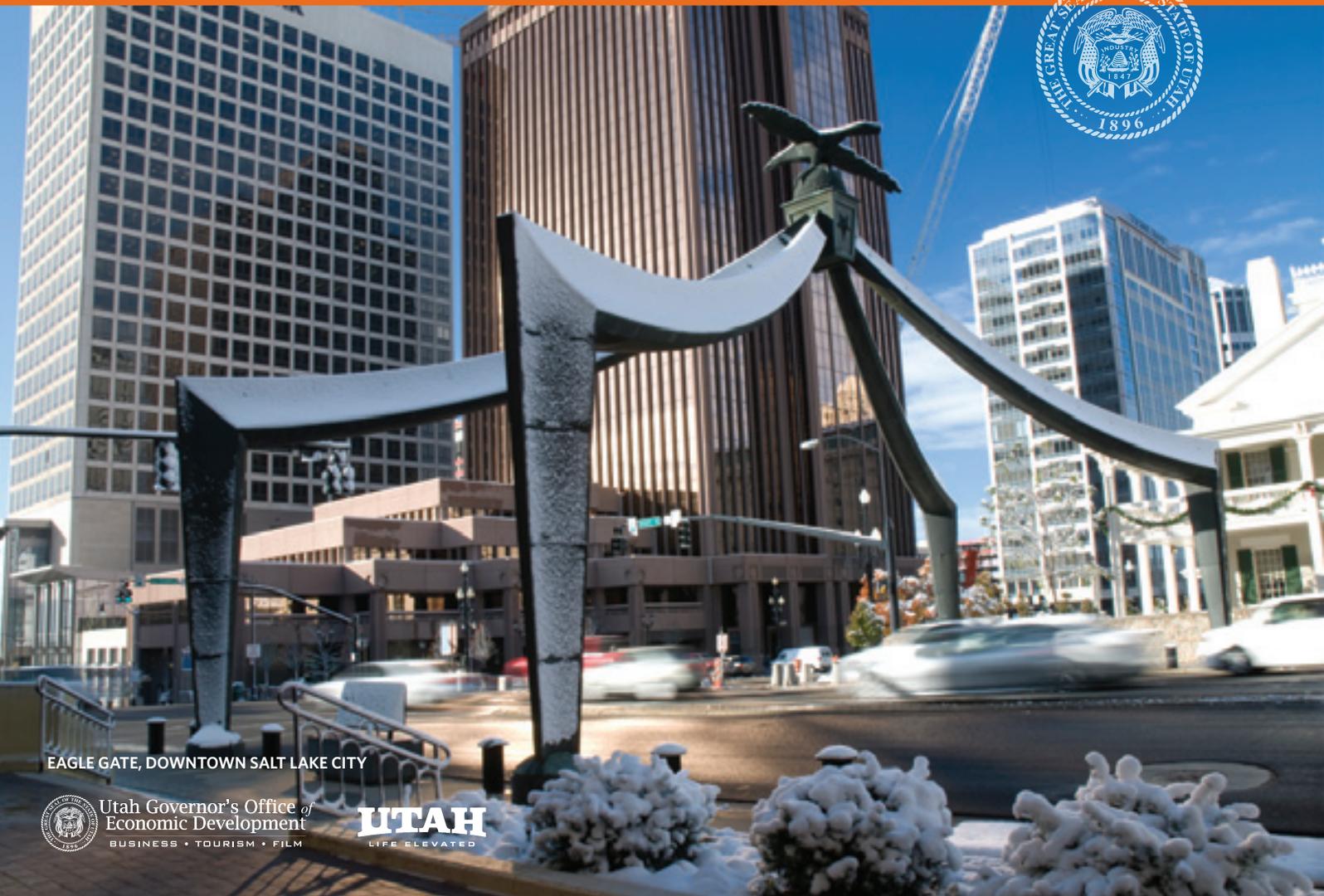




UTAH FACTS

OFFICIAL PUBLICATION OF
THE GOVERNOR'S OFFICE OF
ECONOMIC DEVELOPMENT
SPECIAL REPORT

HEALTHCARE | WORKFORCE | EDUCATION | POPULATION | GOVERNMENT
TRANSPORTATION | ENERGY AND PUBLIC UTILITIES | QUALITY OF LIFE



EAGLE GATE, DOWNTOWN SALT LAKE CITY



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

UTAH
LIFE ELEVATED



FRIEND OF ECONOMIC DEVELOPMENT:

Utah is often praised, in the media, as a great place to live and work; this publication will give you a better idea of why the accolades continue.

