great motivator."

"In addition to our business friendly activities in the State we recognize that the cost of energy is a key component in what business does, and it relates to our ability to attract companies here," said Eccles. Helping supply affordable energy to the nation and keeping operational costs low are Utah's plentiful energy resources, including natural gas, coal and oil shale fields. Alternative and renewable energy in the form of wind, solar and geothermal power are also under active development in Utah.

SUPPORTING SUCCESS

With Utah's pro-business strategies, fiscal responsibility, low unemployment, education initiatives, and aggressive energy development, Eccles points out that Utah is poised to lead the nation in emerging from its current economic challenges. When coupled with the self-reliant and productive citizens, its vast resources, its quality of life, and its innovative industries, it is clear Utah's successful past is merely a prelude to its even brighter future. **BU**

#1

MOST DYNAMIC ECONOMY ★

KAUFFMAN 2008 STATE NEW ECONOMY INDEX

#5

HAPPIEST U.S. STATE ★

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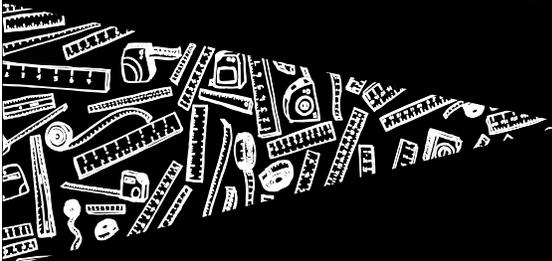
#2

AMERICA'S HEALTHIEST STATE ★

FORBES MAGAZINE

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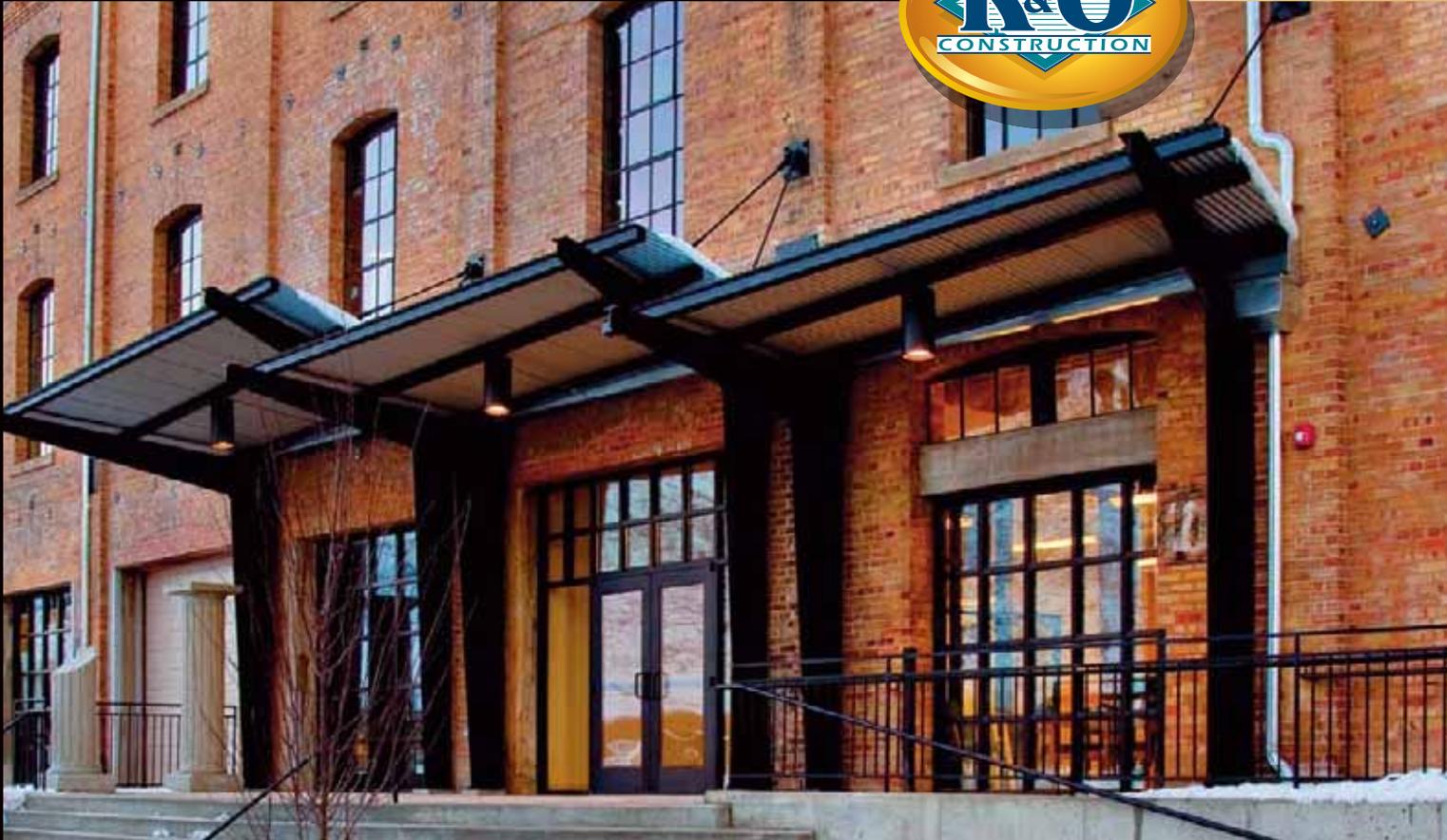
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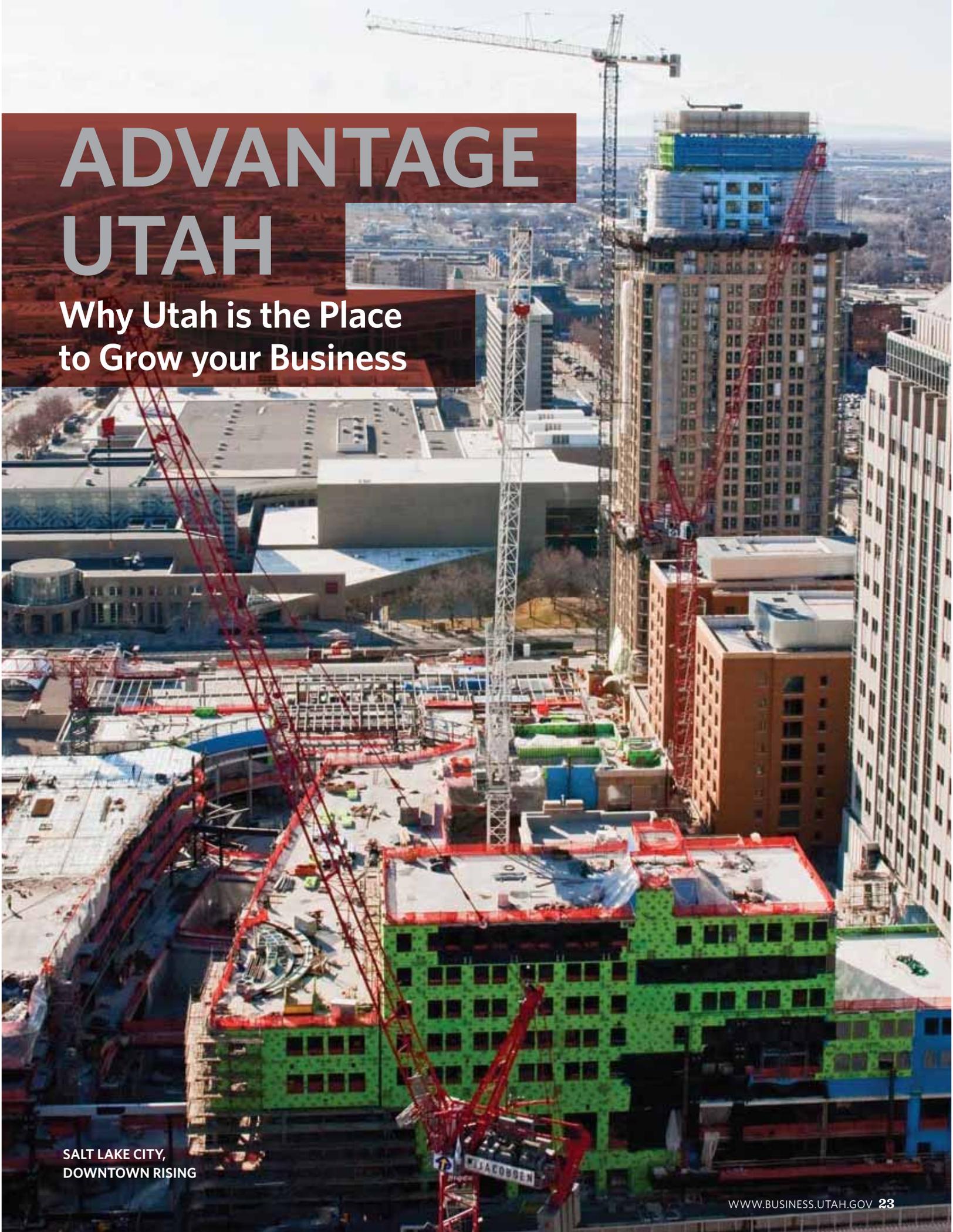
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Companies Flourish in the State's Fertile Soil

By Heather Stewart

Years ago, entrepreneurial success brought Jeff Nelson to a tough decision. His company, Nelson Laboratories, faced a crisis of growth—its staff of nearly 300 scientists and support personnel completely filled the company's facility. But Nelson had plans for even greater growth, so he reluctantly began considering a move to a new location, even if that meant leaving Utah.

"It's a very friendly business environment here," Nelson says. "But as a businessman, I knew that all the cards were on the table."

Fortunately, the Utah Governor's Office of Economic Development (GOED) stepped in with post-performance tax credit incentives that made it possible for Nelson to expand onto his current facility, nearly doubling the space to approximately 110,000 square feet.

"The incentives will allow us to continue to expand our operations here in the state," Nelson says. "We wanted to be here and I'm glad that GOED was willing to work with us."

Over the next decade, Nelson plans to add up to 350 new employees, many of them highly paid scientists and technicians.

The state of Utah will reap the rewards of increased taxes—as well as the continued presence of a life sciences company with a global reach.

Nelson Laboratories provides analytical and microbiological testing services to the medical device, pharmaceutical and dietary supplement industries. With a 25-year history in Utah, the company boasts more than 4,000 clients in dozens of countries.

"The presence of Nelson Laboratories in Utah helps grow the life sciences cluster here. We are a benefit to the medical device and pharmaceutical companies that might want to move here," Nelson says.

AN INCENTIVE TO GROW

Utah is well known for its sunny, desert climate featuring red sand dunes and high mountain peaks. But the state has also been long recognized for its incredibly fertile business climate, which has enabled companies of every kind to thrive and grow.

1



NELSON LABORATORIES

JEFF NELSON
NELSON LABORATORIES

Building a Business in Utah

The fact is Utah has all the right environmental factors to help companies succeed. The cost of doing business is low, the local workforce is young and educated, and a great quality of life attracts top talent from around the world. On top of that, the state's research universities and vibrant community colleges turn out a fresh crop of graduates each year.

All of these factors contribute to the success of a wide range of companies, from financial powerhouses like Goldman Sachs to defense contractors such as ATK. Information technology companies like Overstock.com have also found a happy home in the Beehive State.

Omniture, a Web-analytics company, is a classic Utah success story. Founded in 1996, the high-tech startup quickly grew into a dominant worldwide presence with 1,200 employees based around the globe. Omniture recently agreed to be acquired by Adobe Systems in order to further expand its reach and its offerings. The company will continue to operate out of Utah as a division of Adobe.

Utah's great business climate is no accident—it's nurtured and protected by GOED. "When Governor Gary Herbert took office, he wanted us to put a special emphasis on helping local companies expand," says Derek Miller, managing director of GOED. "We recognize that our best customer is our current customer, so as long as we have businesses here in the state, we are going to help them grow."

What is the best catalyst? For corporate growth it is tax relief. GOED uses post-performance tax incentives—like the ones that Nelson Laboratories received—to help companies expand their operations in Utah.



NELSON LABORATORIES, a contract laboratory that provides analytical and microbiological test services to manufacturers in the medical device, pharmaceutical/biopharmaceutical, dietary supplement and tissue industries, first opened its doors in 1985 near the University of Utah. Initially employing only five individuals, the company has since grown to more than 290 scientists and staff. Among them are more than 110 degreed scientists of which more than 45 are registered and microbiologist specialists.

When the company needed to expand its facility to make room for its phenomenal growth, Jeff Nelson, CEO, says he never seriously considered taking the lab outside of Utah. That's because from day one Utah proved to have what the company needed to succeed.

"We have had really good luck being in Utah," says Nelson. "When it came to considering where to locate, it was an easy choice for several reasons—Utah had everything we needed."

Nelson says the key to his company's success in Utah has been the state's centered location and cluster initiative. "We have great access to reach clients on the West Coast and the East Coast. It couldn't be a better location," he says, adding, "We're excited to see the state's cluster initiatives which will help specialized companies do well. GOED is really making it easier for companies to move to Utah. The state is also developing a talented workforce that's really exciting."

Nelson Laboratories was recently awarded an incentive to expand in the state, but Nelson says the incentive was only the icing on the cake. "GOED didn't just give us money, they gave us an incentive to create jobs," he says. "GOED is working for the state and holding companies accountable to produce. Overall, GOED and the local government of Taylorsville were great to work with. They've helped me learn a lot about the local structure and economic development of Utah. They really spent time teaching us about all the different ways they could support us. They were patient with me as a business owner—they walked me through the process and listened to our needs. It's been a real partnership."

"The current economy is causing companies to think about ways to save money, and that includes looking at Utah."

JOSH ROMNEY, GOVERNOR'S POLICY ADVISER



“The current economy is causing companies to think about ways to save money, and that includes looking at Utah,” Miller says.

Web-auction company eBay, for example, recently decided to close down an operation outside of the U.S. and greatly expand its presence in Utah.

With the financial backing of some post-performance incentives, eBay is constructing a new data center that will create 50 new positions, and it is currently adding 400 new jobs to its customer support center.

Post-performance tax incentives made a significant difference in the company’s decision to invest further in Utah, according to William Lasher, senior director of indirect and multi-state taxes for eBay. “A lot of factors go

For example, GOED’s Miller points to the Procurement Technical Assistance Centers, which “help small businesses navigate the difficult waters of government contracts.” Counselors from the centers walk companies through the process of registering and submitting proposals for federal, state, local and military contracts.

According to Miller, the Procurement Technical Assistance Centers helped Utah companies score over \$370 million in government contract work in just the first half of the fiscal year.

GOED’s International Trade and Diplomacy Office aids local companies as they work to expand their reach into global markets. The team connects Utah businesses with potential international partners and markets. The office also relies on diplomacy to open up new foreign markets and educate the world about valuable industries in Utah.

Utah’s rural areas often provide an ideal business solution, with easy access to transportation corridors, an ample workforce and many natural resources. On top of these assets, the state offers fast-track grants and incentives for companies to expand and grow in Utah’s rural communities.

Agriculture is a large component of Utah’s economy, and a local organization is working to bolster the state’s many food producers, manufacturers and distributors.

The Utah’s Own program was originally launched by the Utah Department of Agriculture and Food, but has expanded over the years with backing from the state legislature. Utah’s Own encourages state residents to support home-grown companies by choosing local products.

The program started out promoting a small handful of Utah-brand food products, but has grown to encompass hundreds of food producers and manufacturers, as well as other agricultural products like natural-fiber fabrics and soaps.

“At GOED, our number-one priority is creating jobs,” says Miller. “Utah is blessed to be in a situation where we have the workforce, the quality of life and the right business climate to attract and grow outstanding companies.” 

These incentives only take effect when a company actually expands and adds workers to its payroll. If the company ends up paying increased corporate wage, withholding taxes and sale taxes, it could receive a refundable credit for up to 30 percent of those increased taxes.

“We don’t leave bags of money on a leader’s doorstep and hope something will happen,” says Miller. “There’s no up-front money.” Instead, companies enter into a contract with the state in which the company agrees to expand its operations in the state, hire new work-



“We recognize that our best customer is our current customer, so as long as we have businesses here in the state, we are going to help them grow.”

DEREK MILLER, MANAGING DIRECTOR OF GOED

ers at wages that are at least 125 percent of the county average (in urban areas) and commit to remain in Utah.

These post-performance incentives could come into play in a variety of situations: when a company simply wants to expand with new offerings or products, when a company consolidates operations into Utah, or when a merger or acquisition results in a greater corporate presence in Utah.

The latter situation was the case for the former Huish Detergents, a Utah-based company that was acquired by Connecticut-based Unilever in 2008. Together, the companies formed Sun Products Corporation.

The parent company initially looked at moving the Utah operations to Connecticut. “We engaged with Sun Products and talked to them about not only keeping the Utah jobs here, but moving new jobs to Utah as well,” Miller says.

Now, Sun Products is in the process of a \$14 million expansion of its Utah facilities.

A GREAT VALUE

Indeed, companies worldwide are taking a new look at Utah as a viable site for doing business—whether it’s a manufacturing plant, an IT company, or a new corporate headquarters.

into site selection,” he says. “Tax costs are one of them. We do a comprehensive analysis of the tax situation for each site under consideration.”

However, tax relief was not the only reason Utah became eBay’s top choice.

“Utah has an educated and diverse workforce,” says Lasher. “The community is well suited for eBay, with great language, communication and technology skills.”

Lasher also credits GOED with helping smooth out the difficulties inherent in an expansion project of this size. “The officials at GOED helped us build relationships in the business community and with other government agencies,” he says. “They helped expedite decisions and cut through some red tape.”

CULTIVATING LOCAL COMPANIES

Financial incentives are just the tip of the iceberg when it comes to state support of local businesses. GOED has several programs that contribute to the success of companies in all regions of the state and in every industry.

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BRINGING IT HOME

Responsible Recruiting Funds Utah's Growth

By Mark Dayton

Over the past few years a steady stream of announcements have hit the press regarding major companies who are expanding operations to the state of Utah. Driving past some of these major new business installations gives the sense that things are happening in Utah, despite the grip of recession that has all but crippled many other areas of the country. And indeed things are happening. Over the past three years, Utah has successfully landed 31 out of 32 major relocation/expansion deals it has competed on.

However, the excitement around that level of success can create the illusion that these things “just happen” through the mysterious operations of the market. While Utah intrinsically has much to offer, behind the growth is a well-oiled machine that has compiled an impressive record of maximizing Utah's strengths to recruit some of the world's premier companies to the Beehive State.

The recruiting machine is built and managed primarily by the Governor's Office of Economic Development (GOED). After systematically planning their approach several years ago, the group has gone about orchestrating a highly attractive and effective program of creating strong win-win partnerships with a growing list of marquee companies anxious to leverage the native and program/incentive benefits the state provides. The approach relies on sound strategy, creative public/private partnerships, strong business fundamentals and commitment to an open partnering approach focused on long-term success and employee satisfaction.

2

STRATEGIC FOUNDATION

Several unique program components have been instrumental in Utah's success. The starting point is a clear, well founded strategy driven by the State's innovative Targeted Economic Cluster approach. Directors in different strategic business areas provide focus and priority for highly attractive segments of economic development emphasis. “Cluster directors help identify targets for what's currently hot and what's coming down the road,” says Derek Miller, managing director for Business Growth at GOED. “Utah's competitive advantages are articulated in these cluster strategies in the form of our strengths and natural abilities that will translate into recruiting advantages.”

A good example of this targeted approach is in the digital media sector. For a number of years Utah has been developing a growing depth of digital media talent, through strong university programs at the University of Utah, Brigham Young University and Utah Valley University, and an increasing number of skilled entrepreneurial startup “alums” with hands-on, in-the-trenches experience. “In the past, we trained all of these good people, and the best and brightest were recruited out of state,” says Miller. “By combining this valuable talent resource with Utah's outstanding quality of life, business environment and other advantages, we are attracting major companies that will provide jobs and keep our talent pool in the State.”

A growing list of companies are leveraging Utah's winning combination of factors in this buoyant sector, including Disney Interactive (video games), EA Arts (sports video games), Sandman Studios (digital effects for movies like *Shrek*, *Pushing Daisies*) and Niche Studios (digital effects). “They have all discovered economic and talent recruitment/retention advantages in Utah versus traditional Southern California locations,” says Miller.



SANDMAN STUDIOS, VISUAL FX FOR *PUSHING DAISIES*.

WILLIAM LASHER
SENIOR DIRECTOR, EBAY

Why eBay Chose Utah *By Linda T. Kennedy*

PUBLIC/PRIVATE RECRUITING PARTNERSHIPS

With strategies solidly in place, the machine next shifts into active recruitment gear through a partnership with the Economic Development Corporation of Utah (EDCU). This private-sector organization provides the expertise, relationships and manpower to recruit companies and manage prospective opportunities through the process. “They are our boots on the ground, knocking on doors, making the pitches and nurturing the relationships,” says Miller. “We have a strong partnership with them that has worked extremely well, saving us the need to staff up to try and do it internally.”

In addition to proactive personalized recruitment efforts, the state also works through consulting organizations that focus on corporate site selection activities. These partners work through industry associations, magazines and other mediums to ensure that Utah is well represented in the coverage and rankings provided to site selection decision makers in target companies.

LEVERAGE THE FUNDAMENTALS

Having engaged potential companies in the site selection process, the recruiting discussion shifts to detailed analysis of business fundamentals, an area where Utah consistently ranks extremely high on three of the most crucial measures. “Almost without exception, companies who have located in Utah cite three important differentiating factors: workforce, business environment and quality of life,” says Miller.



FOUNDED IN 1995, eBay is known the world over for global commerce and providing Internet platforms for payments and communications. It has expanded to include some of the strongest brands in the world, including PayPal, Skype, Shopping.com, StubHub, Rent.com, Half.com and others. And its operations have also expanded beyond its headquarter offices in San Jose, California to Draper, Utah.

“eBay chose Draper City for a customer support center in 1999 primarily because of the quality of the workforce, favorable business climate and proximity to San Jose,” says William Lasher, eBay senior director, indirect and multistate taxes. “As the Draper facility grew, we became increasingly aware that the business conditions in the state were ideal.” So ideal that over the next 10 years, Utah’s eBay staff grew to 1,000 employees, and the company decided to further expand its local operations.

In June 2008, the company announced that it would be adding a 250,000-square-foot data center to Utah. And in May 2009, eBay brought 200 new full-time positions to its customer support operations. Less than a half year later, in Oct. 2009, eBay decided to expand its Utah workforce again, adding 207 additional positions.

The Economic Development Tax Increment Financing eBay received from the State of Utah coupled with incentives received from local cities, were helpful when eBay had to make a quick decision on where to locate the new U.S. employees. But Lasher says eBay was especially surprised with the level of involvement these organization had in helping eBay solve its problems.

“If we encountered an issue or an opportunity that we needed assistance with, we would place a call and within hours, we would usually have a reply,” he says, adding that in the rare case someone didn’t have an answer, they would always provide eBay with an alternative contact. “GOED did more than process our application for incentives; they did whatever they could to make it easy for eBay to do business in Utah.”

“Almost without exception, companies who have located in Utah cite three important differentiating factors: workforce, business environment and quality of life.”

DEREK MILLER, MANAGING DIRECTOR OF GOED

“The consulting study findings reported a highly competent and willing workforce in Tooele.”

DAVE EICHMAN, LOGISTICS OPERATIONS DIRECTOR FOR RECKITT BENCKISER



GROUNDBREAKING OF RECKITT BENCKISER DISTRIBUTION CENTER

Reckitt Benckiser (makers of Lysol, Woolite, Easy-Off and many other household brands) recently undertook a comprehensive network study to evaluate the possibility of improving the cost of distributing their brands in the U.S. while still maintaining outstanding customer service by relocating to a different state. Utah was highlighted in that study, and through a comprehensive vetting process (which included geographic location, construction sites and cost, etc.) narrowed the field to Tooele, Utah and three other cities.

“We were a little leery about building in Tooele, because we were unsure of the quality and availability of the workforce,” says Dave Eichman, logistics operations director for Reckitt Benckiser. As a result, the company hired a consultant to conduct an extensive study of the local workforce through interviewing local employers, employees and other individuals in addition to analyzing demographic and other data. “The consulting study findings reported a highly competent and willing workforce in Tooele,” says Eichman. Based on those findings and a number of additional factors, Tooele was ultimately selected for the company’s new regional distribution center. “Interestingly, everything that was found in the original study was substantiated as we opened and staffed the new facility,” says Eichman.

Fitting company culture to the local quality of life is also an important decision factor for many companies. After evaluating a number of other sites, Quality Bicycle Products, a leading supplier of parts and accessories to the bicycle industry, selected Ogden, Utah for its Western regional distribution center. “Culture is an important part of our doing business. It is important to us to match our corporate values

and strong environmental commitment in the areas where we operate” says Kim Brown, director of distribution for Quality Bicycle Products. “Ogden fits our culture with its outdoor and biking orientation, access to extensive biking trails and plans to build a velodrome. Reno was our next choice, but it doesn’t have the highly developed mountain trails and access that Utah has, and it’s not known for being environmentally friendly.”

PRUDENT INCENTIVES

The state has developed a number of incentive programs that can provide attractive additions to strong basic business factors. These creative additions to the package are both highly attractive to the potential recipients and fiscally sound and low-risk to the state. “Incentives can be important in tipping the balance in favor of Utah or a particular location in the state,” says Miller. “Our incentives are post-performance-based, so it is always cash-positive to the state.”