Whether you enjoy the snow-capped mountains or the red sandstone deserts, the Utah landscape is filled with variety. The State's business landscape is just as diverse; Utah is home to leading companies in high-tech, life sciences, finance, outdoor products and recreation, with a broad array of industries in between.

As you read the official publications of the Governor's Office of Economic Development, Utah Facts or Business in Utah, I am confident that you will discover what 3 million Utah residents already know; this is an unparalleled place to build a business and live life to its fullest.

We invite you to explore the many facets of the nation's "Best Place for Business and Careers." Utah works diligently to nurture an environment where businesses can flourish. Utah's extraordinary growth, vibrant and creative business community is sustained by a productive workforce, low taxes and highly innovative research universities.

The Utah Governor's Office of Economic Development is collaborating with business and thought leaders to strengthen our broad economic base. We invite you to join with us as we build on Utah's successful heritage.

Sincerely,

Spencer P. Eccles
EXECUTIVE DIRECTOR,
UTAH GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

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SALT LAKE CITY, UTAH AND THE MAGNIFICENT WASATCH MOUNTAINS



WORKFORCE

HIGHLIGHTS

Utah's dynamic economy has garnered the top spot on the **2010 *Forbes* Best Place to Do Business** list

Utah's **unemployment rate of 7.5 percent** as of December 2010 was **fifteenth among U.S. states**, compared with a **9.4 percent national rate.** (Bureau of Labor Statistics.)

Utah ranks first among U.S. states in **Economic Dynamism** in the Kauffman Foundation New Economy Index.

Intermountain Healthcare is Utah's largest private employer.

In 2010, Utah's average annual nonagricultural wage **grew .5 percent to \$38,547.**

Utah is a **right-to-work state**, with approximately **6 percent of employees affiliated with unions**, compared with a national rate of **12 percent.**

Source: Utah Department of Workforce Services.

IN THE MIDST OF THE STUBBORN ONGOING ECONOMIC DOWNTURN THAT began in late 2007, Utah's economy has proven to be significantly more dynamic and resilient than those of other U.S. states. Utah entered the recession as one of the top five job-producing states for the three previous years, including a national-best 4 percent jobs growth rate in 2006-2007. According to the Bureau of Labor Statistics, the state's unemployment rate of 7.5 percent as of November 2010 was 15th lowest in the country, compared with a 9.4 percent nationwide rate. The strategic soundness and fiscal discipline of the state's government leaders have ensured Utah's place at the top of the nation for its ability to navigate and successfully emerge from an extended downturn.

This economic prowess has attracted significant recognition and influence for Utah from the nation's most respected authorities. The state's ability to weather the current economic storm rests in large part upon its synergistic combination of low taxes, frugality, few regulatory encumbrances and its enlightened overall economic policy approach.

UTAH: THE BEST STATE FOR BUSINESS

These assets and Utah's dynamic workforce combined to catapult the state to the top spot on the *Forbes* 2010 Best States for Business list. This rigorous study measures six key categories—costs, labor supply, regulatory environment, current economic climate, growth prospects and quality of life—drawn from 33 primary data points.

Forbes recognized Utah's exceptional vitality: its economy has expanded 3.5 percent annually during the past five years, more than triple the national average. During the same period, Utah household incomes surged a nation's-best 5 percent annually, twice the national average. Household incomes have surged 5% annually, which is tops in the country and twice as fast as the national average.

The state's pro-business regulatory climate earned it a number 2 ranking on the Pacific Research Institute's for regulatory issues in its 2010 U.S. Economic Freedom Index.

Other factors the State has going for it include energy costs 35% below the national average; an educated labor force, with 90% of residents holding a high school diploma (and 29% a college degree); a great quality of life with low poverty rates; a healthy populous; and ample recreational opportunities. Utah boasts a triple-A debt rating from Moody's (MCO - news - people), S&P and Fitch. Earlier this year *Forbes* crowned Utah the country's most fiscally fit state government.

Utah also finished first overall in the most recent *Forbes* State by State Debt Weight Scorecard. The state has maintained AAA bond ratings from Moody's, Standard & Poor and Fitch, and consistently has per-capita debt of only \$447.

The ALEC-Laffer State Economic Competitive Index also ranks Utah the number one state for "Economic Outlook" for its "conscientious efforts" to maintain a best-in-class environment for businesses in the state.