PARTNERSHIP MENTALITY

Miller attributes much of Utah’s successful recruiting to a partnership approach in working with companies considering locating in Utah. “The way I approach recruiting is partnership – is it a good fit,” says Miller. “The worst thing that could happen is that a company comes, it’s not a good fit and they don’t like it here. When we approach it as a partnership, and it’s a good fit for the company and for the state, we know they are going to be successful, the employees are going to be happy, and they are going to be a good corporate citizen.”

Looking for that fit on both sides is a major part of the successful recruiting effort by Miller and his team. With major companies that have moved to the state, including Goldman Sachs, Proctor & Gamble, Hershey and Disney Interactive, discussions ultimately centered on these fundamental questions that formed the basis for future relationships and commitment. “With all of these major companies, we had the basic discussion around whether it makes sense to form this partnership,” says Miller. “Those are the types of questions they were asking and we were asking.”

MEASURE OF SUCCESS

Despite the impressive statistics the state has compiled over the past few years, Miller relies on one simple factor as a prime indicator of success: repeat customers. “We helped eBay expand their workforce by 200 people in Utah a year ago, and they were so happy with the way things worked out along the three key factors (workforce, business environment, quality of life), they came back two months ago to move 200 more,” says Miller. “Goldman Sachs was the same story. Their first Salt Lake City-based office was so successful that now Goldman Sachs’ business units around the world are looking at Utah as a place for them to expand.”

SUCCESS BEGETS SUCCESS

Great partnerships and company successes not only generate internal buzz for those who have relocated to Utah, but they help build the critical mass essential to attracting a wider group of prospective companies. Utah’s success has already generated notoriety in prime publications and studies like *Forbes* magazine and Gallup Poll. As leading organizations pile up successes in the State, it raises questions in other executives’ minds about what they might be missing. “The business world is in actuality a small world. Word of mouth spreads very quickly,” says Miller. “I’m now talking to people who ask ‘what’s going on in Utah that I need to be a part of?’ They don’t want to miss an important strategic move.”

IT’S STILL HAPPENING IN UTAH

Utah’s ability to recruit the world’s best businesses appears to still be on track even through economically challenging times. “Utah’s fundamentals still look strong, and we expect to see continued strong interest from companies who want to locate here,” says Miller. While that interest doesn’t just happen, a strong recruiting mechanism will continue humming along behind the scenes, keeping Utah a happening place for business. **BU**



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GOING GREEN

Utah's Sustainability Efforts Lead the Way

By Peri Kinder

With vast amounts of natural resources and open space, Utah is moving to the forefront of states attracting renewable energy companies. Now with the addition of a state development plan, the Renewable Energy Development Incentive (REDI), Utah has a program that creates the framework for a win-win situation for everyone.

REDI is an aggressive incentive program offered by the Governor's Office of Economic Development (GOED) to encourage businesses to bring their innovative renewable energy companies to Utah. Based on criteria including long-term capital investment, job creation and financial stability, companies can receive a post-performance, refundable tax credit for up to 100 percent of new state tax revenues for the life of the project.

"As the renewable energy industry grows, Utah intends to play in a big way," says Spencer Eccles, GOED executive director. "I see Utah as being a leader in this field due to our natural resources and our trained employees." To be eligible for REDI, a company must be engaged in generating renewable energy, such as solar, geothermal, wind or hydroelectric power, or producing renewable energy components, like wind turbines or solar panels. "We must also engage Utah's rural areas," said Gov. Gary R. Herbert in his 2010 State of the State address. "As there is no one who has more know-how, or more at stake, than those communities in Utah whose lifeblood is- and has historically been- the energy industry."

3

FIRST WIND PROJECT



GOING FOR THE GREEN

Even before the State rolled out the REDI program, a number of companies recognized significant opportunity in Utah. For example, First Wind's Milford Wind currently generates 203.5 megawatts of clean energy, and will produce even more in future phases. First Wind spent almost \$86 million to develop and build the project, with a significant amount of the development costs being paid to Utah businesses. Raser Technologies, headquartered in Provo, and operating in Southern Utah, is already developing clean, geothermal energy power plants to supply energy to thousands of homes.

"Raser is literally revolutionizing geothermal power," says Samantha Mary Julian, GOED energy and natural resources cluster director. "Utah is open for business to all types of energy. We want our portfolio to be diverse and sustainable." One of the Utah companies capitalizing on the state's diverse resources is the Renewable Energy Development Corporation (REDCO) with headquarters in Draper, Utah. REDCO hires geotechnical contractors,

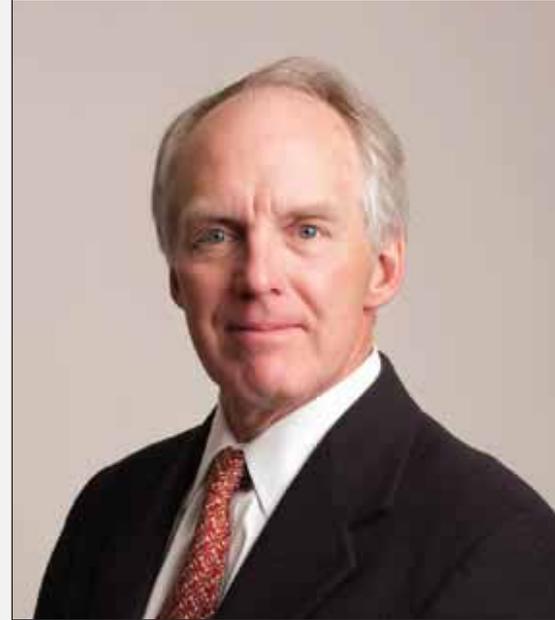
TOM HOFFMAN,
PARTNER, BALLARD SPAHR

Creating a Greener Utah

THE STATE OF UTAH is committed to enhancing renewable energy opportunities for all businesses and organizations within the Beehive State. One major player helping the state's green efforts is Tom Hoffman, co-partner-in-charge of the Energy and Project Finance Group at law firm Ballard Spahr Andrews Ingersoll. Though Hoffman practices in Washington D.C., he spends much of his time working with Utah leaders to enhance the state's environmental practices.

Most recently Hoffman has worked with Salt Lake County and Utah Clean Energy to develop and promote solar energy legislation. One example is Utah House Bill 145. Sponsored by Rep. Brad Last, the bill removes regulations on third-party suppliers of renewable energy, making those companies eligible to receive tax credits when working with nonprofit and government organizations.

Hoffman says the plan is a win-win for all participating entities, as the nonprofit or government organization will benefit from lower energy costs and the third party entity, who owns or leases the structure (a solar panel roof, for example), will be eligible to receive a tax credit. "This was a major piece of legislation that will promote solar energy by allowing nonprofits, like churches and universities, and the government to participate in renewable energy and solar energy projects," Hoffman explains.



Hoffman adds that this law will also make Utah an easy choice for companies looking to relocate to the Beehive State. "A lot of commercial industries that might like to relocate to Utah will find this appealing," he says.

Darin Lowder, associate at Ballard Spahr, agrees that the legislation will be another incentive for companies thinking about relocating to the state and will keep renewable energy suppliers already in Utah happy. "The expansion of the solar and other renewable energy industry in Utah helps lower costs for all purchasers by creating a more competitive market," says Lowder. "This bill will encourage nonprofit and governmental entities to develop more on-site, renewable energy and make those energy sources more easily available to other potential customers. It will also establish examples of successful installations and demonstrate the technical feasibility of the projects so that other projects may follow."

biological and environmental consultants and civil engineers to develop renewable energy products using the natural landscape and resources of each area. REDCO has not limited its projects to any one source of energy, and is therefore creating unique solutions for clean energy.

But it's not just renewable energy companies bringing their projects to Utah; Proctor & Gamble recently opened a \$300 million plant in Box Elder County. P&G started instigating "green" policies and products more than 20 years ago, long before it was the thing to do, and the Box Elder County plant is consistent with P&G's vision for sustainability.

The company's 5-step plan incorporates sustainability with social responsibility, employee involvement and finding the right partnership for their business. That is why the company chose to locate its plant in Utah.

"We designed this from the very beginning to be the most sustainable operation we can make happen," says Julio Nemeth, vice president of supply in P&G's family care business. "We are respecting the native colors, plants

"Utah is open for business to all types of energy. We want our portfolio to be diverse and sustainable."

SAMANTHA MARY JULIAN, DIRECTOR,
GOED ENERGY AND NATURAL RESOURCES CLUSTER

and biology. There is a lot of connection and a lot of open space. A lot of interaction with the environment.”

The building incorporates solar panels and other energy-saving and sustainability measures to reduce energy and water consumption and waste. P&G is dedicated to environmental awareness, not as a marketing device, but as an everyday way of doing business. P&G asserts that all the products developed by it are good for the environment; there is no separate “green” line of products like many other companies offer.

“We have been focused on saving energy, water and emissions for the last 25 years,” Nemeth says. “We expect to have the best manufacturing building in Utah. That isn’t arrogance. That’s ambition.”

“Large and small companies want to use renewable power and are building to energy-efficiency standards,” says Theresa Foxley, GOED’s renewable energy project manager. “By generating their own renewable power, companies are conscientious about both the price of power and the source as well.”

LEADING THE WAY

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ certification provides independent, third-party verification that a building project is environmentally responsible. It has become

a hallmark of responsible building development around the world.

Rio Tinto, the parent company of Kennecott Land and Copper, has been applauded for its sustainability efforts. With 5 LEED-certified buildings in a 5-mile radius, the company is dedicated to creating a business, residential and community center based on sustainability. Its Daybreak development has become a model for sustainable technologies and projects.

Each project at Daybreak must meet environmental stewardship standards and meet the needs of the present generation without inhibiting the needs of future generations. To that end, Daybreak, which is located in an aquifer recharge zone, is designed to collect 100 percent of the 100-year storm water on-site—one of the highest rates in the nation. Furthermore, the Kennecott headquarters, located in Daybreak, consumes 33 percent less water than a similar building of the same size and age.

“As the renewable energy industry grows, Utah intends to play in a big way. I see Utah as being a leader in this field due to our natural resources and our trained employees.”

SPENCER ECCLES, EXECUTIVE DIRECTOR, GOED

“We’ve been able to be a leader in sustainable development because of Rio Tinto,” says Don Whyte, president of Kennecott Land. “We started off with ownership that was committed to this from the start. There wasn’t a person in the business who didn’t understand the importance of sustainability.” Eventually there will be 10 LEED certified buildings in the Daybreak development.

Most people don’t associate sustainability with mining operations, but as the largest copper mine in the world, Kennecott Copper sets high environmental standards to benefit the employees and the community. A vehicle idle-management project at the mine saved more than \$1 million in fuel as well as lowered CO2 emissions. Higher-tier engines and on-road spec diesel fuel contributes even more to lowering emissions and increasing air quality.

TAPPING UTAH’S NATURAL AND HUMAN RESOURCES

GOED encourages companies with technologies designed to enhance existing natural resources to come to Utah. By creating new approaches to green initiatives, GOED hopes to make the most of the geothermal, wind and solar power renewable energy companies by providing a skilled workforce, exceptional incentives and the entrepreneurial spirit Utah is known for.

“We’ve had a lot of interest,” Eccles says. “This is a nascent industry and one that Utah is trying to grow within the state. Utah will be moving to the forefront in the next decade.”



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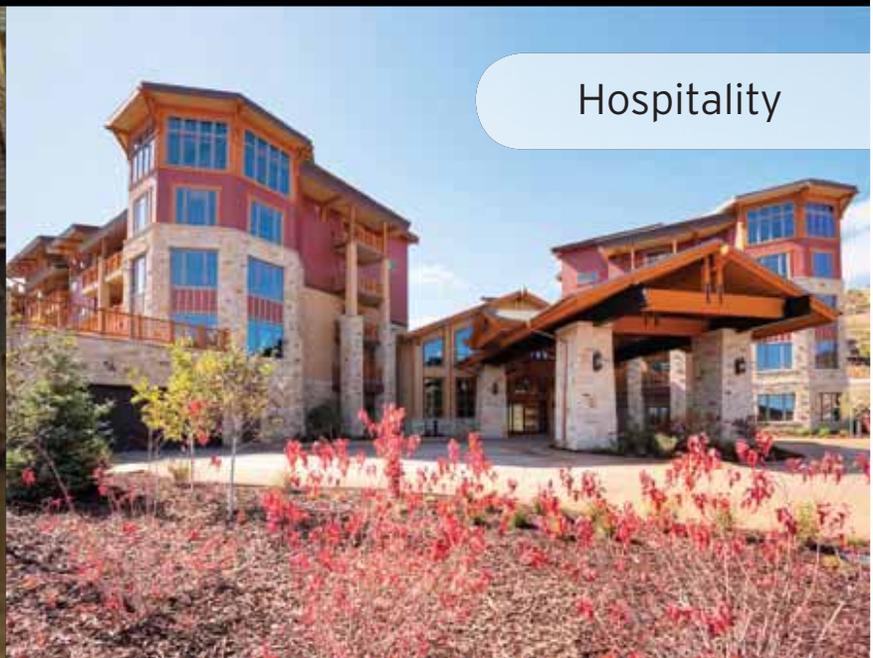
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THE RIGHT TRACK

Utah's Education Prepares Students for Lifelong Success

By Candace M. Little

Utah has more than 1,000 schools in school districts, 72 charter schools and about 175 private schools. Utah's public school system enrolls more than 560,000 students. The U.S. Census Bureau reports the average population of 100 Americans includes 17.4 school children. Utah's average is much higher, and the highest in the nation at 21.2 school children per 100 people. Because of this disproportioned number, funding Utah schools is a challenge, but also a priority to the state. "Utah has long been committed to funding our public schools, our colleges and universities, and our technical institutions," said Governor Gary Herbert in his State of the State address.

Utah parents are also dedicated to educating their children, shown in the amount of dollars saved for children's education. The Utah Educational Savings Plan (UESP) recently reached more than \$3 billion in assets. The UESP is a nonprofit 529 college savings plan created by the State of Utah in 1996. Morningstar, an investment research firm, reported "Utah's 529-plan has long been a favorite of ours and remains a strong choice for its low costs, flexibility and tried-and-true Vanguard Index Funds. The plan's fees are a rock bottom at 0.22 percent to 0.35 percent, making it one of the cheapest plans in the country."

A STRONG START

Before parents send their kids off to college, proper preparation must occur. Utah's public schools offer much more than bare minimum curriculum. Eight elementary schools offer a Chinese immersion program, 85 secondary schools offer Chinese language classes, in addition to some schools offering Arabic and most schools offering Spanish, French or German.

High schools offer programs to prepare students for training in technical areas for direct entry into the workforce. Workforce

statistics report more than 60 percent of jobs in the future will require less than a bachelor's degree, but more than a high school diploma, and Utah is working hard to ensure that young people are not only prepared to continue in traditional education, but prepared to enter the workforce with vocational skills training.

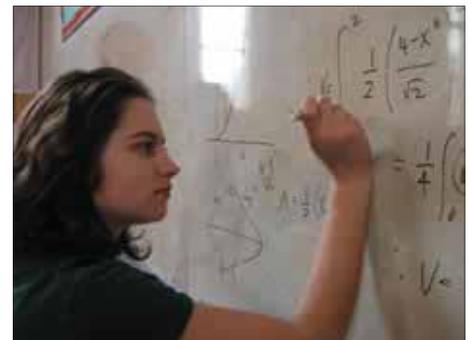
Private schools, like Meridian School in Orem, Utah are also having a lasting impression on Utah's education. Established more than 20 years ago, Meridian is a private college preparatory academy for students pre-K through high school. Most Meridian students are scoring two grades above average, according to IOWA standardized testing scores, and some eighth graders are scoring at a first year college level.

INNOVATIVE FUNDING

Utah's workforce is changing with the state's economic trends. Utah has seven target cluster areas for growth: life science, software development and IT, energy and natural resources, outdoor products and recreation, defense and homeland security, financial services, aerospace and aviation, and five competitor accelerator areas.

The State of Utah uses its expanding economic clusters to not only help build Utah's economy and develop as a leader in particular industries, but also to help earn new monies for its education fund.

4



MERIDIAN SCHOOL

DAVID LANG,
MANAGING DIRECTOR, GOLDMAN SACHS & CO.

Utah's Educated Workforce Equals Success

The State of Utah offers businesses post-production incentives to move to Utah or to expand. By expanding or relocating to Utah, these companies create new monies that are taxed, and much of that tax is put directly into the Education Fund. New tax revenue is collected from incentivized expansions or relocations out of three tax categories: corporate income tax paid, withholdings or payroll tax paid, and sales tax paid. These dollars are split so two-thirds go toward the education fund and one-third goes toward the general fund.

The plan to create more money for Utah schools has worked, even when facing the worst recession in recent history. Companies incentivized in 2007 and 2008 are reaching 90 percent of their post-production goals. In 2008, Utah offered incentives to 18 companies. If all of these companies meet their goals (over an average of 15 years), the Utah Education Fund will receive more than \$270 million in new tax dollars.

Other programs and initiatives are put in place by the state to help to meet the needs of the growing economic clusters. The Utah Science Technology and Research (USTAR) initiative provides major funding for higher education projects that create novel technologies to be commercialized through new business ventures. USTAR provides funding for research teams as well as research facilities that focus on areas such as biomedical technology, brain medicine, energy, digital media, imaging technology and nanotechnology.

HAVING AN EDUCATED WORKFORCE is a top priority to Utah, and it succeeds as is evident in business relocations and expansions in the state. In November 2009, Goldman Sachs & Co., agreed to double its office in Salt Lake City.

"Our growth in Utah is a validation of Utah's strong talent pool, its robust business environment and infrastructure," says David Lang, managing director, Goldman Sachs. "In addition, the Utah culture is a natural fit for our firm's corporate culture where a strong work ethic and high morals are emphasized. This region is an important part of our business and we look forward to expanding and building out more opportunities here."

Lang has spent time in Goldman Sachs New York and Tokyo offices and can tell there's something unique about Utah students. "Many of the students we meet have had experiences out of the country that have enabled them to gain second language skills, as well as a broader understanding of different cultures, which are important skill sets we look for at Goldman Sachs."

Lang says the Goldman Sachs Salt Lake City office currently employs more than 800 highly skilled employees, and it anticipates hiring a significant percentage of Utah residents through the general labor market as well as through the Utah public, private and university systems.

Goldman Sachs plans to comb through many Utah institutes of higher education campuses from Utah State University to Dixie State College looking for talent across many majors, including engineering, liberal arts and science, computer sciences, mathematics, accounting, and finance.



"Goldman Sachs looks forward to continued growth in the state of Utah given the tremendous value it adds to the firm," says Lang. "One component of that value relates to the excellent talent we are able to recruit from Utah's educational system."

Utah's higher education system provides a workforce with not only a degree, but it gives students a strong work ethic and builds character which, Lang says, is a good thing. "We recruit students that we believe have not only the educational background, but the potential to grow and contribute to the firm," says Lang. "We look for characteristics that support our culture: team work, diverse backgrounds and skills, creativity, motivation, committed to the Firm and our clients, passion for excellence, analytical and problem-solving skills, communication skills and a strong work ethic."

"Utah has long been committed to funding our public schools, our colleges and universities, and our technical institutions."

GOVERNOR GARY R. HERBERT, STATE OF THE STATE ADDRESS

HIGHER EDUCATION ACCOLADES

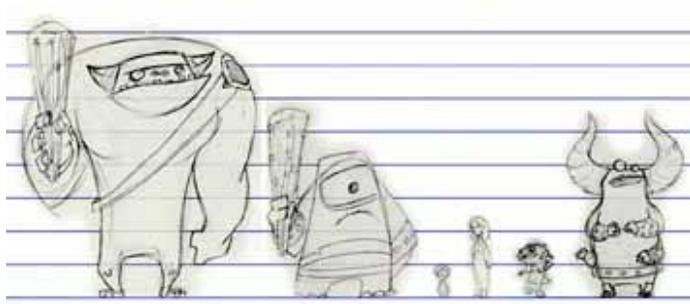
Utah system of higher education includes 10 colleges and universities, four private institutions and nine other accredited institutions dynamically contributing to the economy and the state's future. Accomplishments of Utah institutes of higher education are diverse. For example, 16 Westminster College students made up one-third of the United States Olympic freestyle snow ski team in the 2010 Winter Olympics and Weber State University offers courses focusing on unique subjects like examining societal impact of computer gaming.

Brigham Young University has been named a world leader in animation by Peter Catmull, Pixar president. When visiting the campus in 2008, Catmull said, "It's amazing to suddenly see that BYU is producing the best in the industry. It's the perception not just at Pixar but also at the other studios that something pretty remarkable is happening here." BYU's animation center has been awarded nine College Television Awards, commonly known as "Student Emmys," from the Academy of Television and Sciences, the same organization that gives out the Oscars.

The University of Utah has one of the largest entrepreneurial centers in the country, the Pierre Lassonde Entrepreneur Center. Since January 2000, this center has been providing real world business experience to help young entrepreneurs understand and assume



LOGAN LAGOON PROJECT



BYU ANIMATION CENTER

the risks of business ownership and management. Centers and programs like this, along with USTAR initiatives spur business growth and research development. The National Association of University Technology Managers recently ranked the University of Utah No. 1 in the nation (sharing the ranking with M.I.T.) in starting research-based companies.

Utah State University also contributes to Utah's economy and the world with inventions and research. USTAR is funding a \$60 million life sciences building on USU's Logan campus that will be finished in 2011. Energy research is particularly strong at USU with the Energy Dynamics Lab (EDL) and USU Biofuels Center, which focus on finding new alternative renewable energy sources. EDL's Logan Lagoon Project is turning pond water algae into reusable energy while improving the environment a project USTAR believed is worth \$6.5 million in grants.

ECONOMIC CONNECTION

Utah finds value in connecting education, business and the community. Leaders see this as a vital part of spurring the state economy and ensuring future jobs and opportunities, particularly within the state's economic clusters.

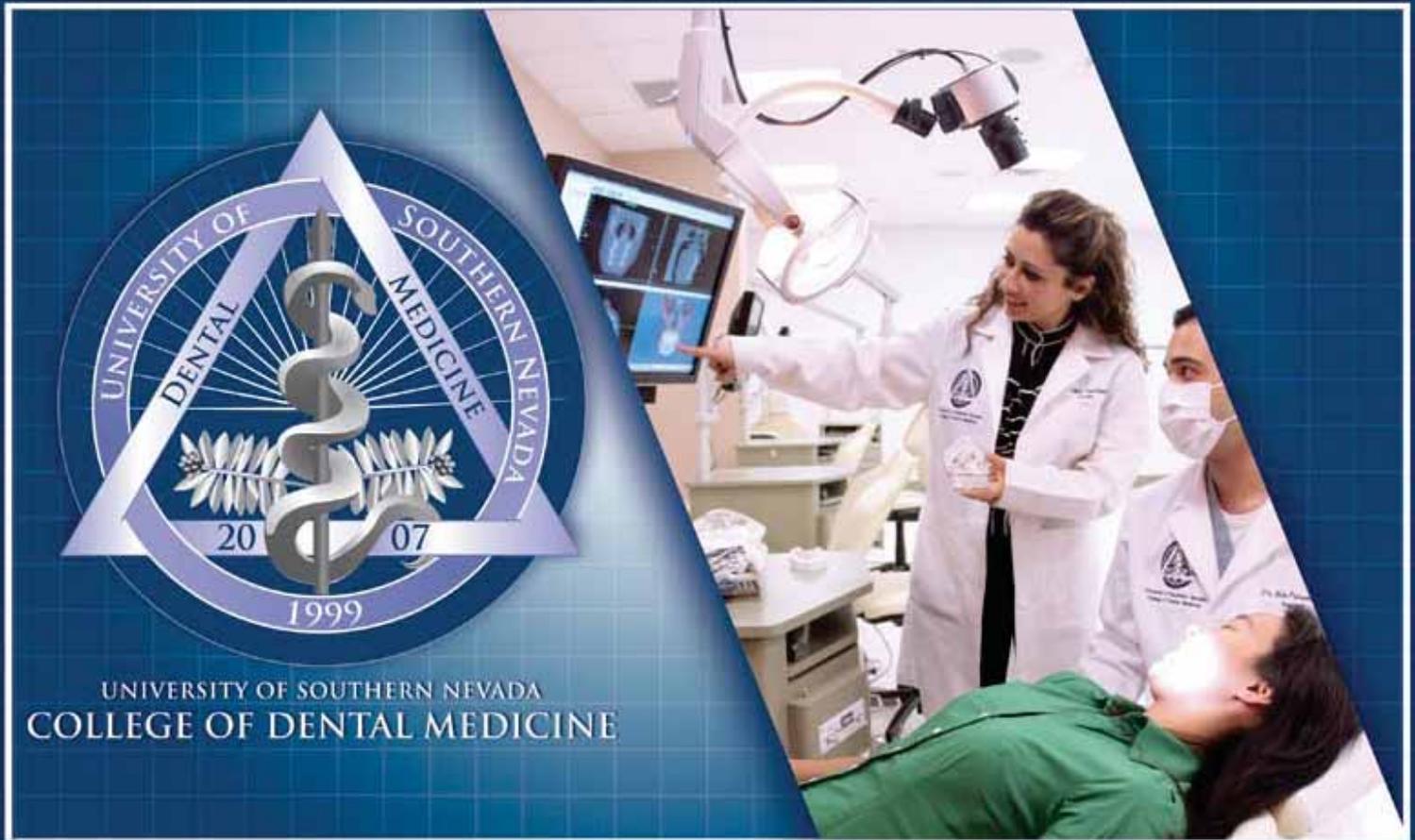
One initiative that demonstrates Utah's cluster accelerated partnerships in action is the Workforce Innovation and Regional Economic Development, or WIRED initiative, which began in 2006 with a \$5.16 million federal grant given to the state to use for a program designed to create a larger talent pool for SSTEM (science, technology, engineering and math) based careers. Tami Goetz, Utah state

science advisor, says WIRED has brought industry, academia and government together in a synergistic manner. WIRED garners involvement from public education, higher education, government agencies, private business, and community and trade organizations across the STEM industries.

Under the WIRED initiative, biotechnology in the state education system has grown immensely. High schools offer biotech lab courses, and Utah companies have students right out of high school ready to wear the lab coat and centrifuge specimens. For students interested in furthering their biotech education, the state has garnered funding from various private and public organizations. It has paved the way for Utah Valley University to offer a four-year degree in biotechnology, with its courses being taught off campus, as well as the Salt Lake Community College. The first year this program launched, 88 students enrolled, a great accomplishment for a first-time program. The program has continued to grow and has reached close to 120 participants.

WIRED creates learning opportunities for everyone from kindergarten through high school, and on. A demographic Goetz refers to as "K through gray." Engaging kids and their teachers in STEM-based activities and development help train students' minds from a young age. Goetz says "It's not enough to just work with our undergraduate students that are engaged in STEM—we need to go younger." Elementary school students are learning new ways to solve story problems and high school football teams are learning STEM-based principals as they apply the physics of the football game and the physiology of their bodies as they play. 

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THE RIGHT COMBINATION

Economic Clusters Keep Utah Thriving

By Linda T. Kennedy

The world is just beginning to hear about the larger role Utah has made for itself in groundbreaking industrial achievement. Leaders nationwide, in sectors from software development to energy and life sciences to aerospace, already know Utah “gets it” when it comes to fostering entrepreneurship and economic development.

“The state has the three legs of the economic stool in place, education, government and capital. They don’t just talk about it, they do it,” says Ron Sherman, Utah’s senior relationship manager for California-based Silicon Valley Bank, a financial services company that works with emerging technology companies and the life science, venture capital. “There is an investment community which is unusually healthy for a market this size and the universities spin off technology, but they aren’t greedy.”

As a matter of fact, there was no fanfare in December 2009 around the 40th anniversary of University of Utah’s part in the creation of the Internet. Forty years ago, technicians at the university made the final connections on the system that was to become the forerunner of the Internet.

To take a cue from the state slogan “Life Elevated,” the virtual volume of technology development in Utah is certainly “elevated,” with companies such as IM Flash, Symantec, Novell, Overstock.com, Sorenson Communications, Omniture and MyFamily.com. The State is wired well beyond just software development and IT industry. The Governor’s Office of Economic Development (GOED) has identified seven targeted industry “clusters” that have demonstrated significant growth capacity which are generating major revenue and economic growth for the state.

The economic power surge follows Utah establishing the Economic Clusters Initiative

in 2005 as a catalyst to focus people, ideas and resources on industry sectors that have the greatest sustainable competitive advantage. Since then, the identified industry clusters have added 23,000 employees in the state or 16.3 percent overall.

SOFTWARE DEVELOPMENT AND IT

The number of technology-related employers in Utah has grown 43 percent over a five year period from 2004, increasing the employee pool in this industry by 28 percent.

“Companies have taken advantage of Utah’s strong IT and software workforce and our ongoing number of high quality university graduates,” says Nicole Toomey Davis, director, Centers of Excellence program and GOED’s software development and IT cluster point of contact.

Along with the Utah Science Technology and Research initiative (USTAR) and Economic Development Corporation of Utah (EDCUtah) a private sector partner, GOED is building a cluster of companies that creates media content for films, television, video games (which grew more than 32 percent from 2005-2006 adding \$77 million to the economy) and computers among many other applications. This area alone employs more than 1,500 people in 60 media firms statewide. Some of the largest names in the industry, such as Electronic Arts, Disney Interactive Studios and Move Networks have offices in Utah. Home grown companies include dynamic digital media companies such as Sandman Studios and Spectrum DNA, all of which have headquarters in Utah.

Now, GOED and its partners have developed an industry profile which identifies resources needed by the industry in order to help it grow and engages with all companies vested in that growth.

“The concept of the profile is to identify industry strengths; what we have, who we have here and who could be strategic partners to companies that are going to move to Utah in the future,” says Davis.

5

MARK MESSICK
 ATK AEROSPACE STRUCTURES

Moving Utah's Aerospace Industry Ahead *By Lindsey Hannay*

USTAR facilitates networking events and connects companies with university technologies. In March 2010, USTAR sponsored the first annual PushButton Summit to support the software development and IT cluster's growth. "Utah's research and regional higher education institutions bring unique strengths to digital media, not only in terms of visual arts and technology but also in terms of workforce development," says Steven Roy, USTAR Central Utah Technology Outreach director. "USTAR's role is to help catalyze these efforts and make connections between university and industry experts."

LIFE SCIENCES

The Biotechnology Industry Organization (BIO) International Convention is the largest biotechnology event in the world. Utah has now been a contributing player for years at BIO. With the latest technology and company innovations, state officials and Utah life science companies annually showcase how life sciences is a critical part of Utah's dynamic economic environment.

"We showcase our best and show that we are growing and have the resources companies need," says Tami Goetz, state science advisor at GOED. "There have been inquiries from other companies looking at what technology we have and wanting more information as they build their long-term business strategies. University representatives call to link with companies for commercialization of the university research."

Since 2005, Utah's life sciences industry grew almost 18 percent. According to the Utah Department of Workforce Services, in 2008 the industry accounted for roughly 20,000 jobs in the state, and industry leaders say they will need 1,200 additional workers in the future.

Now, with a \$5 million Workforce Innovations in Regional Economic Development

ATK AEROSPACE STRUCTURES is a premier aerospace and defense company with more than 18,000 employees in 22 states, Puerto Rico and internationally with anticipated FY10 revenue of approximately \$4.8 billion. Appointed to his current position of vice president and general manager in April 2007, Mark Messick leads more than 1,000 ATK employees at seven facilities located in Utah, Mississippi, California, Ohio, Massachusetts and Colorado. Headquartered in Clearfield, Utah, ATK employs a workforce of nearly 700 Utahns. "The workforce is clearly the key," says Messick. "We find in Utah a workforce that is extremely talented (among the best in the world), hardworking and loyal. We have a strong core of talent that have been in Utah for 20+ years. People like it here."

ATK, through its acquisitions, has had a presence in Utah since the 1920s. Messick says the Clearfield site has been selected as the headquarters because it is one of the great U.S. centers for composites design, analysis and manufacturing. "Our Aerospace Structures Division, headquartered here in Utah, has become a critical part of the corporation's growth engine for the future. The division has grown at a 14 percent composite annual growth rate for the past four years, and we expect that growth to continue for the next decade." Messick expects long term, stable growth in Utah, including continued



facility expansion, because of Utah's growing reputation as a solid contributor to aerospace structure products that support commercial and military aircraft and space exploration markets.

"We produce clean, high tech and mission critical products that are central to our nation's military defense and space exploration. Also, we are a real part of the global transformation of commercial business. We are an exporter to France, Germany, UK, Brazil and Canada. All of these themes are consistent with Utah values and Utah's worldwide reach," says Messick, who views Utah as playing an important role in the future of our nation's aerospace and defense industries. ATK is emerging now as a critical part of our nation's defense and aerospace industries. "Our role on the Joint Strike Fighter F-35 program has steadily increased and we believe it will continue to do so." ATK's participation in other unclassified and classified military programs is also continuing to expand. Messick says this is a testament to the talent and dedication of the Utah workforce, and an indication of the direction we are headed.



F-35 PROGRAM

UTAH'S ECONOMIC CLUSTERS



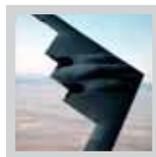
1. LIFE SCIENCES



2. SOFTWARE DEVELOPMENT AND INFORMATION TECHNOLOGY



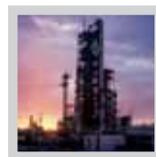
3. AVIATION AND AEROSPACE



4. DEFENSE AND HOMELAND SECURITY



5. FINANCIAL SYSTEMS



6. ENERGY AND NATURAL RESOURCES



7. OUTDOOR PRODUCTS AND RECREATION

(WIRED) grant from the U.S. Department of Labor, Utah is developing a qualified and diverse workforce for this industry; students are entering industry-related training courses, along with a biomanufacturing training program and a new 4-year Biotech program. Additionally, 81,310 students have been impacted by the initiative's outreach efforts.

"Given our unique demographics, we have a very young population and outreach activities make them aware of academic and career opportunities," says Goetz. "It's a wonderful opportunity to create a talent pool to help companies grow."

Employers such as Myriad Genetics, ARUP Labs, Merit Medical, Idaho Technology, BARD, Sorenson Genomics and IMC are strong life science companies in the state. But companies such as USANA and NuSkin represent another very large life science industry sector: natural products and dietary supplements. With several national leaders in Utah, it represents almost 25 percent of the national market.

ENERGY AND NATURAL RESOURCES

Between 2005 and 2009, Utah Energy & Natural Resources Cluster employment grew by 48

percent. The number of employers in this cluster increased by 24 percent, and those employers paid their employees an average wage 70 percent higher than the state's average wage.

Besides having a highly technical workforce, Utah is rich in natural resources, such as oil, gas and coal, and has abundant access to renewable energy sources, such as solar, wind and geothermal. Wind power plants in the state have a generating capacity of up to 224 MW. Furthermore, geothermal sources have been producing power for Utahns for almost 30 years and Utah companies continue to make exciting breakthroughs in geothermal technologies. Solar energy is being utilized to power rural fuel production sites and is showing great potential to extend to other operations.

Research and development efforts in alternative energy focusing on unconventional fuels and energy efficiency, practices of lean manufacturing, corporate recycling and energy use conservation has brought recognition to our state. "Simply put, few other states have the energy resources with which we, in Utah, have been blessed," said Utah Gov. Gary R. Herbert in his 2010 State of the State Address in January.

As a result of this flurry of activity, GOED

hired an Energy & Natural Resources Cluster Director, Samantha Mary Julian, to coordinate with the State Energy Program to promote and expand Utah's energy sector. Julian focuses on creating an environment where local and out-of-state businesses can expand by building relationships with academia, industry, funding sources, workforce development, technology and government. One way Julian accomplishes these tasks is by facilitating the state's Energy Working Group. Participants include the State Energy Program, Governor's Energy Advisor, Department of Workforce Services, USTAR, Department of Environmental Quality, Division of Facilities Construction & Management, EDCUtah, Utah Clean Energy and the Department of Agriculture and Food. The group discusses matters of federal funding opportunities and also focuses on creating efficiency and synergy between the various participants. "It is really focused on collaboration efforts and learning awareness. Group meetings provide an opportunity for agencies to become educated on what other agencies are actively working on. This collaboration allows us to move forward in harmony," she says.

Governor Herbert has implemented the

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LT. COL. ANDY HAMILTON
U.S. ARMY, BY LINDA T. KENNEDY

Charting New Territory



ARMY SHADOW, UNMANNED AIRCRAFT VEHICLE

LT. COL. ANDY HAMILTON says the U.S. Army has everything it needs from Utah to keep building the country's defense systems, and save lives on battlefields.

Last year, the U.S. Army selected Dugway Proving Ground to locate its Rapid Integration and Acceptance Center (RIAC) for building and testing its Unmanned Aircraft Vehicle systems. The technology allows commanders in battle to acquire a target and approach it without being known.

"We handle all the UAVs for the Army, which goes to show we have a huge task ahead of us and we needed a place that we could do testing, development, training and other things to support that mission," explains Hamilton. "So to be able to do that, we needed a place that had a large amount of restricted airspace, and of course we needed a community that would welcome us and support us for the entire time we are going to be here. Dugway and Utah best fit that and even better than what we anticipated."

On top of that, Hamilton says, having a place to test, develop and integrate the system quickly was paramount. "Since we have two wars going on now, we need to be able to get out there quickly."

According to Hamilton, the Army was accepted by all levels of the community, from Tooele, to the Governor's office, up to the Senate. "It's been a concerted effort on all those levels to support and help give us anything we may need to make our mission successful."

Now, without putting humans in danger, commanders can have real time reconnaissance, surveillance and target acquisition on the battlefield, and Hamilton says Utah is enabling the mission. "Eventually, Utah could be the UAV center of excellence."

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- Calvin Rampton Government Center
- Utah Department of Transportation Headquarters
- Utah Department of Workforce Services

Facilities for the Deaf

- Sorenson Communications
- Robert G. Sanderson Center for the Deaf and Hard of Hearing

Recreation

- Jordan River Parkway
- Valley Regional Softball Park
- Taylorsville Recreation Center and Pool

Utah Energy Initiative; a 10-year plan to ensure Utah's continued access to its own low-cost energy resources, and its ability to be on the cutting edge of new energy technologies. "We are uniquely positioned in the Western Energy Corridor," said Governor Herbert. "We have the generation capacity and the transmission systems, and we are at the crossroads of the energy commerce and transportation infrastructure."

DEFENSE AND HOMELAND SECURITY

Utah's Defense and Homeland Security Cluster sector is strong, employing approximately 37,000 Utahns. Hill Air Force Base (HAFB) is the largest single-site employer with almost 23,500 employees working on the base every day, and is a hotbed for the local industries' accomplishments.

"Because of the diverse technologies and activities that are required for Hill to accomplish its missions, there are many opportunities for innovative small companies and entrepreneurs to support Hill AFB," says Marshall Wright, business development director at GOED, who assists with the defense and aerospace clusters. "Hill is very proactive in providing outreach seminars to reach the local entrepreneurs and small business community so that they can avail themselves of the various contracting opportunities."

In the fall of 2009, HAFB was designated to maintain the F-35 Joint Strike Fighter, and was selected as the logistics support activity for the Air Force's Predator aircraft. Also, HAFB is being awarded 350 additional software and engineering support positions.

The industry cluster also includes aircraft and missile maintenance, electronics and communications, autonomous systems, smart sensors and chemical/biological detection. Leading companies in the cluster include

ATK, Northrop Grumman, Lockheed Martin, The Boeing Company, Raytheon, Booz Allen Hamilton, L-3 Communications and SAIC.

A huge growth area for the state is unmanned systems. HAFB recently gained recognition as the nation's premier site to establish operations for unmanned systems' development and evaluation, and the U.S. Army chose Dugway Proving Ground to locate its Rapid Integration and Acceptance Center (RIAC), which is expected to immediately generate 200 jobs. "More could be hired as some of the major unmanned aerial systems' contractors locate divisions of their companies here to Utah to be close to and support the RIAC facility," says Wright. "It's a gift that keeps giving; what we're going to see is more of the companies supporting RIAC locating in Tooele."

AEROSPACE AND AVIATION

The Aerospace and Defense Cluster are very closely related in Utah, due in large part to HAFB where many aerospace and aviation industry activities originated from. For one thing, the cluster is comprised of industries related to composites and advanced materials—HAFB is the Air Force's Center of Excellence for advanced materials.

"Where the composites are key for the future of the air force is that when we look to have greater capability in our air force systems, we need materials that are certainly at the cutting edge, and beyond, of being light and being strong, and that's what composites really are," says Gary Harter, GOED and Clusters managing director. "Most of these materials are in fighter aircraft and Hill AFB is where fighter aircraft are maintained. So, it's sensible to have it at Hill; and they are coming up with materials we never thought would be able to do one thing or another."

The advanced composites sector started in Utah a number of years ago as Hercules, known today as ATK. Now, other industry leaders such as Hexcel, the largest domestic producer of carbon fiber, ITT Integrated Systems, formerly EDO Fiber Science, Rocky Mountain Composites, and Applied Composites Technology are located in Utah. They are involved in all composites that support aircraft, missiles, medical, industrial, energy and recreational applications and offer 182 percent of Utah's average monthly wage. Aside from HAFB, aerospace cluster employment in Utah is approximately 9,927. Since 2005, the industry cluster, overall, has grown over 18.4 percent.

"We formed an Advanced Composites working group a few years ago to address the industry's needs," says Harter. "Companies told us to do three things: focus on workforce, R&D and

access to fiber. We completed two of three and continue to grow the third." Also, in response to the industries needs, composites training programs are now available at four educational institutions along the Wasatch Front.

Finally, located along I-15 at Hill AFB, the Falcon Hill National Aerospace Research Park is one of the most strategically located aerospace research parks in the country. The 550-acre private development is attracting the interest of aerospace and aviation companies from across the country and has the potential to create thousands of new high-paying jobs in Utah.

"Utah's aerospace and defense-related industries generate billions of dollars in revenue annually and employ tens of thousands of Utahns across the state in high-paying jobs," says Governor Herbert. "Private and public leaders have teamed up with Weber State University to increase the size of the aerospace industry in Utah. By focusing on workforce needs in this area, we will develop the talent and innovation necessary to become the premier player in the aerospace industry."

A WORKING INITIATIVE

The clusters' impact on GOED and the state's overall economy has been astonishing, says Harter. "The industry sectors are all talking together, identifying what the needs are, and working within their own local communities, state government and academia to create conditions for success. It is really working in Utah."

Harter explains GOED's role with the industry cluster companies is to be a conduit for building relationships; GOED points companies in the direction they need to go, for the answers they need to get. "We can say 'here are the folks we think you should talk to, and here's a way to approach your challenges, needs and goals to make your business successful.' The state, and all the company employees benefit from the collaboration and the businesses continue to hire which meets Utah's overall goal of increasing industry strength.

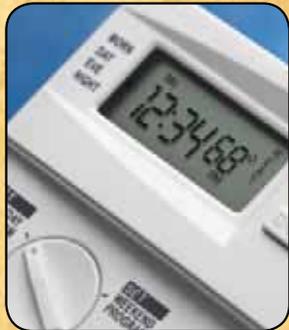
"A working clusters initiative means more companies working in Utah," says Governor Herbert. "Utah becomes more than a place companies would like to be, it becomes a place they need to be."

"The numbers support that," says Harter, explaining that industries grouped within the cluster areas have added 520 million dollars in total wages since 2005. That makes doing business in Utah, according to Herbert, a smart investment. "If Utah were a stock, I'd say buy." **BU**



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FROM SPARKS TO FLAMES

Post Performance Incentives Fuel Growth

By Mark Dayton

While incentives are an important part of any state's economic development program, in Utah they play only one part in the overall package, and are structured in a way that promotes strong win-win partnerships and net positive tax revenues with little risk. Utah's creative use of incentives has provided flexible options that are highly attractive to potential employers while meeting fiscal and strategic goals set out by the Governor and legislation.

STRATEGIC PLACEMENT

An important starting point in managing an incentive program is to focus on those areas where incentives will make a difference. "We always test our approach to a new opportunity by saying, 'But for the incentive, this company will not come,'" says Derek Miller, managing director of the Governor's Office of Economic Development (GOED). "If the deal will happen anyway, we don't offer the incentive. But, if it is critical, we have a number of attractive programs we can offer."

All of Utah's incentives are structured as post-performance payouts, meaning companies must first make substantial investment and commitment to a project—including paying taxes—before incentives are distributed. "We don't give out the dime until we have the dollar," says Miller. "Our programs are very attractive and very competitive. But, because we give out less than we take in, we are always in a net positive position."

That is a point of confusion that often surrounds discussions regarding incentives, according to Miller. Many people focus on the magnitude of the dollars going out without understanding the magnitude of money and benefits that came in first and triggered the incentive payments. "We can say with surety that every bit of revenue that came into the state as a

result of paying incentives is money we wouldn't have otherwise had," he says. "If we bring in \$100 million in new tax revenue and give back 25 percent, that's a good deal for Utah."

BEFORE INCENTIVES: BUSINESS FUNDAMENTALS

Utah is in the enviable position of not needing to rely heavily on large financial incentives in order to attract top-notch organizations to the state. While some states offer money up front to compensate for other weaknesses, Utah banks on more compelling and long-term sustainable factors to attract top companies.

"Incentives are never the number one reason for a company choosing Utah," says Miller. "No amount of incentives can make up for workforce, business environment and quality of life factors—strengths that always put Utah into consideration. Incentives can tip the scale once you are on the short list."

Utah offers four different incentive programs, each tailored to different company needs. All are based on post-performance payouts.

6



DAVE EICHMAN,
RECKITT BENCKISER

Tax Incentive a Win-win for Reckitt Benckiser and Utah

ECONOMIC DEVELOPMENT TAX INCREMENT FINANCING (EDTIF)

This program provides not only attractive benefits to companies new to Utah, but options for in-state firms to help them expand. Under the provisions of EDTIF, a company may receive a credit of up to 30 percent of the taxes they paid in the previous year. This includes payroll, corporate income and sales taxes paid to the state.

Industrial Assistance Fund (IAF)

Provides a cash grant for each new job created in the state. Grants range from \$3,000 to \$5,000 per job and are paid out over the number of years those jobs remain in place during the life of the incentive. The program generally runs incentives between 5 and 20 years.

Rural Fast Track

Initiated in 2008 to benefit rural areas of the state, this program is a variation of the IAF program specifically designed to encourage business expansion in Utah's rural areas. It provides grants of up to \$50,000 for business expansion and up to \$1,500 for each incented job created, and is administered as a post-performance program requiring a 1:1 match of funds by the benefiting company. It is available to companies who have been in business at least two years and with at least two employees. The program is based on research showing that communities benefit by growing jobs in small local companies and is essential to the success of rural economic development.

RECKITT BENCKISER is one of many world-wide companies discovering a win-win situation in the Beehive State. The global manufacturer of household products such as Lysol and Woolite recently broke ground on a logistics and manufacturing center in Tooele, Utah.

Before selecting Tooele as the site for its new logistics and manufacturing center, Reckitt Benckiser worked with the Utah Governor's Office of Economic Development (GOED) to determine whether the move was a good fit for the company, and for Utah. Upon review, the GOED board awarded Reckitt Benckiser a \$1.9 million post-production tax credit over 10 years. For Utah, the post-production incentive translated into a \$35 million investment in the state and the creation of more than 100 high-paying jobs in Tooele.

But the post-production tax credit incentive wasn't the only reason the global manufacturing company selected Tooele, Utah as the site for its new 600,000-square-foot logistics and manufacturing center. Reckitt Benckiser began its site selection process with an in-depth study that evaluated numerous locations. "We performed very detailed studies of the labor market, real estate costs, taxation, cost of living indices and available business incentives. We learned we would be able to staff our business with great



people," says Dave Eichman, U.S. Warehouse operations manager. "Real estate, taxes, and cost of living indices were all very encouraging. We were impressed by the professionalism that the Governor's office of Economic Development displayed in all our interactions—and by how interested local officials in both Ogden and Tooele were in forming a partnership with us."

Eichman says in most areas, the two Utah cities were equally attractive, but the decision was largely a financial one. "With the help of the Governor's office and local officials in Tooele, we were able to secure an incentive package that helped us decide on our final location," says Eichman.

Since beginning work at the new Tooele Logistics Center in Miller Business Park, Eichman says Reckitt Benckiser has seen better results than expected. "Our experience has been even better than we anticipated. We had an enthusiastic response to our job fairs and other hiring activities and are very pleased with the people who are now helping us get our products to consumers."

"No amount of incentives can make up for workforce, business environment and quality of life factors—strengths that always put Utah into consideration. Incentives can tip the scale once you are on the short list."

DEREK MILLER, MANAGING DIRECTOR, GOED

“Legislators and taxpayers in the know are as happy with these programs as are the companies who benefit from them. As we continue to get the word out that Utah is open for business we find the numbers speak for themselves.”

DEREK MILLER, MANAGING DIRECTOR, GOED



SPANISH FORK CANYON

RENEWABLE ENERGY DEVELOPMENT INCENTIVE (REDI)

With Utah’s expanding presence in the highly visible renewable energy industry, this incentive program provides benefits to encourage green company growth in the state. Similar to the EDTIF program, REDI provides tax credits based on incremental tax revenue for companies involved in renewable energy generation or maintaining of components of that process. Qualifying companies can receive up to a 100% refund of new state taxes associated with the project.

BOTTOM LINE WIN-WIN

So, how is the strategy working? Of 32 projects the state has competed on over the past three years, only two have gone to another state. “We have never had the highest incentive offer” says Miller. “In one of the deals we lost, another state offered more than double our incentive including cash up-front. We just aren’t going to do that because our incentive program is designed to be supportable over the long-haul.”

One of those 30 successes was Disney’s decision to locate a digital animation office in northern Utah. The final selection came down to Vancouver, Singapore and Salt Lake City. “Asia was actually cheaper for them,” says Miller. “But Utah won on quality of labor, quality of life and quality of doing business—and won the project.” The decision was similar for Proctor & Gamble, who is building a paper products manufacturing facility in northern Utah—the first such new plant for them in more than 30 years.

DOWNTURN TURNAROUND

It’s important to remember that much of this success has been achieved in the face of a historic economic downturn. While job creation in Utah has been running along a plateau for now, there has been a significant uptick in salary levels—companies are paying their continuing employees even more. Miller also points out that Utah’s stronger economy, relative to most other states has created a unique set of new opportunities. “We speak to people frequently who say things like, ‘I thought I’d never leave California, but I can’t afford it anymore, so tell me about Utah,’ or others who tell us, ‘I can’t afford not to be in the West, and looking at the demographics, Utah seems ideal.’”

As a consequence of the structure of Utah’s post-performance incentives, Utah has been able to avoid the major pitfalls some other states have found themselves in, like having to try and recover funds from companies that failed to keep their commitments. Those familiar with Utah’s incentive programs find the word incentive is music to their ears because it is a fair and sustainable state program. “Legislators and taxpayers in the know are as happy with these programs as are the companies who benefit from them,” says Miller. “As we continue to get the word out that Utah is open for business we find the numbers speak for themselves.” **BU**



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WORKERS COMPENSATION FUND

EXPANDING BORDERS

Utah Thriving as an International Business State

By Tom Haraldsen

There's an old axiom that, with regard to two parties conducting business with one another, you can always be friendly, but you can't be friends.