UTAH'S DYNAMIC WORKFORCE

Utah's top-tier economic performance is driven by a high-quality workforce with strong fundamentals, which translates into an exceptional business climate marked by sustained economic opportunity. Entrepreneurs and other high-level executives running businesses in the state note the high levels of dedication and knowledge they find among workers and potential employees. The state's highly-educated workforce enjoys a high literacy rate, and ranks seventh in the nation in the percentage of people 25 years and older who have completed high school (90 percent).

Utah's workforce is also highly tech savvy. The state consistently ranks at or near the top of states for technology use among its population. In an increasingly global economy, the unusually high level of multilingual capability in the state's populace translates to a more flexible and capable workforce. Many Utahns have lived and worked abroad, which greatly enhances their ability to make an immediate contribution to the success of Utah-based companies and divisions that operate internationally. According to the Utah Governor's Office of Economic Development, approximately 85 languages are taught at Utah universities and more than 130 languages are spoken in the state. About 80 percent of students at Brigham Young University are multilingual.

Employers also find the health, youth and vitality of the workforce to be a great asset to their success. Utah has the highest birthrate and youngest median age in the nation, and ranks among the nation's healthiest states. The 2010 edition of the United Health Foundation's America's Health Rankings found Utah to be the seventh healthiest state in the United States, with the country's lowest prevalence of smoking (9.8 percent), the lowest incidence of cancer-related deaths (142 per 100,000 citizens) and lowest heart attack rate (2.6 percent). Utahns enjoy the third-longest life expectancy in the nation, at 78.7 years, according to the U.S. Census Bureau.

BUSINESS ENVIRONMENT AND EMPLOYMENT CHARACTERISTICS

Utah's exceptional job growth is fueled by an exceptional business environment.

- The Kauffman Foundation's 2010 State New Economy Index named Utah #1 in the nation for Economic Dynamism, #1 for Inventor Patents and #3 for Fastest Growing Firms. Utah's robust entrepreneurship and enlightened government helped the state rank #2 on the Pollina list of "Top 10 Pro-Business States" in 2010 for the second consecutive year.

Utah cities also consistently rank among the top places to do business.

- In the Milken Institute's most recent "Best Performing Cities" index, Provo-Orem placed 25th nationally among all U.S. cities (4th in Five-Year Salary/Wages Growth), Salt Lake City 49th and Ogden-Clearfield 53rd.
- Salt Lake City (11th), Ogden (78th) and Provo (83rd) were also all among the top 100 in the 2010 MarketWatch "Best Cities for Business" survey.
- South Jordan ranks 18th on CNNMoney.com's "Best Places to Live" list.
- Salt Lake City nabbed the #1 spot from *Forbes* as the "Best City for Commuters" in 2010 and the #5 spot on Kiplinger's "10 Best Cities for the Next Decade" list.

HIGHEST PAYING UTAH OCCUPATIONS WITH 100 OR MORE ANNUAL OPENINGS 2004-2014

General/Operations Managers	760
Computer Software Engineers, Systems	330
Lawyers	250
Chief Executives	210
Mechanical Engineers	180
Pharmacists	140
Computer/Information Systems Managers	130
Dentists	130
Engineering Managers	110

Source: Utah Department of Workforce Services.

UTAH'S HIGHEST PAYING OCCUPATIONS

Obstetricians and Gynecologists	\$93.25
Surgeons	\$92.70
Internists, General	\$77.48
Anesthesiologists	\$74.87
Pediatricians, General	\$70.84
Family and General Practitioners	\$65.79
Podiatrists	\$61.68
Lawyers	\$59.58
Psychiatrists	\$57.98
Air Traffic Controllers	\$43.08
Engineering Managers	\$39.17
Optometrists	\$38.59
Real Estate Brokers	\$38.33
Marketing Managers	\$37.92
Computer and Information Systems Managers	\$36.20
Pharmacists	\$36.08
Natural Sciences Managers	\$34.75
Securities, Commodities, and Financial Services Sales Agents	\$34.17
Computer Software Engineers, Applications	\$34.16
General and Operations Managers	\$33.95

Source: Utah Department of Workforce Services



Utah cities also find their way onto *Forbes* "Best" lists, including: "Best Places to Raise a Family" Provo-Orem placed #6, Ogden-Clearfield placed #5 and "Best Places for Business And Careers" Large Metro #2 Provo, #11 Ogden, and #20 Salt Lake City and Small Metro #5 Logan, and #22 St. George, recognizing the fertile ecology of Utah's business and social environments.

The Utah Department of Workforce Services reports that for 2009, the average wage in the state increased 0.8 percent to \$37,764, and was anticipated to grow 1.5 percent in 2010.

Data comparisons also show that experienced workers in Utah are highly competitive against their national counterparts. This trend will continue to maintain the state's favorable household income ranking. The average Utah household income of \$58,820 (measured by the U.S. Census Bureau, 2006-2008) is the tenth highest in the U.S. Utah's young working population is a strong positive for business today, into and beyond the foreseeable future.

The Utah industry category with the largest number of workers was trade, transportation and utilities, employing approximately 235,200 workers in 2009. This category was followed by government (214,500); education and health (152,600); professional and business services (148,700); manufacturing (113,000); and leisure and hospitality (111,300).

TARGETED TRAINING AND EDUCATION

The Davis Applied Technology College (DATC) is an innovative workforce training institution that is helping to support Utah's fast-growing high performance composites business with qualified workers and technicians from within the state's current workforce. The program supports focused marketing and recruitment efforts to encourage new or transitioning workers to move into the composites industry. Besides core composites-specific knowledge and skills, the DATC curriculum also includes job seeking/keeping skills targeted at improving worker placement and retention. The college works in close partnership with a wide variety of educational institutions, corporations, societies and governmental agencies.

Another innovative program that benefits both employers and employees in Utah is Custom Fit (see Education chapter in this book), a collaborative partnership between Utah College of Applied Technology campuses, strategic partners and local business communities across the state.

FASTEST GROWING UTAH OCCUPATIONS WITH 100 OR MORE ANNUAL OPENINGS 2004-2014

Computer Software Engineers, Applications	7.7%
Network Systems and Data Communications Analysts	7.5%
Home Health Aides	7.4%
Computer Software Engineers, Systems Software	7.0%
Medical Assistants	6.2%
Compensation/Benefits Specialists	6.0%
Network/Computer Systems Administrators	5.9%

Source: Utah Department of Workforce Services.

RIGHT-TO-WORK

Utah is one of 22 U.S. states operating under a right-to-work law. Under the Utah provision, no individual seeking or holding a job in the state may be forced to join or pay dues to a labor union, nor prevented from joining a union and/or engaging in collective bargaining. Union membership is low in Utah, with only about 6 percent affiliating with unions, compared to a national average of about 12 percent.

UTAH'S LARGEST EMPLOYERS

The list of Utah's 10 largest employers has remained fairly consistent in recent years. Two organizations in the state employ more than 20,000 workers each: Intermountain Health Care, a statewide network of hospitals and clinics; and the State of Utah. Three Utah organizations employ between 15,000 and 19,999 individuals: the state's two largest research universities, the University of Utah (including the University Hospital) and Brigham Young University; and Wal-Mart, with its growing number of Utah stores. Hill Air Force Base, a military installation in the Ogden area, is currently the only Utah organization that employs between 10,000 and 14,999. Three leading school districts—Granite, Jordan and Davis—have employees numbering between 7,000 and 9,999. Kroger Group Cooperative is Utah's tenth largest employer, with between 5,000 and 6,999 Utah workers.



HEALTHCARE

HIGHLIGHTS

Utah's citizens have established a perennial place among the **healthiest U.S. states.**

The average life expectancy for Utah's population, **78.6 years**, is the nation's third-longest.

The new **Utah Health Exchange** is one of only two such statewide programs in the U.S., and the only private/public state operated exchange.

Three Utah hospitals—Primary Children's Medical Center, LDS Hospital and University of Utah Hospitals—have been recognized among **America's Best Hospitals** by *U.S. News & World Report*.

UTAH'S CITIZENS, AMONG THE HEALTHIEST IN THE UNITED STATES, benefit from world-class healthcare delivery and highly innovative biomedical research and development.

According to the U.S. Department of Health and Human Services, Utah's population has the third-longest life expectancy in the nation at 78.6 years. Utah has also ranked among the 10 healthiest states every year for the last two decades, based on statistics compiled by the United Health Foundation. According to the Foundation's 2010 rankings, Utah holds the nation's top position in:

• Fewest Cancer Deaths (Deaths per 100,000 population)	142
• Lowest Cardiac Disease rate (Percent of adult population)	2.4
• Lowest Heart Attack rate (Percent of adult population)	2.6
• Prevalence of Binge Drinking (Percent of population)	8.6
• Prevalence of Smoking (Percent of population)	9.8

Utah's citizens placed in the top ten in a wide array of key health-related categories, including: second best in high cholesterol, income disparity, physical activity and preventable hospitalizations; third in cardiovascular deaths, diabetes, health status (low incidence of poor or fair health), high blood pressure and infant mortality; sixth in infectious disease and violent crime; seventh overall and in strokes; eighth in children in poverty; ninth in prevalence of obesity, low birth weight and unemployment; and tenth in pre-term births.