Don't tell that to anyone in the Governor's Office of Economic Development (GOED) for the State of Utah. The opposite is clearly the case.

If one word describes the intent of GOED, and the reason for its success in elevating Utah as an international business state, it's the organization's "relationships." Relationships are at the heart of everything leaders at GOED do. Relationships are what have made Utah not just a developing partner for global economic powers conducting international business, but a desired one.

"On any week, our office will host ambassadors from around the world," says Brett Heimburger, one of three regional directors in the office responsible for developing international trade for businesses in the state. "Every week of the year, some significant government or business leader will be here. They want to do business with Utah companies."

"It's been my experience that once delegations come here, they realize our very pro-business environment," adds Franz Kolb, regional director. "The dollar is currently so low that Europeans and Asians realize that now is the time for them to expand in the U.S. We've put together strategic alliances with various regions around the world, and when we go on trade missions, we've found that Utah is now recognized in many parts of the world for its virtues [and] hardworking people who are culturally sensitive to a degree and speak many languages."

The state's efforts at developing this climate began in 1982, when the Utah Legislature created the state's first international business office. It was the byproduct of Utah citizens' experiences traveling abroad for church missions, vacations or business trips. Those Utahns saw the potential for doing business internationally. That office morphed through the years into the GOED that exists today, supported by governors and legislators past and present, and continuously growing in scope and stature worldwide.

"We carry, officially, the seal of the State of Utah," Kolb says. "That is very significant internationally. It opens doors because it makes us neutral facilitators."

Heimburger and Kolb are joined by Regional Director Miguel Rovira. Each has his own area of responsibility. Heimburger focuses on Asia; Kolb is responsible for Europe, India, the Middle East and Africa; and Rovira's region is the Americas, from the southern tip of South America to the Arctic Circle.

Though the office works both on importing and exporting, it's the latter that draws the major emphasis.



STEVEN JOHNSON,
VICE PRESIDENT OF ASIA PACIFIC, WENCOR

Doing Business in Utah and Abroad *By Linda T. Kennedy*

“Our office is committed to promoting international trade,” says Kolb. “Our mission is primarily export, because when we export, we provide employment to local citizens.” Heimburger echoes that sentiment, saying that as exports grow, companies grow and more jobs are created. “And creating jobs is what this office is all about,” he says.

Their regions may be different, the languages spoken in them unique, but all share a common denominator: building relationships. Kolb credits the 2002 Salt Lake Olympic Winter Games with making “a big splash for us” internationally.

“We opened up our state and we said, ‘The world is welcome here,’” he says. “Well, those who came soon found out they were, and very much still are, welcome here. They are not only checking us out, but they’re finding this very friendly, proactive feeling about us doing business and they find it very refreshing.”

Rovira agrees on the importance of developing those bonds.

“The key to success in the Latin culture is the personal relationship,” he says. “That comes before you should present a business card.” All three directors are multi-lingual, able to speak “cultural languages—really communicating with them and not just voicing a few key words,” Kolb says. And each of these directors is aided by representatives in many of the countries in their regions—natives who know the cultures, both business and personal.

One such example of how effective those local reps can be on the import side of the equation is told by Don Christophersen, director of production for Farmington-based Quantronix. The advanced solid state laser manufacturer sent representatives to Mexico in search of a foundry for supply.

THINK OF WENCOR LLC as a Pep Boys for the aviation industry. Since 1955, Wencor has provided brand-name aircraft parts to repair stations, operators of general aviation aircraft and to major airlines worldwide, such as Delta, Goodrich and Honeywell.

“When you buy a car, if you are going to get a repair done or buy something for your car, you can go back to the dealership that manufactured it, and they can put the [brand name] part in, or you can go to another garage down the street and they will probably put in a pep boys part, and either one works,” explains Steven Johnson, vice president of Asia Pacific for Wencor. “It’s just a matter of what people prefer. Even though we follow the same FAA regulations as the original equipment manufacturer (OEM) does, such as Boeing, it’s cheaper.”

Wencor’s headquarters are in Springville, Utah, but the company has locations throughout the country. And when the company wanted to expand into the Asian market, GOED served as Wencor’s round-trip ticket to building business relationships there.

Wencor’s relationship with GOED started about 3 years ago when former Governor Jon Huntsman attended an international trade meeting in China. He looked for various companies in Utah that wanted to participate, and Wencor was on board.



“Through that particular [trade mission], Wencor then went on to Japan and Malaysia, and with each of these trade trips that we participated in, GOED was involved in setting up meetings for us, and helped bridge governmental gaps,” says Johnson. “We wanted to find people in our industry, so they helped set up meetings with airlines in our industry and with Chinese government officials affiliated with the aviation industry.”

Johnson says since then, Wencor has had a number of opportunities to participate in additional trade missions with the Governor and Utah’s trade representatives. The relationship has contributed to a 40 percent growth for Wencor as a company, growing 16 percent in the Asia Pacific market alone last year. That’s significant growth in a down economy, says Johnson.

“GOED helped us establish relationships with key people and key agencies and are a vital link to us building our business in Asia,” says Johnson. “It’s been helpful to know there is someone we can go to.”



“We’ve put together strategic alliances with various regions around the world, and when we go on trade missions, we’ve found that Utah is now recognized in many parts of the world for its virtues [and] hardworking people who are culturally sensitive to a degree and speak many languages.”

FRANZ KOLB, REGIONAL DIRECTOR OF GOED

“We made that first trip on our own, and it was a huge waste of time,” he says. “Then we turned to [GOED] and they introduced us to Guadalupe Escalante, their representative in Mexico, and she was amazing. She did all the homework, found prequalified companies, and saved us an incredible amount of time and money. Four of the five companies we met with on our second trip with Guadalupe were perfect matches.”

As a result, Quantronix can now place quarterly orders with its Mexican suppliers, compared to a once-yearly order with suppliers in Asia where freight needed to be shipped overseas via containers.

So which of their three regions is more important to Utah? Each director has his own story to tell.

Rovira points to the free-trade agreements the U.S. has with 17 nations, 10 of which are in Latin America.

“Utah companies are now actively doing business in more than half of Mexico’s 32 states,” he said. “All of the trade numbers point very positively in our direction from the Americas. Those free trade agreements have leveled the playing field and are a catalyst into our economy.”

A look at the numbers shows the impact on Utah for international business. Exporting of goods and services from Utah reached \$14.5 billion in 2008, a 71 percent increase from numbers just three years earlier. Over the past four years, exports to the United Kingdom accounted for over 30 percent of the state’s total. Canada was 11.66 percent, China 9.88 percent,

and exports to Japan, Switzerland and Belgium accounted for at least 5 percent apiece. Categories of goods exported included electronics, chemicals, precious metals, medical equipment, industrial machinery and automotive parts. In 2008, Utah exports accounted for 16.2 percent of the state’s GDP, compared to just 10.9 percent in 2005. And in terms of job creation, estimates from 2006 (the last year the results were collected) show that more than a quarter million jobs were supported in Utah by international trade.

Another feature working in Utah’s favor is its location in “middle America.” With excel-



“Utah companies are now actively doing business in more than half of Mexico’s 32 states. All the trade numbers point very positively in our direction from the Americas. Those free trade agreements have leveled the playing field and are a catalyst into our economy.”

MIGUEL ROVIRA, DIRECTOR OF INTERNATIONAL DEVELOPMENT & DIPLOMACY OFFICE

lent transportation channels and moderate cost of living, the state is attracting global offices and headquarters.

“Europe has been, historically, one of the biggest international investors in Utah,” Kolb said proudly. “We have tens of thousands of people working in this state because of the commitment of European companies that have come over here.”

It’s one thing to be on the east coast, and it’s another thing to consolidate everything here in Utah,” Kolb says. He points to Amer Sports, the Finnish company that now has a division in Ogden, located in the former American Can Company building. The sales function for Amer brands like Salomon, Atomic and Suunto are headquartered there, and Amer also owns the Wilson and Precor sporting good brands.

Heimbürger touts Asia as “one of the fastest areas of growth for Utah exports in past four years, and an even more significant part of the future world economy.”

“Amer found an employment base that is productive and speaks many languages, has an international orientation, and came to a state that hosts two international trade shows,” Kolb says. “So it’s a win-win for them.”

“A lot of foreign companies have scoured the coasts for years to find good business opportunities,” Heimbürger adds. “Now they’re realizing that a lot of hidden gems are the companies inland, especially Utah. Ones they can invest in, and partner with, to round out their own portfolios.”

And if in international business the world is a company’s oyster, they’re quickly finding out that Utah is their pearl. ■

Since 2004, exports from Utah to Asia have increased 140 percent. That includes not just products, but also services such as consulting, legal services, insurance and banking education, royalties and licensing fees. In “Emerging Asia,” which includes all Asian countries other than Japan (“They are a more mature economy where growth is slower and more measured,” he says), growth is expected to increase by 5 percent this year during a time when the economies of the rest of the G7 nations are predicted to retract. But the real story is that over the next 3 decades, Asian growth is expected to explode. It is widely predicted that Asia may comprise 60 to 70 percent of the world’s aggregate GDP by 2040.

“Our office has the seal of the state, and that means so much outside the U.S.,” Heimbürger says. “We lend credibility and legitimacy to Utah companies and their efforts to forge partnerships, as well as to solicit investment dollars to Utah. That’s something that only a government agency can do.”

In fact, GOED, working with Utah’s business leaders, was the key impetus for the cre-

GETTING HERE ISN'T HARD,

deciding to leave might be.

The Salt Lake City International Airport is a gateway to seven ski resorts, 42 state parks, five national parks and 24 golf courses. Steeped in history, downtown Salt Lake City is just 10 minutes away and is known for incredible scenic beauty and proximity to the mountains.

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A HEALTHY STATE

Utah Leads the Way in Health Care

By Spencer Sutherland

There's no need to worry about the entrepreneurial spirit in the Beehive State. The U.S. Small Business Administration reports that Utah was home to nearly 60,000 small employers in 2006 and that number now hovers around an estimated 80,000. Though a rise in the number of small employers is good for the state's economy, a related number is quite troublesome—half of those employers do not offer health coverage to their employees.

Fortunately, long before national health reform was daily front page material, Utah legislators began taking significant steps toward improving access to health insurance for small employers. After passing a series of new bills since early 2008, the state is now ready to put the first phase of its health plan into action.

In the third quarter of 2010, the state for-

mally introduced the Utah Health Exchange, a Web-based insurance portal designed to provide consumers with the necessary tools for making educated health care decisions. While it may look like just another online shopping tool, the Exchange is an important piece of a much larger vision for health care reform in Utah.

CHANGING THE PARADIGM

According to Cheryl Smith, strategic plan development manager at the state's Office of Consumer Health Services, the Exchange will make it possible for more small businesses to offer health insurance coverage to their employees. "We want to see realigned incentives, properly placed competition and increased efficiency in the market," says Smith. "We would like to see fewer employers dropping coverage and more employers offering coverage to employees." Though these seem like lofty goals, if the Exchange is successful, it could drastically change the insurance experience for small employers in Utah.

HEALTH CARE FOOD COURT

Many small employers are familiar with the idea of a cafeteria plan—employees are allowed to use pre-tax paycheck dollars to pay for things like health insurance, life insurance or day care. The term "cafeteria" is fitting, as plans offer some choice but only from an extremely limited menu. Employers still decide

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DR. STEVE NEELEMAN,
CEO HEALTHEQUITY, INC.

Moving Health Care Forward

By Candace M. Little

which insurance carrier is used and what plans are offered.

The Exchange is more like a health care food court. The employer determines how much to contribute toward the employee's health coverage, but each employee has the freedom to select the carrier and plan of his or her choice. There are currently three insurance carriers participating in the Exchange: Humana, Regence and SelectHealth. Each offers a number of plan designs and provider network options.

"Employees can choose from 67 different plan designs, whereas [outside of the Exchange] a typical small employer employee may be able to choose from one to two plans at the most," says Steve Neeleman, CEO of HealthEquity, the Exchange's banking vendor.

"[The Exchange] allows the employer to get out of the business of guessing what their employees want," Neeleman says. "If you have 10 people in a room and ask what they want in a health plan, you'll get 10 different answers."

SIMPLIFYING THE PROCESS

The state is not only hoping to simplify the process for the consumer, but for insurance carriers as well. The Exchange's underwriting procedures have been designed to reduce the duplication of carriers' efforts, with the end goal of driving down administrative costs.

"Typically, when you underwrite a small group, you have to look at the health status of every employee in order to determine the risk rate-up for the entire group," explains Sean Dunroe, marketing director at SelectHealth. "In the Exchange, rather than having each carrier go through the administrative work of underwriting a group, there will be a primary and secondary carrier who underwrites the group. If there is a large variation in the group's risk rate-up, a third underwriter would be involved."

THE COST OF HEALTH CARE is a national concern, but the State of Utah is moving forward with its own plan for health care reform. Dr. Steve Neeleman, CEO of HealthEquity, Inc. says "Many states are waiting to see what Washington D.C. will do regarding health care reform. Utah has decided to be proactive and map out a strategy that will determine what healthcare reform will look like for Utah."

One of the newest systems in place for health care reform is the Utah Health Exchange. Neeleman is involved with this system, as HealthEquity provides payment and processing solutions to the exchange. He says the program is an advantage to the state in a number of ways.

#1. For small business owners and other employers, it is a way to manage the costs of providing employee health benefits through a defined contribution model.

#2. It is an option through which employers who cannot afford to provide health benefits today will be able to in the future through a defined contribution approach



#3. It provides choice to employees over which health plan and which insurance product best fits their own personal needs.

#4. Employees have the security in knowing that the insurance plans offered in the Exchange are "guarantee-issue," which means, unlike the individual market, people cannot be denied coverage for pre-existing conditions.

#5. Finally, the options provided to employers and employees in the Exchange are sold as part of a Section 125 Cafeteria Plan, which reduces the overall tax burden of the employer and the employee.

Neeleman says combining the Utah Health Exchange approach along with the current consumer-directed health care movement, people will have more tax-advantaged health account options than ever before. "Utah is making health care reform happen and not waiting for health care reform to happen to us," Neeleman says.

"One of the great advantages of the Exchange is the transparency it provides. Transparency ensures that carriers are as competitive as they can be."

SEAN DUNROE, MARKETING DIRECTOR, SELECTHEALTH

INCREASING COMPETITION

“One of the great advantages of the Exchange is the transparency it provides,” Dunroe says. “Transparency ensures that carriers are as competitive as they can be.” Within the Exchange, each carrier’s benefits, provider networks, facilities and prices are reported in the same manner, making it easier for consumers to choose between them.

Though price is usually the biggest factor when choosing a plan, the Exchange also helps consumers make decisions based on less overt factors. The Exchange publishes customer service data such as speed and accuracy of claims payment.

THE CHANGING ROLE OF THE BROKER

The Exchange isn’t just changing how employers and employees purchase insurance; it’s also redefining the role of the broker.

“From a broker’s perspective, it’s definitely going to be a different way of doing business,” says Dave Jackson, managing partner at First West Benefit Solution. Historically, brokers have worked closely with the employer to shop for plans that will meet the needs of the group. Now that the Exchange allows consumers to see plans and prices side by side without requesting a quote from each individual carrier, is there still a need for a broker?

“Insurance is incredibly complex,” Jackson says. “Even with the technology, and as the Exchange continues to mature, no one at the table is saying they don’t see a need for brokers.”

In fact, Jackson thinks the opposite is true. “In many ways, the broker’s role is expanding,” he says. “We still need to make sure the employer has what he needs and understands what the costs are going to be. But we [now] have an additional role to treat the employees as more of our customer, whereas before a broker perceived the employer as the customer.”

In addition, brokers will keep an eye on rates outside of the Exchange and support employees shopping within the Exchange, explaining options and giving employees the confidence they need to make the best decisions, Jackson says.

Brokers assisting groups and individuals to navigate the Exchange will continue to receive a commission for their service. However, it will be a flat rate, regardless of the type of plan purchased. Cheryl Smith says this is a more appropriate arrangement than currently exists in the open market.



UNIVERSITY OF UTAH HOSPITAL ENTRANCE

“How it works now is that the commission is a percentage of the premium,” Smith explains. “The incentive for the broker has not been for the broker to choose a plan that works best for the employer or the employee; it’s been to choose the plan where they receive the highest commission. That’s a misaligned incentive.”

House Bill 188 requires that brokers now disclose to their clients that they receive commissions, both for plans sold within the Exchange and outside of it. The bill, however, does not require brokers to disclose the specific details of those commission arrangements.

“The reality is that the broker commission is a small part of the cost of the insurance premium,” Jackson says. “But with that cost, a service and value is provided to earn that commission. One thing that House Bill 188 has done is create more transparency. Some brokers won’t care for that, but those who provide service and true value to their client shouldn’t be scared of transparency. Their work justifies their compensation.”

Though the official launch of the Exchange is right around the corner, beta testing on the site began in August 2009. The state invited 150 groups to shop for insurance on the Exchange, but only around 20 ended up purchasing a plan. “We can do a lot better, that’s for sure,” Neeleman says of the soft launch. “We’re going to work out some bugs.”

There were several reasons for the low purchase rate, Neeleman says. Many of the groups were simply checking out the site, without much intention to make a switch. Others, however, had trouble getting through the underwriting process.

“If you stay with your current carrier and renew, you don’t have to go through underwriting. Everyone in the Exchange has to go through underwriting,” Neeleman explains. Despite all of the advantages of the Exchange, price was still a major factor. “When it came right down to it, the price wasn’t there for some groups, and that caused them to leave,” Neeleman says.

Even with a rocky start, Neeleman feels confident that the Exchange will result in positive change. “The ultimate measure of success will not necessarily be determined by numbers, but by benefit,” he says. “If we have employers that are currently losing their insurance, or who don’t have insurance, who come into the Exchange and are able to get more people insured—I think it’s a winner,” says Neeleman. 

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A STAR IN THE MAKING

Utah a Leading Light in Film Production

By Hilary Ingoldsby Whitesides

What do “High School Musical,” “Butch Cassidy and the Sundance Kid” and “The World’s Fastest Indian” all have in common? What about the Academy Award-winning “Thelma and Louise” and cult classics like “Better Off Dead” and “Footloose”? Aside from being wildly popular movies, each was filmed in Utah.

What started out as the perfect backdrop for John Wayne and John Ford Westerns has grown into a robust and competitive film industry. Reaching a crescendo of sorts in the 1990s with nine seasons of the television series “Touched by an Angel,” Utah’s film industry has continued to grow and gain notoriety. Hundreds of movies, television episodes and

commercials have now called Utah their production home.

Other popular films such as “Galaxy Quest,” “Dumb & Dumber,” “The Sand Lot,” and “Indiana Jones and the Last Crusade” were all filmed in Utah. The Disney Channel has also chosen Utah time and time again for its movies including “Dadnapped,” “Hatching Pete,” “Buffalo Dreams” and “Minute Men,” just to name a few.

Satisfying the creative palette for many filmmakers, Utah’s film industry continues to grow and flourish. So what is it about Utah that makes it so desirable? Here’s the scoop.

SHOW ME THE MONEY

With growing economic concerns for filmmakers, many states adopted incentive programs around 2004 to become more competitive and Utah was on the cutting edge.

What started as a 10 percent post-performance cash rebate is now a 20 percent post-performance rebate of up to \$500,000 per project on films with in-state budgets of more than \$1 million. Films with larger budgets can qualify for a 20 percent fully refundable tax credit that has no per project cap. Both rebates require a minimum of \$1 million spend in Utah. A project with a \$2.5 million spend in the state will benefit from the cash rebate, while projects with a greater spend of \$2.5 million in

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PICTURED (L TO R): DIRECTOR DANNY BOYLE, GOVERNOR GARY R. HERBERT, PRODUCER JOHN KELLY AND UTAH FILM COMMISSION DIRECTOR MARSHALL MOORE

TREVOR ALBERT
PRODUCER

Setting the Stage in Utah



the state will benefit more from the tax credit rebate, because there is no per project cap.

Incentives are rewarded after an application process and are available to in-state and out-of-state filmmakers. The application requires a script, project details, budget and filmmaker profile. Applications are reviewed monthly by the Motion Picture Association Committee (MPAC) and incentives are awarded based on meeting the criteria and available funds. All incentives are given post-production once the movie is made and the criteria met, Director of the Utah Film Commission Marshall Moore says.

“We’ve created a program that is good for the state and good for the filmmaker,” Moore says.

“The World’s Fastest Indian,” starring Anthony Hopkins, was the first movie to receive an incentive in 2005. Since then, an estimated 46 movies have used the incentive program in Utah. In 2008, 12 movies filmed in Utah took part in the incentive program and this year 13 projects are in the works. Moore calls Utah’s incentive program “very competitive” and feels like Utah has a winning combination of attributes making it the perfect place for movies to be filmed.

SETTING THE STAGE

Of course it’s not just the incentive program – although it’s incredibly appealing – that brings filmmakers to Utah. According to Moore, Utah’s film-ready infrastructure is unmatched.

“We’ve created a program that is good for the state and good for the filmmaker.”

MARSHALL MOORE, DIRECTOR, UTAH FILM COMMISSION

FILM PRODUCER Trevor Albert recently filmed “Waiting for Forever” in Salt Lake City. Albert is known for his work on “Because of Winn Dixie” and “Groundhog Day”, to name a few.

BU: Tell us about your experience of filming in Utah?

ALBERT: I’ve shot movies all over the world and the depth of knowledge that the Utah crew had was very impressive to me. Certainly at the outset and now having finished the movie I tell people when they ask it was one of the best experiences I’ve ever had filming a movie.

BU: What resources in Utah were particularly beneficial for you?

ALBERT: The infrastructure of Utah makes it easy to get around in Utah. We come from L.A. where to get to one end of the town to the other can take an hour and a half. In Utah it was effortless, it’s easy to get around, there’s not traffic and it comes back to the civilized nature of your fine state.

I tip my hat to the film commissioner and the Film Commission. If we had a situation where we were shooting and there was pretty much any problem, whether it was a neighbor who was concerned or a noise issue, Marshall Moore would jump in his car and he was there to facilitate whatever we needed pretty quickly.

BU: What is the future for Utah’s film industry?

ALBERT: In the last year there have been questions about some states’ tax incentives not actually being beneficial for those states and they’ve gone perhaps too far in offering incentives for filmmakers to the detriment of the state. It seems like Utah has done a very good job, consistent with Utah’s economic conservatism, of not being excessively generous with the incentives, but assuring that the benefits of filmmakers and spending money in Utah is actually a benefit to the people of Utah.

I can’t really look into a crystal ball and say what the Utah film industry’s future is. However, if I could shoot all my movies in Utah, I’d be a happy man.



“WAITING FOR FOREVER”



“SNOWMEN”

“What’s great about the Utah incentive is that we combine it with an established workforce,” Moore says.

With available film crews, production companies, two equipment rental houses and a “plethora of available talent,” Moore says Utah is a financially smart choice for filmmakers looking to keep their costs down. Another advantage is Salt Lake’s proximity to Los Angeles. “A lot of productions come to Salt Lake City because they can base out of here and shoot in Salt Lake or at locations within an hour of the city. And the proximity of Salt Lake to Los Angeles makes it appealing as well, because it’s only a quick flight to L.A.,” Moore says.

Successful film programs at BYU, the University of Utah and UVU have been instrumental in creating a talented crew base that can’t be found in many other states. Producers, directors, production managers, photographers, videographers, actors and more can all be found locally.

Post-production and editing studios are also abundant in Utah including Savage Pictures, Kaleidoscope Pictures, Metropolis Integrated Media and Sandman Studios. As digital media and animation become increasingly important to the film industry, Utah is at the top of the list with Fall Line Studio and Avalanche Software – both development studios for Disney Inter-

active – located in downtown Salt Lake.

You can’t forget the incredible landscape. Where else in the world can you find the arches and red rock of Southern Utah, the Bonneville salt flats (Utah’s most requested filming destination and a filming location for portions of “Pirates of the Caribbean: At World’s End”), deserts and world-class ski resorts all in the same state? And don’t forget the Utah schools, quaint towns or airport terminals that can also be seen in numerous films and television spots. The location diversity is unparalleled and has drawn filmmakers to Utah for decades, Moore says.

Unique landscapes and a diversity of locations make Utah a very desirable destination for filmmakers. “There’s nothing else like it,” Moore says. “In terms of what we offer, there is no reasonable competition.”

COMING ATTRACTIONS

Utah is the chosen filming location for many movies currently in production. Disney’s “John Carter of Mars” is a highly anticipated major motion picture based on a series of novels and is slated for a 2012 release. Utah provides the perfect background for the movie which calls for “other worldly” landscapes, Moore says. The film marks an important milestone for the film industry in Utah, as it signifies the state’s

ability to attract major movie studios such as Paramount, Warner Brothers, Fox, Sony, Disney etc. with the new tax credit incentive.

The family movie “Snowmen” will be released in 2010, as will the thriller “Frozen” which was named as a 2010 official Sundance Film Festival selection. Both films were attracted to Utah because of the incentive program coupled with the state’s filming-ready infrastructure. Disney is also looking to Utah for the fourth installment of its mega-hit “High School Musical” as well as the Disney Channel original movie “Den Brother.”

Whether it is Utah’s incentive programs, the myriad of unique locations or talented crew base, the Beehive State is a premier setting for film production. Any way you look at it, Utah has the benefits, structure and backdrop for a successful film industry. **BU**



“FROZEN”

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JOURNEYS OF DISCOVERY

Elevating the Economy and the Soul

By Alex Koritz and Heather Stewart

The essence of travel is adventure and discovery, and that essence is perfectly captured by Utah's catch phrase, "Life Elevated." A vacation in Utah can be a heightened experience that opens one's eyes to the hidden wonders of the world. From newly discovered dinosaur fossils to an exquisite symphony performance, or from extreme mountain adventures to the rare beauty of desert canyons, a journey through Utah is a journey that will elevate and refresh the spirit.

DRAMATIC GROWTH

The state's brand, Utah "Life Elevated," was launched in April 2006 to capture the feeling of awe the state inspires in its visitors as they explore the tremendous variety of Utah's natural and cultural treasures.

"The 'Life Elevated' brand and its related advertising have been extremely well received out of state," says Leigh von der Esch, managing director of the Utah Office of Tourism, an

agency of the Governor's Office of Economic Development.

The number of visitors to Utah has grown and von der Esch credits that largely to the state and our partners aggressive ad campaigns.

Utah's visitation grew from 17.5 million in 2004—before the "Life Elevated" brand was launched—to 19.4 million in 2009, according to the recently released Economic Report to the Governor. Last year, visitation to Utah's five national parks was up 5.8 percent and visits to the state's 43 state parks rose 4.7 percent.

These visitors play a vital role in Utah's economy. Utah was among the top 10 states to see spending increases by travelers. According to the latest information from the U.S. Travel Association, Utah's traveler spending increased by 8.2 percent during the 2006-2007 season. Estimated total traveler spending has also showed an increase rising from 5.6 billion in 2004 to \$6.9 billion in 2008.

"Utah tourism pumps more than \$6 billion into the economy and provides \$700 in tax relief for each family in the state. Tourism supports more than 110,000 Utah citizens with jobs," says von der Esch.

The strength of Utah's tourism industry has not gone unnoticed by businesses and investors, particularly in the hotel and resort industry. "In a down economy, we have had four world-class branded properties choose Utah, clearly showing that Utah is a destination on the rise," says von der Esch.

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THE DAKOTA MOUNTAIN LODGE

ROODY RASMUSSEN,
PRESIDENT AND CEO, PETZL AMERICA, INC.

Working Hard and Playing Hard in Utah

By Lindsey Hannay

The multi million dollar St. Regis Deer Crest Resort recently opened in Deer Valley. The Dakota Mountain Lodge, part of the Waldorf Astoria Collection, and Escala Lodges are new properties at The Canyons in Park City. The city will also boast a Montage Deer Valley later in 2010.

And in Southern Utah, the Lake Powell area is home to Amangiri, one of only two Aman resorts in North America.

"These companies chose Utah because of its dynamic product, visitor growth, and perhaps more importantly, the vital commitment of state government to promote tourism statewide," von der Esch says.

AN OUTDOOR LEGACY

"Utah is fabulous for little road trips," says von der Esch. "Our national parks are not too far from each other—you can see all of them within a week."

National and state parks offer a great value to budget-conscious families. And the parks are complemented by free community events all year long, from festivals to rodeos. "Utah has so many little gems," says von der Esch. "One hidden gem is Davis County's Antelope Island. The island presents some of the finest wildlife viewing in the country, including eagles, big horn sheep, bison and antelope."

The state is also world-renowned for its winter sports and its lasting legacy of Olympic venues. For three years in a row, *Ski* magazine has ranked Deer Valley the No. 1 resort in North America. *Outside* magazine recently named Alta-Snowbird the No. 1 ski destination in North America for the 2008-09 season.

But the magnificent outdoor environment has drawn more than tourists—many companies that manufacture and sell outdoor products have discovered the state's natural riches.

Indeed, Utah has seen a recent influx of outdoor companies, including Salomon, Atomic, Rossignol, Quality Bicycle Products, and Ortovox. The state is also home to many long-standing companies like Reynolds Wheels, Petzl, Lizard Skins and Black Diamond.

These companies are particularly attracted to the Beehive State because Utah is blessed



AFTER VISITING UTAH for the Outdoor Retailer Show, Roody Rasmussen knew that Utah was the perfect place to grow Petzl America, an international sporting equipment company. "Utah is centrally located with convenient shipping and transportation terminals, excellent commercial infrastructure, a state government that encourages the development of the outdoor industry, and a workforce that is passionate about outdoor recreation and the Petzl brand," says Rasmussen, CEO of Clearfield, Utah-based Petzl America.

The company, which was originally founded in Paris during the 1970s, moved to Utah more than 10 years ago. Rasmussen says the decision to bring the business to the state was easy. Utah's outdoor lifestyle provides the backdrop for a successful business in outdoor recreation and tourism because it's the perfect setting for the



people who are passionate about their jobs. "In Utah, working for an outdoor company, there is a blur between vocation and avocation. Utah's wild lands provide the infrastructure for the products that we sell. Whether it be canyoneering in Zion, ice climbing in Provo Canyon or rock climbing in the Cottonwoods, it is all pretty close to home. Utah provides the right sense of place for our company and our employees—a perfect fit."

During Petzl's 11 years in Utah, the company's sales have tripled. "Even during the 2009 recession, our sales continued to grow," Rasmussen says. Petzl has collaborated with the Utah Office of Tourism on several different occasions for joint media events. Rasmussen says that "it has been a symbiotic relationship where we help build Utah's brand and Utah helps build the Petzl brand. For a climbing company, 'Life Elevated' is a great moniker for our home state."

"Utah tourism pumps more than \$6 billion into the economy and provides \$700 in tax relief for each family in the state. And tourism supports more than 110 thousand Utah citizens with jobs."

LEIGH VON DER ESCH



DEER VALLEY

with some of the world’s most beautiful and challenging terrain. Salt Lake City alone offers access to 11 world-class ski resorts all within an hour’s drive—unparalleled access not found anywhere else in the world.

“These companies want to play with and test their products in their backyards, making Utah the ideal choice for product development and warehousing operations,” says Riley Cutler, director of the Outdoor Products and Recreation economic cluster in the Governor’s Office of Economic Development.

The outdoor products and recreation economic cluster includes manufacturing and wholesalers. The Outdoor Industry Association reports that all together the industry contributes \$5.8 billion annually to Utah’s economy, supports 65,000 jobs, generates nearly \$300 million in annual state tax revenues, and produces nearly \$4 billion in annual retail sales and services—accounting for almost 5 percent of the state’s gross product.

“Utah’s recent and current governors have been extremely involved in the business environment, unusually so,” says Cutler. “This is very attractive to businesses as they can have their voices heard and their needs addressed.”

CULTURE AND ENTERTAINMENT

Utah is much more than a fantastic place for an outdoor adventure. The state also has a rich variety of award-winning cultural and entertainment opportunities.

Salt Lake City specifically offers top-notch cultural venues such as Abravanel Hall, home to the Utah Symphony, the Clark Planetarium, the Salt Lake Arts Center, the Rose Wagner Performing Arts Center, Discovery Gateway, the Utah Museum of Fine Arts and the Utah Museum of Natural History on the University of Utah campus, and the Capitol Theatre. This first-class theatre houses the Utah Opera company and traveling Broadway companies in a venue that is slightly larger than most New York stages.

All these venues are located within a pedestrian-friendly downtown, which is undergoing a \$2 billion redevelopment that will bring new residents and new retail opportunities to the downtown area.

Utah also has an active nightlife and the state’s recent change in liquor laws makes it much easier for a visitor to get a drink—although, as von der Esch pointed out, it has always been possible for visitors to sate their thirst at local establishments. “You always could get a drink in Utah, but perception is reality,” she says. “The new liquor laws are helping to change the perception.”

Perhaps one of the brightest cultural gems in the state is Thanksgiving Point, an educational institute for children and families.

“The ‘Life Elevated’ brand fits exactly in with our philosophy of hands-on discovery and learning by doing,” says Mike Washburn, CEO of Thanksgiving Point. “Everything we do—whether it’s the extensive gardens, or the Farm Country venue that teaches kids where their food comes from, or the Museum of Ancient Life that lets them get hands-on with real fossils—we try to incorporate learning into all of it. We have 50,000 kids coming on field trips each year, many of them from out of state.”

Thanksgiving Point also hosts numerous festivals throughout the year, from the Scottish Festival to the Wild Outdoors Festival. Additionally, Thanksgiving Point boasts the number one public golf course in the state. Each year 1.2 million people visit Thanksgiving Point, often making the destination one stop on a longer tour of Utah.

“We definitely see ourselves as an economic engine here in northern Utah County and the southern end of Salt Lake County,” says Washburn. “Thanksgiving Point has been the catalyst for growth in this area.”

The state’s cultural and entertainment offerings are complemented by several historical sites. Utah’s most visited tourist destination is

Temple Square, which includes the Salt Lake Temple, the Tabernacle and the Family History Library. Just outside the downtown area is the beautiful gothic-style Cathedral of the Madeleine, which just celebrated its centennial anniversary.

Utah’s American Indian tribes also represent a large part of the state’s history. The state is a web of sacred destinations, dwelling sites and fascinating rock art. Utah has five major tribes with strong cultural legacies that continue to flourish: Ute, Dine’ (Navajo), Paiute, Goshute and Shoshoni.

A BRIGHT FUTURE

Travelers from around the world continue to partake of Utah’s mountains and its unique, red rock canyons. At Bryce Canyon National Park, the influx of tourists led to the development of the new Best Western Grand Hotel—a four-star hotel that is unique among Bryce Canyon’s lodging properties.

“We’ve definitely seen an increase in business since the ‘Life Elevated’ brand was launched. The money spent by the state to promote international tourism has been a real boon to us,” says Lance Syrett, general manager of the Best Western Grand Hotel, Ruby’s Inn and Bryce View Lodge.

“We’re just trying to provide an enhanced experience to Bryce Canyon—we want to elevate the guest experience,” says Syrett of the Grand Hotel, which opened in mid-2009. “When visitors come here, they’ve often seen the Grand Canyon, and while they say the Grand Canyon is big, Bryce Canyon has the more intricate beauty.”

It’s this natural beauty, complemented by the state’s marketing campaign, that will keep visitors pouring into Utah at unprecedented rates.

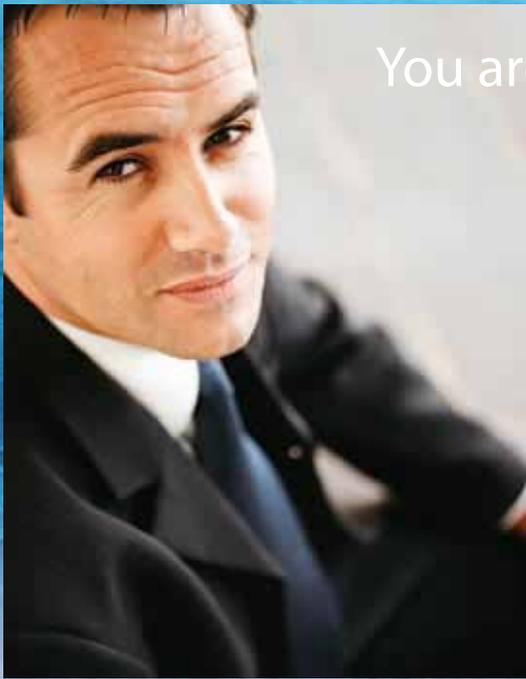
The economic effect on the state from visitors is measurable, but what isn’t as measurable is the effect of Utah on visitors. Although one thing is for certain: they leave with their spirits elevated. **BU**



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AT THE CROSSROADS

Utah's Transportation and Logistics Make Business Travel Easy

By Larry Warren

Pony Express riders knew it. So did overland stagecoach teamsters, railroad surveyors, highway builders and airline pilots. Since humans started walking across the American West, the crossroads have always been what are now St. George, Salt Lake City and the Ogden corridor.

In 2010, the three transportation hubs are on fire as locations for new warehousing, manufacturing and distribution centers. "Even in the new economy, geography still matters," observes Economic Development Corporation of Utah President Jeff Edwards. "You can do stuff online, but at the end of the day it matters where you are."

Take a look at a map of the United States and the reasons are obvious. Salt Lake sits at the intersection of Interstate 15, halfway between Canada and Mexico, and Interstate 80, running from the ports of the San Francisco

Bay area eventually to Chicago and on east. Ogden likewise sits along I-15, with Interstate 84 feeding traffic to and from the Northwest. I-70 coming from the East ends at I-15 just north of Cedar City in Southern Utah and distributes traffic on south to St. George, Las Vegas and L.A.

Add in the main line of the Union Pacific from the West Coast to points east, plus Salt Lake International Airport with its Delta hub and the ability to fly to half the population of the U.S. in 2-and-a-half hours or less, and you have a convergence of every transportation mode in a location with a large labor pool and favorable construction and utility rates.

AN IRRESISTIBLE COMBINATION

Specialized Bicycle, which just opened a distribution center in Salt Lake, is an example of one company taking advantage of the local logistics. "It's a very good spot," says Stephanie Sellars, Specialized Bicycle's human relations manager. "It handles our business west of the Mississippi with the airport, rail yards and all of that." She also points out that Utah is in an excellent place for an outdoor industry. "A lot of our employees moved here for the recreation," she says.

Major consumers of transportation, like Proctor & Gamble, Walmart and consumer products manufacturer Reckit Benckiser (with brands such as French's mustard, Lysol and Calgon) all are investing in new or expanded Utah distribution centers. Reckit Benckiser and Walmart are near I-80 in Tooele County, while P&G is investing \$400 million in a com-

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INTERSTATE 15, WASHINGTON COUNTY

WAYNE CEDERHOLM
COO, C.R. ENGLAND

Finding Success in the Crossroads of the West

By Lindsey Hannay



bination manufacturing and distribution facility at Tremonton, where I-84 and I-15 converge.

“Having the ability to bring material in here in larger quantities and breaking shipments down to specific orders in specific cities is the attraction,” says Nicole Cline, Tooele County Economic Development director. Before moving to Utah, Reckit Benckiser distributed everything from the East Coast. “Having everything out of one eastern warehouse created a situation where there was no reserve at any other location,” she adds.

Trucks are one factor in the equation besides location. The other major consideration is the presence of Union Pacific, and its 1,700 miles of Utah trackage.

U.P. spent \$90 million relocating its intermodal operations from North Beck Street in Salt Lake to a new 240-acre hub at 1045 South and 5500 West in Salt Lake. The railroad brings 10 or more unit trains from West Coast seaports to the hub every day. Cranes offload containers and place them on trucks to final destinations, loads containers from trucks

CHESTER ENGLAND, a farmer from Plain City, Utah, founded C.R. England in 1920 to provide farm-to-market service to Weber County and Cache Valley. Today, 90 years later, Salt Lake City-based C.R. England is one of the nation’s most recognized global transportation providers and refrigerated trucking company. But many people are unaware of how the small, one-man operation has become one of the nation’s largest transportation solution providers and is among the top five private employers in Utah. What started as a company operating with a single Model T truck has expanded to a fleet of more than 3,700 late model tractor/trailer rigs.

Wayne Cederholm, COO of C.R. England, reports that doing business in the crossroads for the West has been key to building a successful transportation company. Convenient access to interstates means great freight movement. “We just exceeded a billion dollars if you add all revenue together. In the next five years, we anticipate becoming a \$2 billion organization,” says Cederholm of the company’s growth in Utah. Cederholm enjoys doing business in Utah. “Utah is business-oriented. The government is reason-

able and rational. It protects the state interests, but understands that being business-friendly will enable an organization to grow their business and keep Utahns in Utah.”

The company is currently in its third generation of family ownership, providing service throughout North America through its employee and contractor base of more than 4,600 drivers and 1,000-plus support staff. By 2009, C.R. England had become North America’s largest refrigerated trucking company with 36 different operations in North America, Mexico, and China. C.R. England is growing domestically and abroad, creating opportunity for associates in Utah and throughout the nation.

C.R. England is dynamic, comprising not only sales, technology, customer service and transportation, but also a finance company, school, leasing company, clinic, trailer dealership, and hotel. It is an industry with a lot to offer. Cederholm says, “We’ve got great talent in Utah—good, honest, hardworking people with education and ethics. You have to hire very confident, capable people to carry on the company vision.” His business philosophy concerns his employee base. “You’ve got to give people some autonomy and independence and create entrepreneurs out of them, holding them accountable to their plans and projections. They are able to function independently with the strength of a large business backing them.

“The transportation industry is a lot more intricate than most people know,” says Cederholm. “If you get involved in the industry, it could take you anywhere.”

“Having the ability to bring material in here in larger quantities and breaking shipments down to specific orders in specific cities is the attraction.”

NICOLE CLINE, DIRECTOR, TOOELE COUNTY ECONOMIC DEVELOPMENT



back to the trains, and reshuffle the loads to form new unit trains heading farther east. The intermodal hub serves as an inland seaport.

THE RIGHT CONNECTION

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

"We're uniquely positioned with rail service," says Edwards. "It's the first place east of California where you get all the major ports converging." The U.P. facility also functions as a U.S. Customs Port of Entry. Containers offloading from ships can skip the customs backlogs on the west coast by being loaded directly to unit trains bound for Utah and Customs clearance here.

With so many distributors and manufacturers here already or moving here in the near future, the trucking industry is burgeoning. "They rail a lot of [cargo] here where it gets loaded onto trucks," points out Neil Sebring, Godfrey Trucking's fleet manager. "Salt Lake is a good central area." Godfrey's one hundred truck fleet is one of 750 trucking companies based in Utah. A total of 2,500 registered carriers provide service to the state.

In Ogden, what's old is new again. The Ogden rail yards were bustling from the days of the Golden Spike clear into the 1950's when trains diminished in the competition with

truck lines. "The I-15 corridor, plus rail service, have made this a major freight staging area," says Ogden City's business development director Tom Christopoulos. Ogden operates its own port facility at the old Ogden Depot. Many of Ogden's complexes are manufacturing and distribution hybrids, such as Autoliv, the automotive air bag manufacturer, Williams International, which builds gas turbine aircraft engines, and Parker-Hannifin, which manufactures aircraft control systems.

Salt Lake City is home to Union Pacific Railroad's 240-acre, \$90 million state-of-the-art intermodal facility, which is one of the largest on the Union Pacific system and is an important rail nerve center. The facility processes 10 or more trains a day as they arrive from, or depart to, locations such as Long Beach, Denver and Chicago, as well as other Union Pacific

trains that stop to pick up additional freight in route to other destinations. Containerized goods are transferred from railcars to trucks or trucks to railcars around the clock. Because it is also located near Salt Lake City's newly activated Foreign Trade Zone, the city expects the facility will continue to grow in its importance as a distribution nerve center.

Utah is also home to the Salt Lake City International Airport, including a Delta Airlines hub, which moves millions of people around the world conveniently. While aviation handles only a fraction of all Utah freight, the airport puts shippers within hours of any point in the nation, Canada and Mexico. Airport officials say 22 cargo carriers, including Airborne Express, Ameriflight, DHL, Emery, FedEx, and United Parcel Service, handle approximately 550 million pounds of air cargo and mail annually.

ON THE ROAD TO SUCCESS

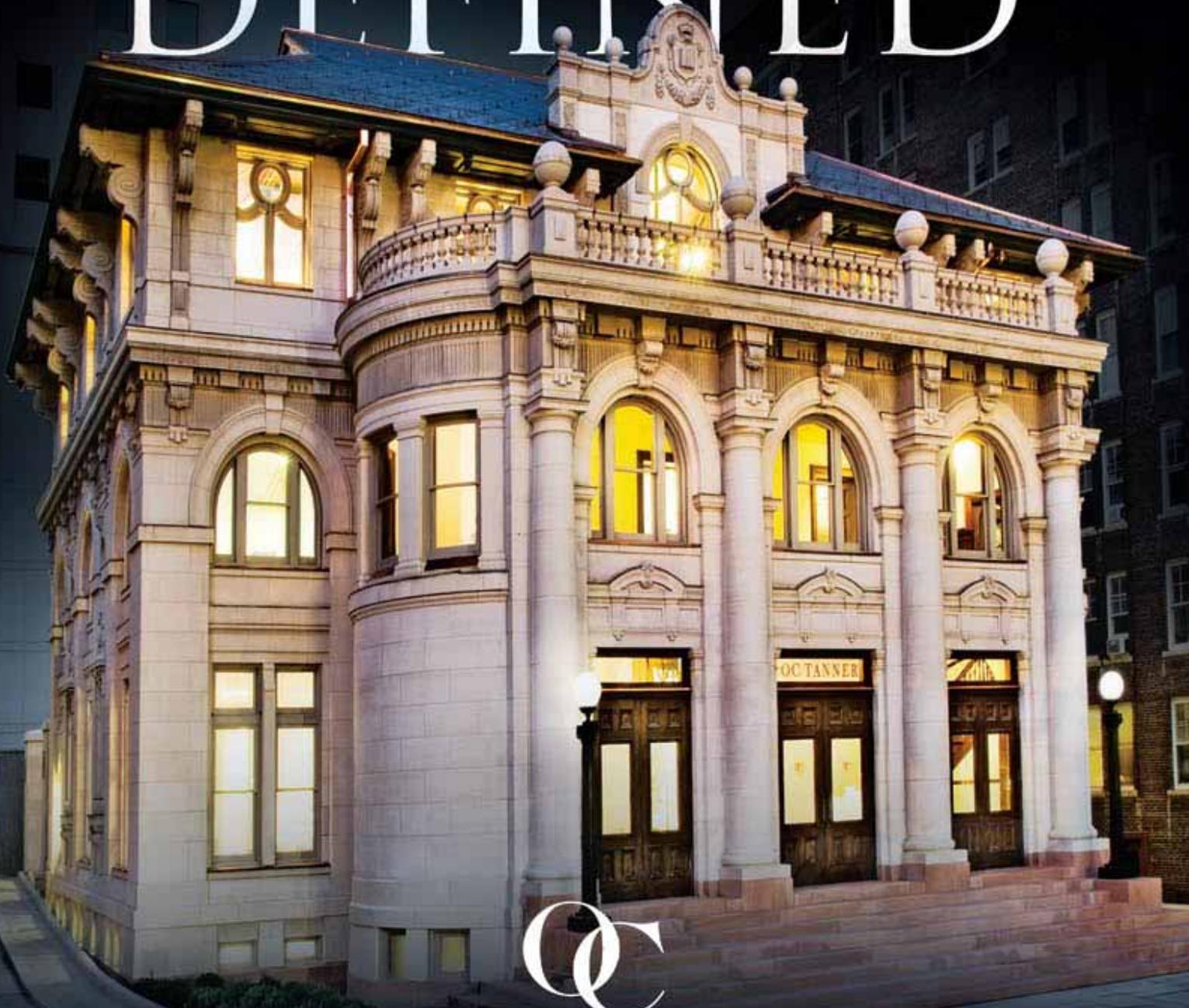
Targeted industry growth is occurring around Utah, including Ogden, where Mayor Matthew Godfrey's efforts to re-brand the city as a center for outdoor clothing and equipment companies are paying off. Companies like Amer Sports, known for its Salomon and Atomic brands, Smith Optics, Descente and other outdoor companies have moved into the city.

Utah's economic development offices from cities to counties to the state level are all out trying to attract more manufacturing firms, knowing that if they get the right ones, they'll attract higher paying manufacturing jobs, their vendors, and ultimately the high wage design, engineering and executive jobs.

The Golden Spike that united a nation was driven west of Ogden 14 decades ago. Today, Utah remains the crossroads of the West. **BU**

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JEFF EDWARDS, PRESIDENT, ECONOMIC DEVELOPMENT CORPORATION OF UTAH

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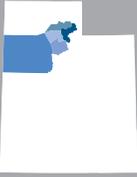
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REGIONAL FOCUS

Opportunity Abounds
Throughout Utah

BRYCE CANYON



WASATCH FRONT

The Heart of Utah

By Pamela Ostermiller

FAST FACTS

COUNTIES:

Salt Lake, Davis, Tooele, Weber, Morgan

MAJOR CITIES:

Salt Lake City (181,698)
Sandy (96,660)
West Jordan (104,447)
West Valley (123,447)
Layton (65,514)
Bountiful (44,473)
Ogden (82,865)
Roy (35,672)
Tooele (30,102)

PER CAPITA INCOME

\$37,479 (Salt Lake)
\$31,915 (Davis)
\$30,093 (Weber)
\$24,861 (Tooele)
\$27,812 (Morgan)

MAJOR EMPLOYERS:

University of Utah
Intermountain Healthcare
State of Utah
Discover Financial Services
Wal-Mart
Salt Lake City Corp.
Delta Airlines
Zions Bank
Hill Air Force Base
Lagoon Corporation Inc.
Lifetime Products
Department of Defense
Autoliv
Convergys
Browning
Holcim US Inc.

Utah's Wasatch Front region is the heart of the state's economy. At its core is Salt Lake County, the state's capital city, the hub of government activities and financial services. As the center of the state's transportation infrastructure, with I-15 and I-80 intersecting like giant arteries, Salt Lake County pumps industry and energy to and from Tooele, Davis, Weber and Morgan counties, all unique in their contributions to this big body we call the state economy.

As the backbone of Utah's economy, Salt Lake County provides almost 50 percent of the state's jobs. As Utah entered the final quarter of 2009, there were signs, according to the Department of Workforce Services, that the fragile labor market is stabilizing. "Salt Lake County, job estimates indicate that, for the industries of employment services and truck transportation, the number of jobs are steady and likely to increase. These industries often can be seen as indicators of the direction of overall economic activity, now signaling that the recession has bottomed out."