COST-EFFECTIVE QUALITY CARE

Utah is a leading center for innovation and delivery of high-quality, cost-effective care for its citizens. The state's citizens are well served by the exceptional medical care available across the state. Some 50 hospitals house more than 5,000 staffed beds. Major medical facilities are concentrated in the densely-populated Wasatch Front region, with 19 hospitals in Salt Lake County, four in Utah County, four in Davis County and two in Weber County. Utahns also enjoy ready access to a number of national and regional health plan providers as well as employee group benefits providers that service employers of all sizes. Utah Healthcare systems such as St. Mark's Hospital and Intermountain Healthcare have earned praise for their sustained efforts to bring quality health care to citizens throughout rural Utah.

Intermountain Healthcare has frequently been singled out by the Obama administration and other national leaders as a model healthcare system. It is perennially ranked among the top integrated U.S. healthcare systems (4th in 2010) by SDI, a Pennsylvania-based health information organization whose annual study of more than 500 U.S. health systems is based on factors such as clinical quality, operations, and efficiency and breadth of services. The company's findings are reported in *Modern Healthcare* magazine. Intermountain has ranked in the top five U.S. systems for 12 consecutive years.



DAVIS APPLIED TECHNOLOGY COLLEGE



HEALTH SCIENCES

The University of Utah Health Sciences programs—include University Hospital, the Huntsman Cancer Institute, the University Neuropsychiatric Institute, the nationally ranked School of Medicine and the colleges of Nursing, Pharmacy and Health. Individually and collectively, the programs are nationally known for their patient care and teaching facilities. University of Utah Health Care has garnered the #1 ranking in University HealthSystem Consortium's 2010 Quality and Accountability Study.

In addition, St. Mark's Hospital and other Utah healthcare providers have garnered national and global recognition, while Utah medical research facilities like the Huntsman Cancer Institute, the Moran Eye Institute and Primary Children's Medical Center are recognized worldwide for innovative research and healthcare.

Hospitals at the University of Utah and Intermountain Healthcare were among only 152 hospitals (among 4,852 facilities analyzed) to rank in the 2010-11 Best Hospital Rankings in one or more of 16 specialties by *U.S. News & World Report*. These Utah hospitals were ranked in the following categories:

- **University of Utah Health Care**
 #49 in Ear, Nose and Throat
 #45 in Pulmonology
- **LDS Hospital (Intermountain Healthcare)**
 #49 in Diabetes & Endocrinology
- **Primary Children's Medical Center (Intermountain Healthcare)**
 #7 in Pediatrics: Neurology & Neurosurgery
 #20 in Pediatrics: Orthopedics

**UTAH'S HEALTHY POPULATION
2010 STATE RANKINGS**

1st:

• Cancer Deaths (deaths per 100,000 population)	142
• Cardiac Disease rate (percent of adult population)	2.4
• Heart Attacks (percent of adult population)	2.6
• Prevalence of Binge Drinking (percent of population)	8.6
• Prevalence of Smoking (percent of population)	9.8

2nd:

• High cholesterol (percent of adult population)	33.6
• Income disparity (Gini ratio)	0.41
• Physical activity (percent of adult population)	82.3
• Preventable Hospitalizations (per 1,000 Medicare enrollees)	87.4

3rd:

• Cardiovascular Deaths (deaths per 100,000 population)	223.4
• Diabetes (percent of adult population)	6.1
• Health Status (percent report fair or poor health)	10.7
• High Blood Pressure (percent of adult population)	23
• Infant mortality (deaths per 1,000 live births)	5.1

Other Top 10 Finishes:

• Violent Crime (offenses per 100,000 population)	6th: 213
• Infectious Disease (cases per 100,000 population)	6th: 4.2
• Overall	7th
• Stroke (percent of adult population)	7th: 2
• Children in Poverty (percent of persons under age 18)	8th: 13.9
• Prevalence of Obesity (percent of population)	9th: 24
• Annual Unemployment Rate (percent)	9th: 6.6
• Low Birth weight (percent of births under 2500 grams weight)	9th: 6.7
• Median Household income (dollars per household)	9th: 58,491
• Preterm Birth (percent of births under 37 weeks gestation)	10th: 10.9

Health Rankings by the United Health Foundation

THE UTAH HEALTH EXCHANGE

The deep commitment of Utah's forward-thinking State government to the health and well-being of its citizens is evident in the creation and development of the Utah Health Exchange—the only statewide private sector-driven healthcare exchange in the U.S., and one of the nation's only two state exchanges.