In general, the Utah business community, state and local leaders remain positive and creative, and the workforce remains driven. As Kent Sulser, director of community and economic development for Davis County puts it, "We are getting set up strategically, trying to prepare to get better aligned so that when the economy turns, we are ready."

New projects, programs and events are taking place almost non-stop. The Downtown Rising project (www.downtownrising.com) in Salt Lake City is clipping along, changing the city's horizon. And at a time when Americans are supposedly eating out less, new as well as

established restaurants all around the Wasatch Front are booming.

INVESTING IN TECH

Utah continues to grow and develop relevant technology companies, through access to venture capital, clever government leadership, and universities that focus on technology and entrepreneurialism. There are more than 5,200 information technology and life science companies operating in Utah that generate more than \$3.4 billion in annual wages and employ more than 63,000 people, according to Silicon Slopes (www.siliconslopes.com). Tech and life sciences industries are integral to Utah's economy. The state's natural products and dietary supplement industry represents almost 25 percent of the national market.

In the critical care and medical devices sector of the life sciences industry there have been some exciting announcements from companies expanding and relocating to Utah. Edwards Lifesciences Corporation, the number one heart-valve manufacturer in the world, announced that it will add approximately 1,000 new jobs over the next 15 years to its new 280,000-square-foot facility in Draper.

Nelson Laboratories, a top provider of microbiology testing services for medical devices, pharmaceuticals and natural products, just completed a new 50,000-square-foot building and estimates it will hire as many as 300 people during the next 10 years. Big-D Construction built the approximately \$14 million building, designed by Joseph Linton Architect and Babcock Design. "This is really good news for Utah," says Jeffery R. Nelson, president and CEO of Nelson Laboratories. "During a time when a lot of companies were cutting back and laying people off, we were able to keep our employees and build this progressive new building to house our expansion. Nelson Laboratories has committed to our customers, our employees, and to the state of Utah."



THE DOWNTOWN RISING PROJECT



EDWARDS LIFESCIENCES

Both Edwards Lifesciences and Nelson Labs, as well as many Utah companies, were able to make such positive things happen through government incentive programs, just one of the tools businesses can access for growth and expansion. The Governor's Office of Economic Development (GOED), as part of its mission to recruit companies that add strategic value to the state's economy, offers post-performance refundable tax credits and cash grants. The money companies receive is not giveaway cash. Receiving companies must generate new tax revenue, create high-paying jobs, and pass other milestones before incentives are disbursed. Nelson Labs, for its \$1.9 million incentive, must generate nearly \$10 million in new state revenue and 393 jobs. Edwards will receive \$11.5 million for its 1,000 promised new jobs.

"The incentive packages and the partnership we received from the State of Utah were very important," Edwards Corporate Vice President, Paul Redmond, told KCPW. "But the more driving factors were the successes we had here already, the availability of talented employees, the establishment of a management team." Across the state, companies are making a difference and seeing growth in part because of their ability to take advantage of both state tax incentives and business programs offered through the Governor's Office of Economic Development (GOED), whether it is financial incentives, business counseling, connection to federal grants and creative programs.

In the northern portion of the Wasatch Region, Ogden is seeing the construction of the new 85,000-square-foot bicycle distribution facility for Quality Bicycle Products, which received a GOED incentive package of \$2.1 mil-

lion to assist in its relocation from Bloomington, Minnesota. QBP, which serves more than 5,000 independent bike dealers across the U.S., chose Ogden for its new distribution center so it could provide ground-based shipping to most of the Western region in two days or less, and will provide 50 new high paying jobs in the first year and more in the future. District Superintendent, Noel R. Zabriskie, says he didn't find any obstacles in selling property to the city for the QBP building. "One of the goals we have with any purchase or sale of property is to make sure it's right for taxpayers," he told *The Standard Examiner*. "We are working cooperatively with the city on this development."

QBP is one of a dozen companies in the industries of outdoor products and sports equipment that has relocated or expanded in Utah over the years, including Goode, Amer Sports, Petzl and Rossignol, to name a few. Some are lured by incentives or just by Utah's enviable quality of life. According to a 2009 list in *Forbes*, Utah is "America's best place to live." And while the low cost of living, low unemployment and healthy business climate make Utah appealing, insiders know it's all about the outdoors, especially the renowned red rock and the stellar snow.

GROWING FORWARD

A quick look at the numbers reveals the value of tourism as a factor in Utah's economy, especially in the Wasatch Front. From Powder Mountain to Peruvian Gulch, the ski industry remains a huge contributor. "Despite the downturn, there were still a lot of exciting developments and significant improvements in 2009," says Jessica Kunzer, SkiUtah director of communications. "Since 2002, skier days are up 35 percent and the 2008-09 season saw the highest skier visits on record. We also broke the \$1 billion mark on state economic impact." Kunzer says that in addition to the four new luxury properties in Park City, there were developments in Salt Lake County, including Alta's new Albion Basin Lodge and Solitude's new Powderhorn II lift.

And while we love our winter sports, Utah is known for making more than powder. The Utah's Own program (www.utahsown.utah.gov), now with almost 350 members, promotes Utah-produced products. Established to create a consumer culture of choosing Utah products—on the shelf or the menu—the program teaches shoppers that every dollar spent on a Utah product adds \$4 to \$6 to the local economy. The program, through support, promotion and networking, helps small companies grow and actually get their products into new markets.

One such family-owned business is Rosehill Dairy in Morgan. Tim Wilkinson, with his father and brother, has watched their small business of processing milk for home delivery grow. "We started with one customer and we now have 28 routes," he says. With 42 employees, Rosehill is one of Morgan County's top 10 employers. By taking advantage of Utah's Own, Wilkinson hopes to take it further. "I just wanted to put 'Utah's Own' on my labels because it's easier to sell, but I've just started to learn about more opportunities I didn't know about." Morgan County is being recognized as an up-and-coming mountain hub, and one of the state's fastest growing counties in the state, changing from a sheep-shearing valley to a bedroom community, sprouting vacation homes and new commuters.

On the western side of the Wasatch Front, around the northern curve of the Oquirrh Mountains lies Tooele County, a region not generally known for bucking a trend, but showing some growth in the tough economic column of manufacturing. "We have a lot of companies making impacts," says a highly optimistic Nicole Cline, the county's economic development director. "It was a good year and we are still talking to a number of businesses about coming here." Allegheny Technologies, a large specialty metals producer, and Syracuse Casting, manufacturer of cast iron and fabricated access products for the construction industry, are two newcomers to the valley. The newest substantial addition is a 600,000-square-foot distribution center for Reckitt Benckiser, maker of Lysol, Woolite, Electrasol, French's Mustard, among other products. Once again, GOED incentive dollars were a major factor in the decision of the company, which will bring 200 new jobs to Utah. ^{BU}

"During a time when a lot of companies were cutting back and laying people off, we were able to keep our employees and build this progressive new building to house our expansion. We've committed to our customers, our employees, and to the State of Utah."

JEFFERY R. NELSON, PRESIDENT AND CEO OF NELSON LABORATORIES



MOUNTAINLAND

Mixing Business with Pleasure

By Pamela Ostermiller

FAST FACTS

COUNTIES:

Summit, Utah, Wasatch

MAJOR CITIES:

Provo (118,581)
Orem (93,250)
Pleasant Grove (33,798)
Heber (9,830)
Park City (7,980)

PER CAPITA INCOME

\$60,233 (Summit)
\$21,811 (Utah)
\$26,730 (Wasatch)

MAJOR EMPLOYERS:

Brigham Young University
Wasatch County
School District
Deer Valley Resort
The Canyons
Homestead Resort
Utah Valley Regional
Medical Center
Novell
Nestles USA
Prepared Foods

A glance at Utah's Mountainland region and its one-of-a-kind recreational opportunities is enough to persuade anyone of its appeal. When a bright spring day can include skiing high mountain snow, fishing a blue-ribbon stream or teeing off at an award-winning golf course, each activity within 30 minutes of the next, it's hard to believe the Mountainland is anything more than a recreational paradise. But it is in fact a major business hub.

Forbes magazine has ranked the Provo-Orem metro area number two in the country on its list of the top 10 "U.S. cities on the rise." Other organizations have recognized it as a leading technology metro; it is home to Brigham Young University and a host of high tech companies.

But beneath the postcard quality of nearby Park City resorts, Heber Valley meadows and Thanksgiving Point gardens, there's a bustling economic engine and exciting new developments in business. In fact, in some cases the opportunities for recreation have been the catalyst for business growth.

Encompassing Utah, Wasatch and Summit counties, the Mountainland region remains on a positive economic path, despite national economic challenges. While construction has slowed in Utah County, the Park City area of Wasatch County has just seen the opening of the new world-class St. Regis Deer Crest Resort. And despite the national challenges, Utah County has been recently recognized as the country's happiest place. According to a 2009 Gallup poll, which included 350,000 respondents and ranked six types of well-being (overall evaluation of their lives, emotional health,

physical health, healthy behaviors), Utah came out on top. No wonder *Forbes* magazine also recently recognized the Provo-Orem area as the best place in the country to find a job.

But more than that and regardless of the roots of the seemingly relentless positive work attitude, the Mountainland saw hundreds of new businesses, access to government incentive programs and growth at dozens of existing companies in 2009. Each county capitalized on its own strengths and, coupled with energetic people who are either starting new businesses or helping others do the same, there's much to look forward to in 2010.

TOURISM STILL TOPS

Recreation and tourism remain bright spots in Utah's economy. In 2009, from visitation to dollars spent to skier days, each county in the Mountainland contributed something to the overall economic well being of the area.

Summit County is humming with the arrival of four new hotels, including the previously mentioned St. Regis Deer Crest Resort and the Dakota Mountain Lodge at The Canyons. "The opening of the Dakota is the most significant thing to happen in the past year mainly because it is the Waldorf Astoria," says Bill Malone, Park City Chamber/Convention & Visitors Bureau executive director. "They chose Park City based on the market."

St. Regis Deer Crest Resort executives add that they decided to build in Utah for numerous reasons, including, "the easy access to the international airport, Park City's exposure



PARK CITY

during the Olympics and favorable comparisons to other Western resort destinations,” says Michael Hatzfeld, general manager at St. Regis Deer Crest Resort.

Malone says Summit County’s focus is to drive visitation to world-class destinations. “We still have all the same advantages: easy access to three resorts, the world’s best snow and our proximity to the international airport makes Park City easy to reach.”

Stephanie Nitsch, communications coordinator for the chamber, adds that Park City was able to add 75 new businesses during 2009. “People here have great business savvy and great ideas,” she says. “We know how to thrive in, and capitalize on, a tourism economy.”

Two examples are Jupiter Bowl, a bowling alley done in Park City style with sumptuous amenities, cocktails and private party space. High West Distillery and Saloon is another venture creating a buzz and packing them in every night of the week. The world’s only “ski-in, ski-out” distillery, High West still is a boutique whiskey maker in a historic Park City building, smartly offering tasty fare and a family-friendly atmosphere. Further down the mountain range in Provo Canyon, Sundance Resort opened some of its mountain to night skiers, boosting runs for locals and destination skiers alike.

In Utah County, one of the state’s biggest tourist attractions and local destinations is Thanksgiving Point, which logged 1.65 million visitors last year, meeting 2008 numbers. When it was founded in 1996, Thanksgiving Point was a bit of an island on I-15 between Salt Lake City and Provo. Before development in surrounding towns exploded, Thanksgiving Points’ gardens, dinosaur museum, business park and Johnny Miller Golf Course were a bit isolated. Now known for immense botanical gardens, the largest dinosaur museum in the world, a working farm, shops and restaurants, it is the ultimate “staycation” and a worldwide draw. But CEO Mike Washburn says it holds even more significance to the county’s economy and the business engine. Thanksgiving Point is a tourist and business magnet.

“There has been growth in the area and other businesses have gained traction because of the presence of Thanksgiving Point,” Washburn says. “The new commuter rail in 2012, new hotels, Cabela’s—are all here because Thanksgiving Point is a destination.” Microsoft Corp. recently opened a new research and development office in the adjacent business park, where it employs 100 people in high-paying programming jobs. On the horizon at Thanksgiving Point are two new campuses for Mountainland Applied Technology College and Utah Valley University as well as widely recognized Brigham Young University. The schools in combination educate well over 40,000 students.

A LITTLE HELP GOES A LONG WAY

If you pay attention to rankings, which all economists and state officials do, Utah is a friendly environment for business, to put it mildly. Just to mention a few accolades: 1st in “Economic Dynamism” by the Kauffman Foundation New Economy Index; 2nd Best State for Business by *Forbes*; 3rd in Top States for Business by CNBC; 1st in *Inc.* 500 Companies per capita; 3rd for Business Climate from *Business Facilities* magazine.

There are numerous contributors to Utah’s success, but a big one is the state’s leadership and creativity, support of small and rural businesses, and government incentives and programs on every level.

In Utah County, one company won a large federal contract in part because of the Governor’s Office of Economic Development (GOED) and the Procurement Assistance Program (PTAC). Raass Brothers, a contractor in Lehi, received help from PTAC in writing and reviewing its proposal to win a five-year, \$65 million job to build and refurbish homes at Dugway Proving Grounds. With R&O Construction, Raass will provide hundreds of new jobs. “We love the PTAC and Procurement team services,” owner Stan Raass says. “Without them we would not have won this contract.”

Another important state program is Utah’s



THANKSGIVING POINT

Own, managed by the Utah Department of Agriculture. Started in 2001, the program has almost 350 members statewide, all businesses that sell locally grown or produced products such as preserves, honey, lamb, or salsa. Promoting Utah products is important for the economy because a dollar spent on a Utah product puts \$4 to \$6 back into local coffers. One extremely successful Utah’s Own company and recognized corporate-community citizen is Redmond, Inc. Most people know only one of its brands, RealSalt, but are unaware that Redmond produces de-icing, agricultural, industrial and health products, all mined from Utah earth.

The salt mine is in Redmond, but the company moved its headquarters in 2005 to Heber City. Besides attracting new companies like Redmond, Wasatch County is working within the community and the Mountainland Association of Governments (MAG) to invest in and support local businesses while preserving the valley’s peace and beauty.

“We support the GOED’s efforts to grow local and bring in new businesses,” says Paul Kennard, director of Wasatch County Economic Development, “but we’re fairly selective on businesses; we are careful to preserve our existing strengths in tourism and recreation.”

What is working well with the State’s effort is the Mountainland Association of Government’s new Revolving Loan Fund (RLF). The purpose of the fund is “to create permanent, long-term jobs within the Mountainland region of Utah by providing ‘gap’ and start-up financing to qualified businesses for eligible activities.” Loans made through the fund are intended to bridge the gap created by shortfalls in commercial financing, which was the perfect solution for Hall’s Confections, a family-owned Heber company. Hall’s is one of five Wasatch County companies, all related to tourism and retail, which received RLFs in 2009. Randy Hall, a third generation candy-maker, says he was looking into SBA loans but

“People here have great business savvy and great ideas. We know how to thrive in and capitalize on a tourism economy.”

STEPHANIE NITSCH,
COMMUNICATIONS COORDINATOR FOR THE CHAMBER/BUREAU

knew qualifying could be a challenge, when he discovered the RLF program and received \$45,000 for equipment, marketing, inventory and working capital. "The program provided several resources to help me get the loan," Hall says, and now he does what he does best. "We can make the world a sweeter place. Through good times and bad, the snack business has always done well."



BRIGHAM YOUNG UNIVERSITY

TITANS OF TECH

Utah County and innovation, in technology and nutritional sciences, have almost become synonymous in the past decade. A valley that thrives on entrepreneurial spirit, you can almost feel the energy change when you take

that final curve on I-15 and cross the border from Salt Lake to Utah County. Now the area has gained world wide recognition for high tech businesses and training.

One factor that can't be ignored is influence and assistance from the valley's universities. The area is home to Brigham Young University's tech start-up program and Utah Valley University and its Business Resource Center, one of three funded by the State. In 2009, Business Week named Brigham Young University as "Brigham Young's Entrepreneur Factory" because of the number of startups, licenses and patent applications they produce each year. According to the article, which cites the University Technology Managers, "BYU-licensed technology led to the creation of nine new companies last year on a research budget of roughly \$30 million. Stanford, with a budget of \$1.1 billion, spawned the same number of startups."

Mike Alder, director of BYU's tech transfer office, says the university has a legacy of producing tech companies. "Since we started keeping track in 1984, 82 start-up technology companies have come from the BYU Tech Transfer office," says Alder. "The rate of which companies are coming out now is a lot faster—in 2008 we had nine; in 2010 we had 11," says

Alder, adding that 46 companies are still active and over the last two years, 19 of the 20 companies coming out of the BYU tech transfer office have stated in Utah.

Another successful tech company in the area is Lehi-based IM Flash, maker of the world's first 25-nanometer (nm) NAND technology, which provides a more cost-effective path for increasing storage capacity in such popular consumer gadgets as smartphones, personal music and media players (PMPs), as well as the new high-performance class of solid-state drives (SSDs).

Stan Lockhart, IM FLASH spokesman, says Utah's healthy business environment and skilled engineering workforce are vital to the company's success. "Our Utah workforce is competing on a global stage. When you have the most advanced semi-conductor in the world right here, you know our employees must be doing something outstanding," says Lockhart. "[Utah has] a favorable business environment, world-class high quality engineers from BYU, the University of Utah and Utah State University, stable tax rates, and a strong work ethic in our Utah employees are pivotal to our success." **BU**

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 - Don Whyte, President
 Kennecott Land

South Jordan Statistics

Population (as of print date)	55,619
Acreage	city total 18,301; parks 363
Median Age	27.5
Average Household Size	3.81
Average Household Income	\$93,351
Median Household Income	\$97,645
High School Graduates (over 25 yrs)	95.8%
College Degree Holder (over 25 yrs)	30.9%
Housing Units	15,222
Median Home Value	\$346,000
Median Home Sales Price	\$415,000
Mean Travel Time to Work (Minutes)	26.1
July Temperature (Ave. Max)	83.4°F / 28.6°C
January Temperature (Ave. Max)	7.7°F / -13.5°C
Annual Precipitation	14.96 inches
Taxable Retail Sales (1999-09)	+1,407%
1999 - \$49,123,400	2008 - \$631,112,600
2009 - \$740,263,000	

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SOUTHEASTERN

Diamond in the Rough

By Hilary Ingoldsby Whitesides

FAST FACTS

COUNTIES:

Carbon, Emery, Grand, San Juan

MAJOR CITIES:

Moab (5,121)
Blanding (3,290)
Price (8,039)
Huntington (2,033)

PER CAPITA INCOME

\$28,730 (Carbon)
\$17,170 (San Juan)
\$23,572 (Emery)
\$25,852 (Grand)

MAJOR EMPLOYERS:

Carbon County
School District,
Canyon Fuels Company
Castleview Hospital
College of Eastern Utah
Lisbon Valley Mining Co.
San Juan School District
Energy West
PacifiCorp
Allen Memorial Hospital
City Market
Grand County

Is it only the urban Wasatch front that is enjoying booming business? Think again.

Nestled in Southeastern Utah are four counties well-known on the map for their breath-taking vistas and world renowned recreation. But for those who know Grand, Emery, Carbon and San Juan counties, that's just the tip of the iceberg. These four counties are proving that Southeastern Utah is also a great place to grow your business.

Local economic development directors Michael McCandless (Emery County), Charlie DeLorme (San Juan County), Delynn Fielding (Carbon County) and Ken Davey (Moab city) share why Southeastern Utah is a great place to live and work.

A WINNING COMBINATION

Once considered too isolated for business, Utah's Southeastern region is now primed for business growth and is eagerly inviting companies to the area.

By glancing at a map it's easy to see that Carbon and Emery counties have everything a business needs. Proximity to U.S. Highway 6 and Interstate 70 make transportation to and from both counties easy and convenient. Both counties are also rail served and share a regional airport.

"Large tracks of land, water availability and the transportation provided by the railways and highways makes this area a great place for businesses," McCandless says.

San Juan County, admittedly, has more infrastructure challenges, but has made incredible strides over the last few years. Having recently completed a \$3.5 million fiber optics project, the county is now equipped with the telecommunications structure many businesses need, DeLorme says. And while San Juan County doesn't have rail service, a highway or commuter airport, you don't have to go far to find such services. Within easy reach are Highways 70 and 191, and a regional airport.

Local businesses have long known the area is a great place for business and the outside world seems to be catching on.

"It's a great place to live and it's a better place to work," Fielding says.

As rich in heritage as it is in resources, these four counties share a common goal of helping local businesses grow and many are seeing the fruits of their labors. One example is Intermountain Electronics, which has been an important player in the backbone of Carbon County's economy, as well as in the international mining industry. The company recently expanded with a new industrial park in Emery County—one of the largest in the state—which will open doors for many current and new businesses. Emery County is also looking forward to the possibility of a proposed nuclear power plant.

In Grand County, Triassic Industries is a fast-growing company that preserves Southeastern Utah heritage through wood and stone designs. Grand County's Moab Brewery is also a becoming a widely known company.



MOAB BREWERY

Finally, San Juan County is home to the nation's only uranium mill that, according to DeLorme, is gaining momentum. Now with a call for more nuclear power plant construction, there may be significant growth to accommodate potential demand.

Young's Machine Shop, which produces heavy mining equipment used all over the world, continues to be a shining star for the county and is expanding quickly. Cedar Mesa Products, which produces heritage-rich pottery, is another local company that continues to grow.

The Governor's Office of Economic Development (GOED) is committed to local business development in Southeastern Utah. With an inventive state program that uses the company's own tax dollars instead of public funds, GOED is able to give post-production incentives to qualifying companies. The Rural Fast Track Program has rewarded many Southeastern Utah businesses over the past few years including the previously mentioned, Cedar Mesa Products, Triassic Industries and Intermountain Electronics. Since its inception, the program has helped dozens of businesses expand, improve and create new jobs around rural Utah.



HELPER

that Hanna-Smith believes has allowed Carbon County to avoid the cost of living increases that have recently plagued so many other parts of the country.

In a time where foreclosures and short sales are becoming more and more common, San Juan County boasts a steady real estate market that sets it apart from the majority of the rest of the nation. "Our real estate has been steady. We haven't seen the boom and bust cycle. The real estate continues to have a good value," DeLorme says.

even imagine, it's no surprise that this neck of the woods provides a lifestyle with which other areas simply can't compete.

Carbon County is known for some of the most notable rock art in North America in Nine Mile Canyon as well as famous local dinosaur museums and two scenic byways. Emery county is known as San Rafael country known for the desert backcountry of the San Rafael Swell.

Tourism is one of San Juan County's strongest industries, with Natural Bridges National

"We have a beautiful landscape and easy access to it. We have a high quality of life we want to preserve and our job is to help people that want to live here realize that they can make a living here. We want to help those who live here make a better living."

KEN DAVEY, MOAB CITY ECONOMIC DEVELOPMENT DIRECTOR

WEATHERING THE STORM

While the nation suffered one of the worst recessions in recent history, Southeastern Utah came through the economic turmoil with fewer battle wounds than most areas. That can be credited to the focus local leaders put on helping area businesses stabilize and grow.

According to Fielding and McCandless, the coal and gas industries provide a strong foundation for Carbon and Emery counties. "Emery County relies primarily on coal and power production and since coal and electricity are always needed they have been very stable industries," McCandless says.

Aside from a strong energy based foundation, Carbon County also boasts a diversified economy as the area hub. "Carbon [County] has everything and because it is not driven by only one particular industry so it makes us a strong county," Kathy Hanna-Smith, Carbon County travel bureau director, says. It's this diversity

Another hard-hit industry during the recession has been construction, but in Grand County, specifically Moab City, the construction industry is thriving due to publicly funded projects including the construction of a new hospital, two school buildings and a new recreation center as well as work with the Utah Department of Transportation to replace a mayor highway bridge over the Colorado River.

"The public construction projects that were already in the works have done a pretty good job of helping alleviate what would have been a difficult situation for local construction," Davey says.

A MAJESTIC BACKDROP AND A LIFESTYLE TO MATCH

When you talk about Southeastern Utah one can't help but mention the amazing travel and tourism opportunities. With more national parks and monuments than most counties can

Monument, a portion of Lake Powell, Canyonlands National Park and the red-rock rich Monument Valley.

Whether tourists come for the epic mountain biking, views or famous film scene, Grand County and its largest city, Moab, is a destination hotspot of the Western United States. Grand County also hosts Arches National Park. In fact last year, despite a tough economy, Arches had more visitors than ever before.

But the natural beauty of Southeastern Utah doesn't just bring in tourists. It's home to many businesses and people who care about a way of life, which local leaders are dedicated to celebrating and preserving.

"We have a beautiful landscape and easy access to it. We have a high quality of life we want to preserve and our job is to help people that want to live here realize that they can make a living here," Davey says. "We want to help those who live here make a better living." ■



SOUTHWESTERN

Not Business as Usual

By Melanie Johnson

FAST FACTS

COUNTIES:

Beaver, Garfield, Iron, Kane, Washington

MAJOR CITIES:

St. George (72,718)
Beaver (2,597)
Panguitch (1,520)
Cedar City (28,667)
Kanab (3,782)

PER CAPITA INCOME

\$24,014 (Washington)
\$27,240 (Beaver)
\$24,167 (Garfield)
\$21,103 (Iron)
\$29,663 (Kane)

MAJOR EMPLOYERS:

Intermountain Health Care
SkyWest Airlines
Best Friends Animal Sanctuary
Southern Utah University
Circle Four Farms
Ruby's Inn
Washington School District

Several recession-inspired words have surfaced during the economic storm, including bailout, layoff and staycation, to name a few. But for the five counties of Southwestern Utah—Beaver, Garfield, Iron, Kane and Washington—resiliency is the word to live by. And while 2009 was a trying economic year, the region is making several strides toward a promising future.

BUILDING BUSINESS

Much of Southwestern Utah's economy relies on extensive tourism-related activities. Though tourism dollars have slowed, Utah has sturdy economic development plans in place which benefit Southwestern Utah. One initiative is the Rural Fast Track Program (RFTP) offered through the Governor's Office of Economic Development (GOED). Aimed at existing small companies, the program provides post-performance incentives and grants to businesses that create high-paying jobs in rural areas.

Two of the five counties in the Southwest region qualify for this program, including Garfield and Beaver counties. In order to qualify for the program, rural businesses must fall within the following requirements:

Be located in a county with a population less than 30,000 and average household income less than \$60,000.

Have been in business for at least two years.

Have at least two full-time employees.

Enter into an incentive agreement with GOED which specifies performance milestones.

Working with the county economic development office they must demonstrate how the business project will promote business and economic development in the rural county.

Escalante's BR Bowmar Company, which manufactures parts and industrial machines, has been able to buy better equipment and take on bigger projects as a result of the program.

Paul Bowmar's shop used to operate on two-phase electrical power (a typical house runs on single phase power). Three-phase power, however, is used to power larger projects and is generally more economical. He looked into making the upgrade, but the estimate was \$18,000. GOED was able to assist him with RFTP program. Today he benefits from its grants and tax incentives. "Now I have enough electricity to hire more people and grow my shop," says Bowmar. "I can run bigger machines and get larger projects. Because my projects are bigger, I can offer more technical jobs to my workers and they can make more than the standard Garfield County wages. It's more like what they'd likely make in Salt Lake City."

The county is off to a good start and additional participation will only help stimulate Garfield County's economy and other rural areas.

THE RIGHT DIRECTION

Milford's A&F Electric is another company who participated in the Rural Fast Track Program. Because of the post-performance and tax incentives, A&F could buy specialty electric equipment, tools and supplies, which aided the company's business expansion. It also helped the company to go from working on a \$20 million project to a \$60 million project. "We wouldn't have been able to get bigger jobs without buying specialty tools and electrical equipment. It put us in a whole different realm to be able to work on bigger jobs," says Lenn Florence, manager. Additionally, Florence and his team bought everything locally in Milford and hired additional employees to work on bigger jobs, thus further stimulating the economy.

Last year's construction of Utah's biggest wind farm in Milford County provided temporary employment opportunities and largely contributed to a year-over job growth rate of 7.3 percent. While the transportation, warehouse, leisure and hospitality service industries declined some, several industries experienced employment expansion, including mining, manufacturing, education, health, and social sciences sectors.

WORKING TOGETHER

In Iron County, the good news is that there are indicators of an early-stage recovery from the national recession.

“Looking forward, the areas in which we expect to see opportunity for Iron County are health care, renewable energy and technology,” says Brennan Wood, economic director, Iron County. With a technology focus in mind, the Southern Utah Technical Council (SUTC) was created. The group, which consists of Southern Utah high tech businesses and their associate, comes together to help other high tech businesses become profitable through networking, increasing their market shares and resource development. The organization also provides a forum for companies to discuss their successes and failures.

“A big part of education for local businesses is connecting locals in the area with those they wouldn’t otherwise have known about,” says Wood. “It gives them the opportunity to co-op, get information and share ideas and from what we’ve seen, they’re able to be more competitive on a national and global level.”

Iron County has the bandwidth to communicate with anyone in the world. Because the county has a fully redundant fiber optics network it has eliminated any downtime. “When our residents have a certain technology, they can provide that anywhere and we’ll take that to them instantly,” says Wood. “Because of the Southern Utah Technology Council, we’re creating those technologies here locally and giving room for additional high paying jobs.”

With a focus on current and future business development, the county also created the Cedar Strategic Initiative (CSI). The group brings stakeholders together, including the Chamber of Commerce, Southern Utah University Business Resource Center, the Office of Education, etc. to get an understanding from community leaders concerning where they want to see the community go in the next five to 15 years. “The



AMANGIRI RESORT

program empowers the community and gives business a voice concerning the resources and programs they want and need.”

SETTING THE STATE

According to Lecia Parks Langston, regional economist with the Department of Workforce Services, Kane County’s recession ended the third quarter of 2009. “Job losses measured only 4 percent from September 2008-2009.” Construction slowed like the rest of the country. Even with a slower construction pace in Kane County, the world renowned Amangiri Resort opened near Lake Powell. The resort is one of only two of its kind in the country and the resort company is recognized as one of the finest resort products in the world.

A number of industries in Kane County are showing signs of growth, such as the film industry. Utah will set the stage for a block-

buster film that’s anticipated to provide worldwide exposure to the state and specific areas of Kane County. Currently in the works is Disney’s “John Carter of Mars,” based on a series of novels by Edgar Rice Burrows, the writer of “Tarzan.” “A Disney theatre film of this caliber will put local industry to work and generate an estimated 200 jobs for Utah workers, which will stimulate local employment,” says Marshall Moore, director, Utah Film Commission.

Film production style will be similar to James Cameron’s “Avitar” and will include 45 days of filming in Utah, specifically in Lake Powell, Big Water, Kanab, Moab, Arches, Hanksville and Sevier County. All exterior filming will take place in Utah and will be visually enhanced by animation with Utah’s landscape.

“This builds a positive image of the region and stimulates tourism once it becomes a movie and the film locations will become popular destinations for tourists,” says Moore.

The immediate benefit: The project provides a strong economic contribution to the local economy. Walt Disney will hire workers and the combined crew size is anticipated to be 400, most of whom will utilize hotel and food services over at least a 12-month stay. Also, an anticipated \$27 million will be spent on sup-

“Looking forward, the areas in which we expect to see opportunity for Iron County are health care, renewable energy and technology.”

BRENNAN WOOD, ECONOMIC DIRECTOR, IRON COUNTY

plies and equipment in-state. "Every dollar we spend will generate two-and-a-half dollars in return," says Moore.

"From start to finish, the crew will have spent about 1.5 years actively working in the state, specifically the Southwest region," says Moore. By putting Utah on the screen, it markets the filming destination and raises awareness of Utah's scenic beauty. As a result, this promotes the area as a destination for all types of film production, including TV series, music videos, documentaries, commercials, studio feature films and independent feature films and in turn, benefits Utah."



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The benefits of the film industry to the local economy are often unnoticed on a local level, but the effects can be felt through tax revenues and the support of Utah's cultural resources and creative sector. So when it comes to opportunity, this project is a defining moment.

PROPELLING FORWARD

The manufacturing industry was hit two-fold in Washington County; by severe construction-related losses and then by the national economic downturn. The county is still recovering, however, and unemployment rates are moderating and unemployment insurance claims are down.

Washington County is moving forward with a major construction project: rebuilding the St. George Municipal Airport. Slated to open in 2011, the airport will enhance the area's transportation network and allow for more commercial flights, including St. George-headquartered Sky West Airlines who is the Delta flight connector around the west.

The airport is also expected to lead to increased employment in the area, attracting an estimated 100 companies. The terminal construction alone will employ nearly 300 people, most of whom are local residents.

All in all, Utah's Southwest region has continued moving forward with several milestone projects. And though the area is not yet out of the woods, when it comes to recovering from an economic downturn, the region's barometer looks bright with opportunity. **BU**





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BEAR RIVER

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By Gretta Spendlove

FAST FACTS

COUNTIES:

Box Elder, Cache, Rich

MAJOR CITIES:

Brigham City (18,709)

Logan (48,657)

Smithfield (9,535)

Tremonton (6,470)

PER CAPITA INCOME

\$26,502 (Box Elder)

\$23,450 (Cache)

\$27,438 (Rich)

MAJOR EMPLOYERS:

Utah State University

ATK Launch Systems

Icon Main Plant

Rich County School District

Autoliv

Logan Regional Hospital

Convergys

The Bear River curves gently through Northern Utah, wandering 350 miles south past fields and marshes and mountains toward the Great Salt Lake. There is still stunning natural beauty in the Bear River Region, consisting of Cache, Box Elder and Rich counties. But the area is also on the move, with profitable companies moving in from outside Utah and percolating up from within. “We have great diversity in types of businesses,” says Sandy Emile, economic development advisor for Cache County.

The new Procter & Gamble plant is being built near Corrine, a quiet town in Box Elder County which has less than 1,000 residents today. Corrine’s past is colorful and bustling; the city was an 1870s rail center which at one point attempted to become the capital of Utah. City leaders say Corrine is on its way to bustling again, as Procter & Gamble hires engineers, ma-

chinists, managers and the other skilled workers necessary to make and ship paper products to consumers throughout the West.

“The reason Procter & Gamble chose Northern Utah is three-fold,” says Matthew Donthnier of Procter & Gamble. “First, geographic location. It’s a great distribution point for areas west of the Rockies. Second, the incredible cooperation from state and local leaders. And third, the workforce and culture.”

Donthnier praises the assistance given by the Utah Governor’s Office of Economic Development (GOED) in structuring state tax incentives, introducing Procter & Gamble to local government leaders, and providing information on technology colleges and other resources important to the company.

“We’re investing \$300 million in the State of Utah,” says Donthnier, “as we build a million square foot plant to make Bounty paper towels and Charmin toilet tissue.”



PROCTER & GAMBLE GROUNDBREAKING



NUCOR STEEL

As for the state's workforce and culture, Donthnier says, "Utah workers are highly educated, their work ethic is high, their integrity is high, and the culture in Northern Utah promotes and supports those values. If anything, many Utah workers are underemployed. They want to stay in Utah for the lifestyle, even if that means not taking the best-paying job elsewhere. Having that pool of committed, talented workers, eager for better jobs, is very attractive to employers siting plants in Utah." Procter & Gamble's goal, Donthnier says, is to hire 80 percent local.

Other national and global companies which have successfully moved into the Bear River Region include ATK, Nucor Steel and AutoLiv. ATK develops components for space and defense systems, Nucor Steel is a steel fabricator, and AutoLiv, a Swedish company, is one of the largest global producers of airbags for cars.

FUELING TECH GROWTH

Utah State University, based in Logan, Cache County, is a powerhouse for economic development in the region. Ned Weinschenker, USU vice president, reports that during 2009 USU's Technology Commercialization Office (TCO) received 80 idea disclosures from students and professors about potential inventions, filed 44 patents, had 11 patents issued, and created five spin-out companies using USU technology. That was the largest number ever generated by TCO in a single year. "This growth is placing USU into an important position among key players in university-based technology commercialization," Weinschenker says.

USU's tech transfer growth is fueled by the State of Utah's Utah Science Technology and Research (USTAR) initiative, which in March 2009, allocated \$800,000 to TCO to award to inventors and researchers in the final stages of moving their ideas to market. Sixteen submissions were received in the first round, in September 2009, with additional rounds in December 2009, March 2010 and June 2010. The grants awarded range from an "efficacy study" of new antibiotics, to flying, unmanned, networked sensors used to transmit environmental information, to an equine distress monitor used to detect the onset of serious health conditions in horses. Any or all of those grants may result in profitable Northern Utah businesses.



ATK

"The reason Procter & Gamble chose Northern Utah is three-fold. First, geographic location. It's a great distribution point for areas west of the Rockies. Second, the incredible cooperation from state and local leaders. And third, the workforce and culture."

MATTHEW DONTNIER OF PROCTER & GAMBLE

USU is also the home of the Space Dynamics Lab, which produces \$50 million in business per year, according to Eric Warren of the Space Dynamics Lab. “We’re known throughout the world as a leader in optics and infrared space observation tools,” says Warren.

The lab hires 450 engineers and students who build space instruments, develop sensors for unmanned military vehicles, and have even participated in the launch of a satellite. Parts for the satellite were developed at the lab, shipped to Denver, integrated into a payload, and eventually launched from a site in Califor-

“We have a strong, secure agriculture basis, a successful research park, hospitals, and businesses spun off from all of them. We have a highly educated workforce with a high code of ethics. And we have a beautiful place to live with people who care about each other.”

SANDY EMILE, ECONOMIC DEVELOPMENT ADVISOR FOR CACHE COUNTY

2009 | Best Small Metro for Small Business Start-Ups.
US. Dept. of Labor

2009 | Lowest Unemployment Rate in the U.S.
US. Dept. of Labor

2009 | Best Places to Live the Simple Life.
AARP Magazine

2008 | Safest Community in the Nation.
Morgan Quitno Press

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nia. “The Space Dynamics Lab was started one year after NASA was created,” Warren says, and was the dream of Doran Baker, a USU professor. The lab now receives multiple grants from NASA and other developers of space technology and is on the forefront of optics and space research.

STAYING CONNECTED

The Bear River Region’s economic development is further supported by a strong telecommunications network. One major telecommunication services provider to the area is Qwest Communication. “Businesses seeking to locate in Northern Utah have the ability to purchase redundant communications services from providers serving in the area,” says Jerry Fenn, president of Qwest Communications for Utah. “We are committed to increasing the services to the Cache Valley, and other parts of the Bear River Region.”

“We’re very networked as a community,” adds Emile, as she describes BRENDA, the Bear River Economic Development Association, made up of local government officials, chamber of commerce directors, and economic development advisors. “We meet together on a monthly basis to discuss what businesses are coming into the area, what businesses are struggling and which of us has the resources to help.”

Emile sums up the strong business resources and great lifestyle of the Bear River Region. “We have a strong, secure agriculture basis, a successful research park, hospitals, and businesses spun off from all of them. We have a highly educated workforce with a high code of ethics. And we have a beautiful place to live with people who care about each other. ■



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CENTRAL

From the Ground Up

By Heather L. King

FAST FACTS

COUNTIES:

Juab, Millard, Piute, Sanpete, Sevier, Wayne

MAJOR CITIES:

Richfield (7,217)
Nephi (5,408)
Delta (3,172)
Ephraim (5,284)
Loa (516)
Circleville (485)

PER CAPITA INCOME

\$22,374 (Juab)
\$26,397 (Millard)
\$25,341 (Piute)
\$19,329 (Sanpete)
\$23,081 (Sevier)
\$23,610 (Wayne)

MAJOR EMPLOYERS:

Juab School District
Teton Industrial
Construction
Intermountain Power Service
Millard County
Dalton Brothers Trucking
Piute County School District
Snow College
Moroni Feed
Sevier County School District
Canyon Fuels Company
Aspen Ranch
Federal Government

If mixing business with pleasure is part of your company's man- tra, Central Utah may be the perfect landing spot. The region's six counties, Juab, Millard, Piute, Sanpete, Sevier and Wayne counties, offer a one-of-a-kind environment that means work hard, play hard. And despite today's stormy economy, the region is weathering the downturn due to its economically sus- tainable products and industries, and with help from the State of Utah's Rural Fast Track program and Economic Development Tax Increment Financing (EDTIF) tax credits.

SEVIER COUNTY

Sevier County's economy is tied to its robust land. More than 50,000 acres of cropland sup- port livestock and turkey processing, while gas, oil and mining are also critical to the area's success.

Wolverine Gas and Oil is one local com- pany boosting the area's economy, according to Malcolm Nash, economic development di- rector for Sevier County. "Wolverine Gas and Oil is the most recent company that has sig- nificantly affected the local economy," he says. "The company's continued exploration and production of oil generates the demand for production services and transportation."

Sevier County's accessibility to Interstate 70 adds to the community's viability. Local businesses, such as Redmond Minerals, Dia- mond K Gypsum and Sufco Coal Mine, benefit from easy exportation, including FedEx loca- tions in Salina and Richfield to use for moving packages between Los Angeles and Denver. All of these businesses, Nash says, plus Jor- gensen Honda and Ford, "have good models that are able to sustain themselves even in a

poor economy. They hire a lot of people and provide a good wage."

The area also boasts unique recreational activities that bring in tourism dollars. "Fish Lake attracts thousands of people during the summer and provides ice fishing during the winter," Nash says. "Sevier County is also opening the second phase of a bike path that will eventually run the width of Sevier County." The main tourist attraction is the 200+ mile Piute ATV Trail System.

PIUTE COUNTY

Neighboring Sevier County to the south, Piute County depends on tourism, the Piute School District (employing 50) and agriculture to sup- port its residents.

Tourists seek out Piute Lake State Park for some of the best fishing in Utah. Marys- vale is an access point to the Paiute ATV Trail which also runs through Circleville where out- law Butch Cassidy grew up at Parker Ranch. Kingston Canyon is popular for camping, hik- ing and fishing. Otter Creek State Park offers good boating, water-skiing and fishing oppor- tunities.

Big Rock Candy Mountain Resort and Hoovers River Resort also employ residents in the area and offer services for all types of recre- ation enthusiasts year-round. Visitors can find lodging options, tour guides and rent sport- ing equipment for ATV riding, snowmobiling, mountain biking and water sports adventures.

WAYNE COUNTY

One of Wayne County's largest employers and most critical service facilities is Wayne Com- munity Health Center in Bicknell. The center not only retains 38 full- and part-time em- ployees, but also provides needed medical ser- vices from a medical doctor, two dentists, one pharmacist, three pharmacy technicians, eight medical assistants, a case manager, a nurse practitioner and a physician's assistant.



BARNES AEROSPACE EXHAUST NOZZLE



“This project is a great example of the kind of development that helps create jobs and helps stimulate the economy.”

PAUL GAYNOR, CEO OF FIRST WIND

“Surrounding residents from Garfield and Piute counties come here for their health needs, so this wonderful commodity provides well for Wayne,” Michelle Coleman, director of Wayne County Economic Development, explains.

Other businesses making an economic impact include Brian Farm Service Center in Loa, Bull Mountain Market in Hanksville and Castle Rock Coffee & Candy in Torrey. The new pellet-making operation of Thousand Lake Lumber in Lyman is particularly important to the future of the community as well. Additionally, Wayne County’s Capitol Reef National Park supports numerous seasonal tourist and recreational businesses.

Coleman is pleased to say that GOED is very important to Wayne County and one local business has already received the Rural Fast Track incentive with two more currently in process.

SANPETE COUNTY

Kevin Christensen, director of Sanpete County Economic Development and Travel, explains that businesses started in Sanpete County such as Freedom Innovations, CO Building Systems and Moroni Feed, “tend to have a greater impact on the area because they never leave.”

Hometown businesses Christensen Arms and ACT Aerospace as well as Timberhawk Homes have all received Rural Fast Track grants to further build and maintain a high-paid workforce. MediConnect Global recently received a \$1.75 million EDTIF incentive (in the form of tax credits over 10 years) to expand operations in the area. “We are delighted to further develop our operations in Ephraim,” says MediConnect CEO Amy Rees Anderson. “We appreciate the motivated workforce available in Sanpete County.” In addition to the 300 new full-time jobs and revenue created by MediConnect’s expansion, Christensen explains, “MediConnect will provide medical and dental

insurance for employees—something that is greatly needed in rural Utah.”

Outdoor enthusiasts visiting Sanpete County can enjoy snowmobiling; sport climbing in Maple Canyon; ATV riding on the Arapahoe OHV Trail System; golfing, fishing and geo-caching at Palisade State Park; boating and camping on the Painted Rock side of Yuba State Park and snowkiting in Fairview Canyon where the annual US Open Snowkite Master is held.

MILLARD COUNTY

Perhaps the most economically notable county in Central Utah this year, Millard County recently opened the state’s largest wind-energy generation facility. Located in Millard and Beaver counties, the first phase of the Milford Wind Corridor project generated nearly \$86 million in direct and indirect spending in Utah, including 250 development and construction jobs. Paul Gaynor, CEO of the project’s parent company, First Wind, says, “This project is a great example of the kind of development that helps create jobs and helps stimulate the economy.” The project is expanding north into Millard County and will eventually include 159 turbines.

Linda Clark Gillmor, Millard County economic development director, says that Magnum Gas Storage will also begin construction of a natural gas storage project in Millard County in May 2010 that will provide the necessary infrastructure for the expansion of renewable resource development.

Additionally, two local companies, LiquaDry and Utah Dairy Farms, are both using innovation to keep business brisk. “Utah Dairy Farms has recently put their own brand of egg nog and chocolate milk on the shelves at all Smith’s stores and selected Associated Stores,” says Gillmor. “In a challenging economic time for most businesses in agriculture, Utah Dairy Farms is showing creativity and initiative in marketing of a local food product.”

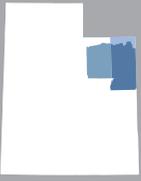
LiquaDry, Inc. offers employment to 37 Millard County residents as well as generous benefits. “We have made a long-term commitment to our employees,” Deeanna Petersen of LiquaDry cites. LiquaDry supports local agriculture by purchasing extra crops from area farmers. “Millard County is known for producing high-quality hay and we have taken advantage of that quality in producing our cereal grass powders. The climate, soil advantages and proximity of farms to our production facility all play a major part in our unique processing technology.”

JUAB COUNTY

According to Byron Woodland, Juab County and Nephi City economic development director, Barnes Bullets and FiberTEK are two companies that are having significant economic impact in Juab County. “In a time of high unemployment for the county, they are providing much-needed dependable jobs.”

Both companies took advantage of GOED’s economic development programs. FiberTEK received a combined EDTIF/IAF incentive package for its new manufacturing facility and relocated from Florida to Nephi. The company was awarded \$1.25 million in IAF for the creation of 99 new jobs and \$2.75 million over 10 years through EDTIF. “Barnes Bullets is a homegrown Utah company,” Woodland says, adding that the company was awarded \$200,000 over 10 years in EDTIF incentives for the relocation and expansion of its operations to Mona with an estimated 42 new jobs and 53 retained jobs.

Recreational opportunities available in Juab County include ATV riding at Little Sahara Sand Dunes, boating at Yuba Lake and the Ute Stampede Rodeo. ■



UINTAH BASIN

More than Meets the Eye

By Heidi Kulicke

FAST FACTS

COUNTIES:

Daggett, Duchesne, Uintah

MAJOR CITIES:

Vernal (8,696)
Duchesne (1,612)
Roosevelt (5,025)
Manila (324)

PER CAPITA INCOME

\$19,941 (Daggett)
\$32,996 (Duchesne)
\$29,534 (Uintah)

MAJOR EMPLOYERS:

Duchesne County School District
Uintah Basin Medical Center
Halliburton Energy Services
Colletts Recreation Services
Cash Meat Market
Anadarko Petroleum Corp.
Ashley Valley Medical Center
Jacob Fields Service N.A.
National Forest Service

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OPTIMISTIC ATMOSPHERE

Everywhere you look there are plentiful opportunities for business in Duchesne, Daggett, and Uintah counties. And with help from the Governor's Office of Economic Development (GOED), the availability of tax credits is especially enticing.

Take L&L Motors for instance, located in Duchesne County in Roosevelt, Utah. Oil rig company fleet vehicles were being serviced out of state due to long wait times and a lack of resources. To solve this problem, L&L Motors was given an incentive through the state's Rural Fast Track Program to expand its business in Utah. As a result, the shop underwent a \$5 million expansion, increasing its service bays

from five to 28. "They were able to retain and create jobs by expanding their business, ultimately keeping business in Utah," says Irene Hansen, executive director of the Duchesne County Chamber of Commerce.

Now the largest service center between Salt Lake City and Denver, L&L Motors' new building is technologically advanced with the capability of keeping money in the state of Utah where it belongs. "We're thrilled they took a risk and decided to invest in our community," says Hansen. "It's a fantastic investment in Roosevelt that will bring prosperity and jobs for 50 years to come."

In spite of the oil and natural gas industry's prominence in the basin, it still was not immune from the economic turmoil the nation experienced in 2009. While some oil companies were laying people off and putting an end to drilling, one company decided to weather the storm and is now able to expand.

New Field Exploration Company changed its business model in order to adapt to the current economic situation and remained efficient in 2009. "They must feel that Utah is a good place to do business," says Hansen, which would explain New Field's proposal to drill 5,750 additional gas wells more than a 25-year period in the basin.

Hansen says she has found that by living in a smaller community, everyone must work together to create their own positive atmosphere. "We want to live here and watch our community grow and thrive. We've learned that the future is up to us, and we're very optimistic," she adds.



FLAMING GORGE

UTAH STATE UINTAH BASIN CAMPUS



DISCOVERING DINOSAURLAND

Outsiders may think of Vernal as merely a quaint small town full of ancient dinosaur fossils, but the locals know the best kept secret is it's actually the finest place around to do business.

Ashley Regional Medical Center recently underwent a \$22 million expansion which included additional services and office space for physicians. This allowed for expanded services, such as urology, that were not present in the past. It is anticipated that more physicians will come to Vernal now that offices have been built for them. "A \$22 million investment in our community is no small thing and the impacts are unexplainable," says Tammie Lucero, executive director of Vernal Economic Development.

Like Duchesne County, Uintah County is heavily involved with the oil and natural gas industry. Anadarko Petroleum Corp. recently opened the Chipeta Natural Gas processing plant, which is filled near capacity. The company also has plans for expansion, expecting to drill approximately 200 wells in the Uintah Basin area this year alone. Within five years, Anadarko's expectations include drilling 1,800 to 2,200 wells along with ramping up their number of operated rigs to 15.

And with new stores cropping up left and right including several clothing, grocery and specialty shops, there's no need to drive all the way to Salt Lake City. Vernal contains both big city accessibility and small town charm,

"We are basically the largest shopping hub between Salt Lake City and Denver. The sales tax is absolutely crucial to the success of our community and we are proud to be able to serve the area."

TAMMIE LUCERO, EXECUTIVE DIRECTOR OF VERNAL ECONOMIC DEVELOPMENT



servicing as the retail hub within 100 miles. In fact, people travel here to shop from Western Colorado, South-western Wyoming and all over Eastern Utah. "We are basically the largest shopping hub between Salt Lake City and Denver. The sales tax is absolutely crucial to the success of our community and we are proud to be able to serve the area with a variety of stores," says Lucero.