Beginning in 2005, Utah State government leaders began to lay the groundwork for a program designed to empower consumers—individuals, businesses and organizations alike—to take control of their own healthcare, with the information and resources they need to make effective healthcare decisions and to execute those choices.

In following legislative sessions, the program took form with House Bill 133 (2008) and House Bill 188 (2009), which directed the State's Office of Consumer Health Services to create an Internet portal to facilitate requirements specified in Utah's Health System Reform legislation. House Bill 0294 (2010) augmented the program with enhanced transparency. Further information about the Utah Health Exchange can be found at www.exchange.utah.gov.

UTAH LIFE SCIENCES AND BIOTECHNOLOGY

Utah's healthcare system and the people it serves continue to benefit from the state's leading position in life sciences research and commercialization. Utah's research universities and companies such as CohereX, Lineagen, Merit Medical, Sonic Innovations and ZARS Pharma continue to build groundbreaking research and products in areas ranging from proteomics and specialty pharmaceuticals to targeted drug therapies/drug delivery systems and medical devices. These organizations are building on the legacy established by transformational pioneers such as Willem Kolff, father of artificial organs; prolific medical device inventor James LeVoy Sorenson, who garnered 40 patents during his lifetime; and Homer Warner, co-creator with Sorenson of the first systems for real-time monitoring of the heart.

In biotechnology, innovations in molecular diagnostics, genetic research and databases, and other advanced technologies will continue to keep Utah in the forefront of this fast-changing industry. For example, to date, the



INTERMOUNTAIN HEALTHCARE

University of Utah has identified more disease-related genes than any other university in the world and produced Nobel Prize winning research. Utah has played a leading role in key biotechnology and genetics-based breakthroughs that are revolutionizing medicine and healthcare delivery worldwide. Utah's significant contributions include:

SEEDS OF THE HUMAN GENOME PROJECT: THE ALTA MEETING

In December 1984, in the midst of a driving snowstorm, some of the world's most important life science researchers met for two weeks of talks at the Alta Ski Resort in Utah's Wasatch Mountains. The meeting, which established many essential elements of what ultimately developed into the Human Genome Project, was sponsored by the Department of Energy (DOE) and the International Commission for Protection Against Environmental Mutagens and Carcinogens, and organized by Raymond White, then with the Howard Hughes Medical Institute at the University of Utah.

UTAH BUILDING BLOCKS OF HUMAN GENETIC UNDERSTANDING

For more than three decades, multiple generations of Utah families have selflessly contributed to critical, pioneering DNA research projects, through both the Centre d'Etude du Polymorphisme Humain (CEPH) project and later the Utah Population Database (UPDB). The unique lineage and demographic profiles of these families make this data a rich global enabler of advanced DNA research. The Utah Population Database (UPDB): The UPDB is the world's largest and most comprehensive data source of its kind. Over more than three decades, researchers have used this resource to identify and study families with higher-than-normal incidence of cancer or other diseases to analyze patterns of genetic inheritance and identify specific genetic mutations. In addition, demographic studies have shown fertility trends and changes in mortality patterns. The UPDB provides access to information on 6.5 million-plus individuals and supports approximately 100 potentially high-impact research projects.

Utah's multigenerational legacy of large, stable families continues to produce a treasure trove of knowledge about human kinship. Utah DNA is being utilized for international studies designed to identify chromosomes linked to diseases such as asthma and diabetes. Other researchers are studying how the genes for left-handedness or longevity, or even the ability to taste bitter foods, have moved through the Utah gene pool over time. Utah's nonprofit Sorenson Molecular Genealogy Foundation is compiling a global genetic database that will help pinpoint—after a quick swab of a person's cheek for a DNA sample—where the person's ancestors came from, and reveal genetic connections with other individuals across the globe.

THE BEEHIVE STATE: LIFE AT THE SUMMIT OF HEALTHCARE

In 2007, University of Utah human genetics professor Mario R. Capecchi was awarded the 2007 Nobel Prize in Physiology or Medicine for his pioneering work on "knockout mouse" technology, a gene-targeting technique that has offered fresh insights into mammalian biology and allowed the creation of animal models for hundreds of human diseases, including modeling cancer.

For the past three years, Utah has hosted the National Summit on Personalized Health Care, a multi-day event convened by Governors Jon Huntsman and Gary Herbert in Utah's Deer Valley. Sessions have been led by such luminaries as former U.S. Health and Human Services Secretary and Utah Governor Michael O. Leavitt, life science legends Leroy (Lee) Hood and Ralph Snyderman, and world-renowned strategy theorist Clayton Christensen, creator of the model of disruptive innovation. The 2010 Summit launched the Roadmap for Personalized Health Care, which is designed to foster the development and utilization of transformative technologies, business models, value networks, and legislative and regulatory policies to create more effective, less expensive healthcare delivery.



TRANSPORTATION

HIGHLIGHTS

At the Crossroads of the West, Utah is a strategic, centralized **low-cost distribution point** for the Western U.S.

Utah leads the nation in 2010 per-capita transportation **infrastructure investment**.

Salt Lake International Airport, with 748 scheduled daily departures, is a consistent national leader in **on-time performance**.

Main rail lines link Utah directly to the **major seaports** of Los Angeles, Oakland, Portland and Seattle.

For truckers, Utah is a **one-day drive** or less from almost every major city in the Western U.S.

Salt Lake City ranks second in the nation for **public transportation effectiveness**.

UTAH'S STRATEGIC GEOGRAPHIC LOCATION IN THE HEART OF THE American West means that its moniker, "The Crossroads of the West," is more than a catchphrase. By road, rail and air, the state is optimally positioned as a distribution hub. State capital Salt Lake City is essentially equidistant from all major Western U.S. markets. Utah businesses, residents and visitors all benefit from Utah's superb transportation infrastructure and its highly efficient systems for moving people and goods.

Utah's comprehensive transportation system includes a world-class international airport; a centrally-located highway system built around major north-south (I-15) and east-west (I-80, I-70) interstate arteries; two major railroads; and steadily expanding light-rail and commuter-rail systems. For international freight and traffic, Salt Lake City is a full-service customs port city, and there are additional highway ports of entry throughout the state.

Salt Lake City ranked #2 nationally in a major 2010 *U.S. News & World Report* "10 Best Cities to Get Around" study, bolstered by its comprehensive highway, air and rail infrastructure. Though it only has little more than 180,000 residents, the city's transportation system serves approximately 1.7 million travelers annually. The transportation infrastructure of Utah's capital city reflects the state's commitment to developing a sustainable transportation infrastructure that undergirds economic development and improves the quality of life for its citizens. While other states cut back, Utah has \$4.5 billion in committed transportation construction projects - the nation's highest per-capita transportation investment.

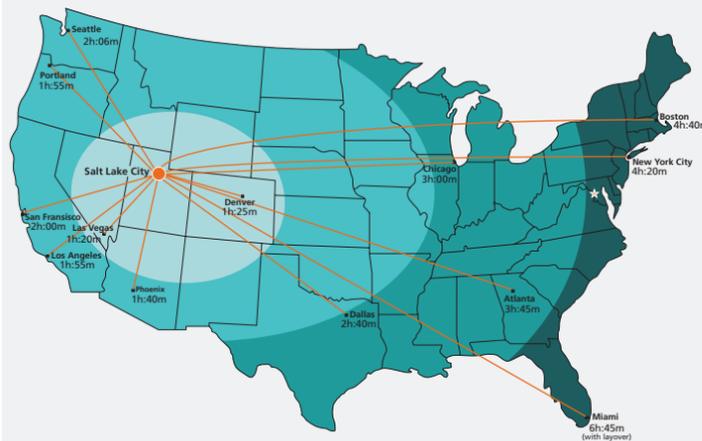
AIR

The Salt Lake International Airport (SLC), only five miles northwest of the capital city's downtown, is located within a 2.5-hour flight of more than half the U.S. population. In 2010, SLC was the 25th-busiest airport in the U.S., and 65th-busiest in the world, serving approximately 21 million passengers. SLC offers non-stop flights to more than 90 cities, with at least 748 scheduled flights daily. Salt Lake International is served by eight airlines and their affiliates: American, Continental, Delta, Frontier, JetBlue, Southwest, United and US Airways.