Another big city perk residents of the basin enjoy is higher education through Utah State University right in their own backyard. "We've had \$150 million coming into the Uintah Basin over the past four years, creating a full-blown regional campus," says Rob Behunin, special assistant to the president of USU. The campus offers 18 different bachelor's degrees and 11 master's degrees. Companies, such as Simplot, have even won national awards for sustainability and environmental responsibility, creating research opportunities for graduate students in the environmental and energy fields.

DESTINATION OF DELIGHTS

Behunin says Eastern Utah as a whole is one of the state's best-kept secrets for business and entrepreneurs. "We have home grown scientists who have put satellites into space. Oil, gas and coal extraction fuels the state's economy with some of the most inexpensive energy because it's local," he adds. "When it comes to having the most world class energy assets in one spot, Utah is viewed as the bull's-eye."

To top it off, the area's vast array of outdoor activities will have you thinking again when referring to small towns as "boring." On the weekends, enjoy fishing and boating at Flaming Gorge or explore hiking throughout the stunning natural landscape. "We take pride in our rich, colorful history and our bright, promising future," says Lucero. "We are truly a diamond in Utah's backyard," adds Behunin. **BU**

"We want to live here and watch our community grow and thrive. We've learned that the future is up to us, and we're very optimistic."

IRENE HANSEN, EXECUTIVE DIRECTOR OF THE DUCHESNE COUNTY CHAMBER OF COMMERCE

Partnering Today For A Stronger Tomorrow



Great things can happen when hands join and ideas develop. Education advances, employment thrives and communities grow stronger. At Anadarko, we are proud to work with our Utah partners to invest in and enhance the quality of life in the communities where we live and operate. Through these partnerships, we are making a difference today.

Uintah County

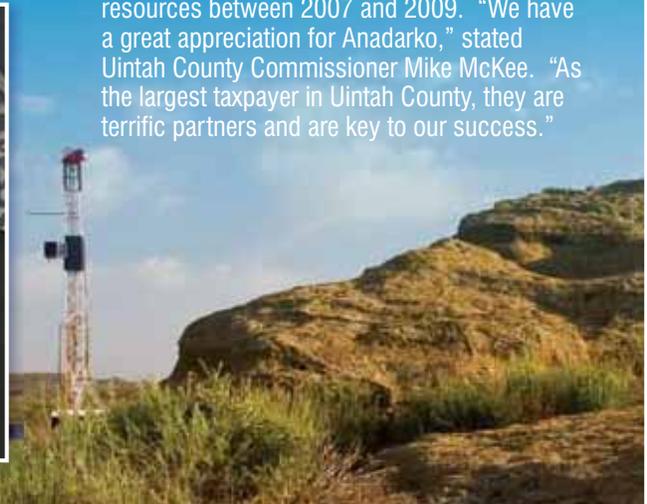
"Uintah County's unique character, quiet lifestyle and natural landscape bring a quality of life valued by residents and visitors," noted Tammie Lucero, Uintah County Economic Development Director. "We also recognize the importance of developing the natural resources necessary for economic growth and stability. When we partner with business we have a stronger tomorrow."

Anadarko is committed to achieving that balance of preserving the rich, colorful history while developing the energy we all need. As the largest producer of clean-burning natural gas in the state of Utah, the company produces enough natural gas from the Greater Natural Buttes area south of Vernal each day to supply approximately 1.6 million average American homes. Its commitment to responsibly produce, process and deliver these resources was recognized through the 2008 Earth Day

Award and the 2009 EPA Natural Gas Star Continuing Excellence Award for its efforts to minimize surface impact and reduce emissions.

Anadarko employs a highly skilled work force of approximately 200 employees in the state and utilizes the services of approximately 700 contractors on a daily basis. With operations both in the Greater Natural Buttes and Price areas, employees live and work in the local communities and have a natural commitment to being good neighbors. Actively supporting community programs ranging from United Way to the Boy Scouts of America is a core value of the company.

The company's presence in the state is also felt directly through capital investments, taxes, royalties and support of local business and education. The company paid approximately \$287 million in state taxes, royalties and salaries in the state and invested more than \$.8 billion in development of Utah energy resources between 2007 and 2009. "We have a great appreciation for Anadarko," stated Uintah County Commissioner Mike McKee. "As the largest taxpayer in Uintah County, they are terrific partners and are key to our success."



Thank you to the many partners that make working in Utah a pleasure

Anadarko is responsibly balancing the production of clean-burning natural gas with the preservation of Utah's heritage and environment, and together with partners like Uintah County, the future is bright, noted general manager Brad Miller. "In the Greater Natural Buttes area we hold 189,000 net acres with plans to drill more than 200 wells this year. Over the next five years, we anticipate investing more than \$1.5 billion in capital. With such a promising outlook, we appreciate the collaborative partnership found in Utah and with Uintah County."

Ute Indian Tribe and Ute Energy

In 2008, Chipeta Processing LLC, a joint venture wholly owned by subsidiaries of Ute Energy, LLC and Anadarko Petroleum Corporation, was formed to operate a natural gas processing and delivery hub for the Greater Natural Buttes area of the Uinta Basin of Utah. The Chipeta plant recently completed the cryogenic unit, which provides technology to cool the natural gas even greater than the existing refrigeration unit. The technology recovers natural gas liquids into separate products from the natural gas stream more efficiently and effectively. "This venture demonstrates Anadarko's and Ute Energy's commitment and desire to work with the Ute Tribe and other stakeholders in the responsible and profitable development of its natural resources," Ute Energy's President Richard Sherill said. The Chipeta operations and the recent acquisition of Natural Buttes 101 Gas Processing Plant and pipeline maximizes natural gas production and delivery and intends to add value to Anadarko's and the Ute Tribe's reserves in the Uinta Basin. "The Ute Tribe Business Committee is pleased to support this investment through Ute Energy and our partner Anadarko. We believe it will lead to continued growth in the Uinta Basin," said Curtis Cesspooch, Chairman of the Ute Tribe Business Committee.



Utah State University and Uintah Basin Applied Technology College

Utah State University will be opening the Bingham Entrepreneurship and Energy Research Center in September of 2010. The center will host various academic, industry and national lab partners. USU's Energy Dynamics Laboratory and Department of Energy's Idaho National Laboratory will have space and operations in the facility to help advantage and solve critical energy needs in the areas of oil, gas, coal and environmental mitigation. The Center has benefited from a strong partnership with Anadarko Petroleum from a sizeable donation to strengthen the USU Engineering program in the Uintah Basin.

Dr. Robert Behunin, Special Assistant to the USU President points out that "Anadarko represents a significant and critical component of our economic viability in the Uintah Basin and the State of Utah. The fact that Anadarko has assumed a leadership role in the community

demonstrates the effectiveness of creating unprecedented partnerships that focus on creating opportunities for private citizens, students and industry."

The Uintah Basin Applied Technology College finished construction of an 86,000 square foot classroom and technology building. The technology building bears the name "Anadarko Petroleum Corporation Industrial Technology Building." Anadarko's generous contribution helped to finish the construction and secure key industry programming for the facility. The Uintah Basin Applied Technology College serves nearly 6500 students per year, the vast majority of which come from industry. The college features OSHA training, petroleum technology, Anadarko's "Safeland" Training, and other industry related specialties. Paul Hacking, President of the UBATC notes, "Anadarko's support is critical to providing the best industry training in the business. Without Anadarko's corporate sponsorship and presence in the Uintah Basin we would not be able to meet the needs of industry."

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UTAH'S BUSINESS LEADERS



Accounting Firms by number of accountants

COMPANY	FULL-TIME CPAS
1 Ernst & Young LLP	121
2 PricewaterhouseCoopers LLP	69
3 Deloitte & Touche	66
4 KPMG LLP	48
5 Grant Thornton LLP	45
6 Tanner LC	43
7 Hansen, Barnett & Maxwell	38
8 Wisan, Smith, Racker & Prescott LLP	34
9 Squire	33
10 HintonBurdick CPAs & Advisors	32
11 CBIZ-MHM	30
12 Hawkins, Cloward & Simister	27
13 Schmitt, Griffiths, Smith & Co	27
14 Jones Simkins PC	20
15 Mantyla McReynolds	18
16 Cook Martin Poulson P.C.	17
17 Haynie & Company	15
18 Karren, Hendrix, Stagg, Allen & Company	14
19 Jensen Keddington	13
20 Pinnock, Robbins, Posey & Richins PC	13
21 Larson & Rosenberger LLP	12
22 Child, Van Wagoner & Bradshaw, PLLC	11
23 Gilbert & Stewart	10
24 Wiggins & Company	9
25 Huber, Erickson & Bowman LLC	9

Law Firms by number of attorneys

COMPANY	ATTORNEYS
1 Parsons Behle & Latimer	121
2 Kirton & McConkie	107
3 Ray Quinney & Nebeker PC	89
4 Jones Waldo Holbrook & McDonough PC	84
5 Stoel Rives LLP	72
6 Workman Nydegger	71
7 Parr Brown Gee & Loveless	64
8 Durham Jones & Pinegar	63
9 Van Cott, Bagley, Cornwall & McCarthy PC	57
10 Snow, Christensen & Martineau	55
11 Callister, Nebeker & McCullough	53
12 Snell & Wilmer	50
13 Strong & Hanni PC	49
14 Holland & Hart LLP	48
15 Fabian & Clendenin	48
16 Ballard Spahr LLP	41
17 Richards Brandt Miller Nelson	41
18 Holme Roberts & Owen LLP	39
19 Bennet Tueller Johnson & Deere	32
20 Prince, Yeates & Geldzahler	31
21 Clyde Snow & Sessions	29
22 Christensen & Jensen	26
23 Trask Britt PC	26
24 Dorsey & Whitney LLP	22
25 Cohne, Rappaport & Segal	18

Banks by total Utah deposits

COMPANY	2008 DEPOSITS (THOUSANDS)
1 Wells Fargo Bank NW, N.A.	\$19,202,381
2 Zions First National Bank	\$12,653,315
3 JPMorgan Chase Bank	\$7,835,412
4 KeyBank	\$2,274,907
5 US Bank	\$991,238
6 Bank of American Fork	\$710,287
7 Bank of Utah	\$580,885
8 State Bank of Southern Utah	\$556,982
9 Central Bank	\$484,811
10 Far West Bank (A Division of AmericanWest Bank)	\$349,853
11 First Utah Bank	\$287,708
12 First National Bank of Layton	\$225,221
13 Grand Valley Bank	\$221,878
14 Cache Valley Bank	\$216,788
15 The Village Bank	\$212,019
16 Centennial Bank	\$205,076
17 Lewiston State Bank	\$198,044
18 SunFirst Bank	\$195,589
19 Celtic Bank	\$178,909
20 Home Savings Bank	\$122,310
21 Brighton Bank	\$119,295
22 Prime Alliance Bank	\$115,578
23 Capital Community Bank	\$100,901
24 Western Community Bank	\$98,185
25 Bank of the West	\$90,215

* Total assets are national figures.

Commercial Builders by total revenue

COMPANY	2008 REVENUE (MILLIONS)
1 The Layton Companies	922.2
2 Okland Construction	744.5
3 Big-D Construction Corp.	688
4 Jacobsen Construction Company, Inc.	390
5 R & O Construction	288.8
6 Wadman Corporation	202
7 Hogan & Associates Construction	195
8 Camco Construction, Inc.	130
9 Ralph L. Wadsworth Construction Company, Inc.	126.1
10 Hughes General Contractors, Inc.	111
11 Rimrock Construction, LLC	81.3
12 Le Grand Johnson Construction Co.	73
13 Ascent Construction Inc.	69.8
14 Bodell Construction	59.5
15 Pentalon Construction, Inc.	55.2
16 Associated Brigham Contractors Inc.	47.4
17 Stacey Enterprises Inc.	35
18 Watts Construction	34.3
19 Furst Construction	34
20 Arnell West, Inc.	25.6
21 Sirq, Inc.	23
22 Menlove Construction	18
23 Zwick Construction Company	18
24 ABCO Construction	16
25 Stallings Construction	15.2

Rankings based on 2008 data. DND=Did Not Disclose. For a more extensive list of companies in this category and others see www.utahbusiness.com. Download the *Book of Lists* at www.utahbusiness.com. Source: *Utah Business* magazine's *Book of Lists*, 2009. Copyright 2010 by Utah Business Publishers.

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UTAH'S BUSINESS LEADERS



Top 40 Public Companies by 2008 sales revenue

COMPANY	TICKER SYMBOL	REVENUE (000'S)	COMPANY	TICKER SYMBOL	REVENUE (000'S)
1 Huntsman Corp.	HUN	\$10,215,000	21 Evans & Sutherland Computer Corp.	ESCC	\$37,659
2 Zions Bancorp	ZION	\$3,529,679	22 Dynatronics Corp.	DYNT	\$32,593
3 SkyWest Inc.	SKYW	\$3,496,249	23 Utah Medical Products	UTMD	\$27,782
4 Questar	STR	\$3,465,100	24 ForeverGreen Worldwide Corporation	FVRG	\$21,750
5 Nu Skin Enterprises	NUS	\$1,247,646	25 Alpine Air Express	APNX	\$19,840
6 Headwaters Inc.	HW	\$886,404	26 ZAGG Incorporated	ZAGG	\$19,792
7 Overstock.com	OSTK	\$834,367	27 FX Energy Inc.	FXEN	\$17,841
8 USANA Health Sciences	USNA	\$429,012	28 SCO Group Inc.	SCOX	\$15,568
9 Myriad Genetics	MYGN	\$333,629	29 Pacific Webworks Inc.	PWEB	\$13,676
10 Omniture Inc.	OMTR	\$295,613	30 Cirtran	CIRC	\$9,221
11 Extra Space Storage	EXR	\$273,251	31 BSD Medical Corp.	BSDM	\$5,143
12 Franklin Covey	FC	\$260,092	32 Cimatrix Inc.	CMXX	\$4,143
13 Merit Medical Systems	MMSI	\$227,143	33 Broadcast International Inc.	BCST	\$3,402
14 Security National Financial Corporation	SNFCA	\$219,504	34 Park City Group Inc.	PCYG	\$3,345
15 Schiff Nutrition Int'l	WNI	\$176,914	35 Bullion Monarch Mining Inc.	BULM	\$2,662
16 Nutraceutical Int'l	NUTR	\$166,885	36 Fonix Corp.	FNXC	\$1,265
17 iMergent Inc.	IIG	\$128,048	37 Paradigm Medical Industries	PDMI	\$1,259
18 Sonic Innovations Inc.	OTIX	\$124,878	38 RecycleNet Corporation	MYDO	\$595
19 inContact, Inc.	SAAS	\$79,625	39 Dental Patient Care AM	DPAT	\$476
20 ClearOne Communications Inc.	CLRO	\$39,752	40 Flexpoint Sensor Systems Inc.	FLXT	\$162

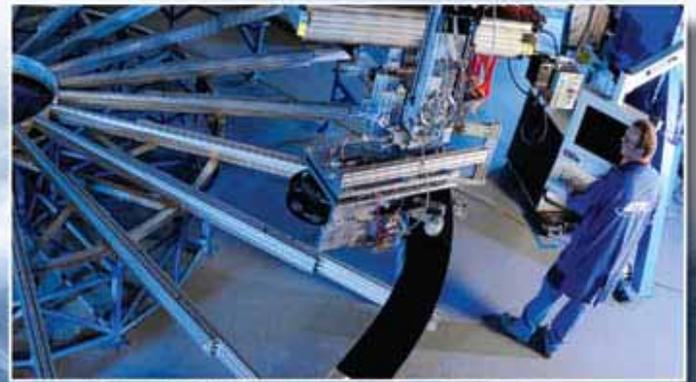
Rankings based on 2008 data. DND=Did Not Disclose. For a more extensive list of companies in this category and others see www.utahbusiness.com. Download the *Book of Lists* at www.utahbusiness.com. Source: *Utah Business* magazine's *Book of Lists*, 2009. Copyright 2010 by Utah Business Publishers.

Utah's Top Employers by number of employees

COMPANY	EMPLOYEES	COMPANY	EMPLOYEES
1 Intermountain Healthcare	20,000 +	21 Weber County School District	3,000 - 3,999
2 State of Utah	20,000 +	22 Delta Airlines	3,000 - 3,999
3 Brigham Young University	15,000 - 19,000	23 SkyWest Airlines	3,000 - 3,999
4 University of Utah	15,000 - 19,000	24 Autoliv ASP (Morton Int'l)	3,000 - 3,999
5 Wal-Mart Stores	15,000 - 19,000	25 Salt Lake School District	3,000 - 3,999
6 Hill Air Force Base	10,000 - 14,999	26 United Parcel Service	3,000 - 3,999
7 Granite School District	7,000 - 9,999	27 Nebo School District	3,000 - 3,999
8 Jordan School District	7,000 - 9,999	28 Home Depot	3,000 - 3,999
9 Utah State University	7,000 - 9,999	29 Salt Lake City Corporation	3,000 - 3,999
10 Davis County School District	5,000 - 6,999	30 Discover Products	3,000 - 3,999
11 Kroger Group Cooperative	5,000 - 6,999	31 Weber State University	2,000 - 2,999
12 Alpine School District	5,000 - 6,999	32 Teleperformance USA	2,000 - 2,999
13 U.S. Postal Service	5,000 - 6,999	33 Qwest Corporation	2,000 - 2,999
14 Internal Revenue Service	5,000 - 6,999	34 Washington School District	2,000 - 2,999
15 Convergys	5,000 - 6,999	35 Salt Lake Community College	2,000 - 2,999
16 Salt Lake County	5,000 - 6,999	36 Utah Valley State College	2,000 - 2,999
17 ATK Launch Systems	4,000 - 4,999	37 Target Corporation	2,000 - 2,999
18 Albertsons	4,000 - 4,999	38 Harmons	2,000 - 2,999
19 Zions First National Bank	3,000 - 3,999	39 PacifiCorp	2,000 - 2,999
20 Wells Fargo	3,000 - 3,999	40 Costco Wholesale	2,000 - 2,999

Source: Utah Department of Workforce Services

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www.business.utah.gov

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201 S. Main Street #2010
Salt Lake City, Utah 84111
(801) 328-8824
edcu.utah.org

Beaver

Beaver County
Economic Development
330 S. Main
P.O. Box 511
Beaver, UT 84713
(435) 438-6482
www.beavercountyutah.com

Box Elder

Box Elder County
Economic Development
1 S. Main Street 3rd floor
Brigham City, UT 84302
(435) 734-3397
www.boxelder.org

Cache

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

Carbon

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

Daggett

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

Davis

Davis County
Economic Development
28 E. State Street, Room 221
Farmington, UT 84025
(801) 451-3278
www.daviscountyutah.gov

Duchesne

Duchesne County
Economic Development
50 E. 200 S.
Roosevelt, UT 84066
(435) 722-4598
www.duchesne.net

Emery

Emery County
Economic Development
95 E. Main Street #107
Castle Dale, UT 84513
(435) 381-5576
www.emerycounty.com

Garfield

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

Grand

Grand County
Economic Development
125 E. Center Street
Moab, UT 84532
(435) 259-5121
www.grandcountyutah.net

Iron

Iron County
Economic Development
10 N. Main Street
Cedar City, UT 84720
(435) 586-2770
www.cedarcity.org

Juab

Juab County
Economic Development Agency
160 N. Main Street, Rm. 102
Nephi, UT 84648
(435) 623-3415
www.co.juab.ut.us

Kane

Kane County
Economic Development
76 N Main
Kanab, UT 84741
(435) 644 4900
www.kane.utah.gov

Millard

Millard County
Economic Development Association
71 S. 200 W.
Delta, UT 84624
(435) 864-1407
www.millardcounty-ecdev.com

Morgan

Morgan County
Economic Development
48 W. Young St.
Morgan, UT 84050
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www.morgan-county.net

Piute

Piute County
Economic Development
550 N. Main Street
Junction, UT 84740
(435) 577-2949
www.piute.org

Rich

Rich County-Bear Lake
Regional Commission
69 N. Paradise Pkwy
Garden City, Ut 84028
(435) 946-2198
www.richcountyut.org

Salt Lake

Salt Lake County
Economic Development
2001 S. State Street, Ste. S2100
SLC, UT 84190
(801) 468-2221
www.co.slc.ut.us

San Juan

San Juan County
Economic Development
117 S. Main Street
Monticello, UT 84535
(435) 587-3235 ext. 4138
www.utahscanyoncountry.com

Sanpete

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

Sevier

Sevier County
Economic Development
250 N. Main Street, Rm 10
Richfield, UT 84701
(435) 893-0454
www.sevierutah.net

Summit

Summit County
Economic Development
1910 Prospector Ave. Suite 103
Park City, UT 84060
(435) 649-6100
www.parkcityinfo.com

Tooele

Tooele County
Economic Development
47 S. Main Street
Tooele, UT 84074
(435) 843-3160
www.tooeleconomicdevelopment.com

Uintah

Uintah County
Economic Development
1680 W. Hwy. 40
Vernal, UT 84078
(435) 722-1766
www.co.uintah.ut.us

Utah

Utah County
Business Development
34 E. 1700 S. OSTC Bldg.
Provo, UT 84601
(801) 420-9109
www.edcutah.org/uc

Wasatch

Wasatch County
Economic Development
475 N. Main Street
Heber City, Utah 84032
(435) 654-3666
www.hebervalleycc.org

Washington

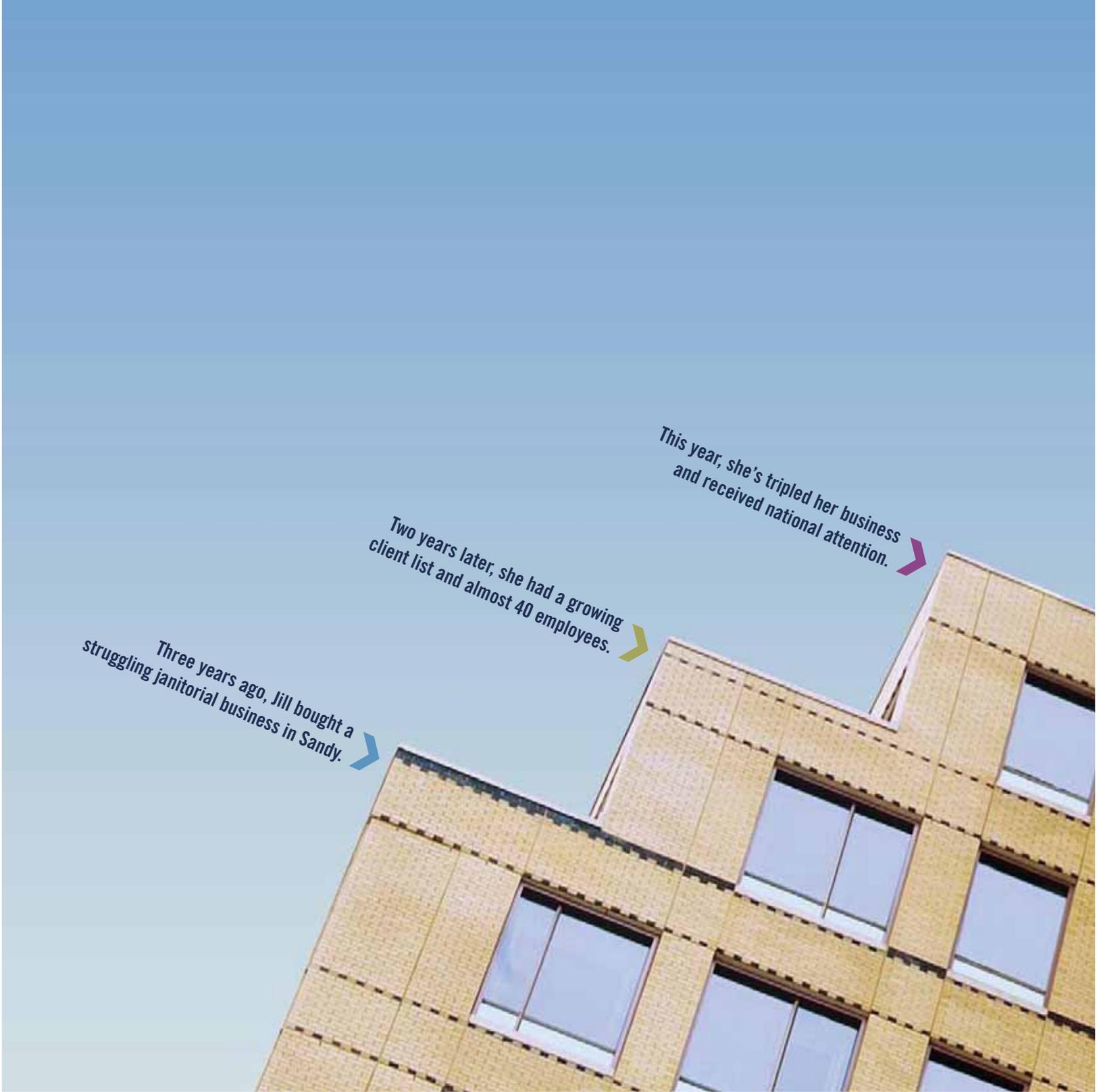
Washington County
Economic Development Council
225 S. 700 E.
St. George, Utah 84770
(435) 652-7750
www.dixiebusinessalliance.com

Wayne

Wayne County
Economic Development
18 South Main
Loa, UT 84747
(435) 836-1315
www.waynecountyutah.org

Weber

Weber Chamber of Commerce
2484 Washington Blvd., Ste. 400
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