Despite significant snowfall, Salt Lake City International Airport consistently ranks among the top airports in the nation for on-time performance, including a number 1 ranking in 2010. Fittingly, the airport has received numerous international awards for excellence in snow removal. SLC placed third in the nation for overall quality amongst US airports in the 2010 Zagat survey, and consistently ranks in top 10 in the nation in Condé Nast Traveler magazine's Business Travel Awards. International service has recently grown with

FLIGHT TIME TO MAJOR U.S. CITIES

SELECTED CITIES



SALT LAKE CITY INTERNATIONAL AIRPORT



new direct flights to cities in Canada and Mexico, as well premier global destinations such as Paris and Tokyo. U.S. Customs offers "on-demand" cargo and charter flight inspection. SLC is Delta's second-largest hub, and the largest in the Western U.S.; in concert with its commuter partners, the airline operates more than 565 scheduled daily departures from SLC.

In 2010, there were 362,654 operations (take-offs and landings). According to Salt Lake City International Airport Traffic Statistics, a total of 21,005,690 passengers flew through SLC International Airport in 2010, representing a 2.81-percent increase from 2009. In 2010, 310,059,497 pounds of air cargo and 10,583,133 pounds of mail were shipped through SLC, according to Salt Lake City International Airport air traffic statistics.

In 2008, SLC retired nearly \$50 million in auction rate bonds, making it the only debt-free large hub airport in the nation. The move not only saves a substantial amount of interest expense in the current uncertain debt markets, but also better positions the airport to succeed in a significant ongoing SLC Airport Expansion Program.

SLC currently has two terminals, five concourses and 83 gates. In contrast to many other metropolitan airports, Salt Lake City International has acquired substantial property for the future expansion of services, terminals and runways, in order to ensure the future quality of air service, avoiding the delays, congestion and overcrowding that characterize many airports. SLC's innovative language translation service, Language Line, provides real-time translation of 250 languages throughout the airport, and wireless Internet access is available throughout the airport. For further information, contact Salt Lake City Airport Authority, 776 North Terminal Drive, Salt Lake City, Utah 84116, (801) 575-2400, or visit www.slairport.com.

In addition to SLC, there are plentiful air-travel options located throughout the state for business travelers and other adventurers. As of March 1, 2010, Global Aviation Navigator listed 141 public and private airports and 51 heliports in Utah, while AirNav.com lists 50 public-use airports throughout the state.

For listings of Utah airports visit www.airnav.com/airports/state/UT.html, or www.onlineutah.com/airports.shtml.

HIGHWAY

Utah continues to benefit from the expansion and improvement of its strategically centered road and highway system. The Utah Department of Transportation (UDOT) is expanding and upgrading the I-15 corridor in Salt Lake County and addressing key areas of Utah County and Davis County in order to facilitate improved traffic flow in the heaviest traffic areas. Utah's road transportation system includes approximately 95,000 miles of federal, state and local highways and roads. The state's interstate highways provide efficient access to population and economic centers in neighboring states, while the in-state highways offer effective connections between cities and the state's many recreation areas.

UTAH'S AIRPORTS

Beaver	Beaver Municipal Airport	U52
Blanding	Blanding Municipal Airport	KBDG
Bluff	Bluff Airport	66V
Bountiful	Skypark Airport	KBTF
Brigham City	Brigham City Airport	KBMC
Bryce Canyon	Bryce Canyon Airport	KBCE
Cedar City	Cedar City Regional Airport	KCDC
Delta	Delta Municipal Airport	KDTA
Duchesne	Duchesne Municipal Airport	U69
Dutch John	Dutch John Airport	33U
Eagle Mountain	Jake Garn Airport	17U
Escalante	Escalante Municipal Airport	1L7
Fillmore	Fillmore Municipal Airport	KFOM
Glen Canyon National Recreation Area	Bullfrog Basin Airport	U07
Green River	Green River Municipal Airport	U34
Halls Crossing	Cal Black Memorial Airport	U96
Hanksville	Hanksville Airport	KHVE
Heber	Heber City Municipal Airport - Russ McDonald Field	36U
Huntington	Huntington Municipal Airport	69V
Hurricane	General Dick Stout Field Airport	1L8
Junction	Junction Airport	U13
Kanab	Kanab Municipal Airport	KKNB
Loa	Wayne Wonderland Airport	38U
Logan	Logan-Cache Airport	KLGU
Manila	Manila Airport	40U
Manti	Manti-Ephraim Airport	41U
Milford	Milford Municipal/ Ben and Judy Briscoe Field Airport	KMLF
Moab	Canyonlands Field Airport	KCNY
Monticello	Monticello Airport	U43
Morgan	Morgan County Airport	42U
Mount Pleasant	Mount Pleasant Airport	43U
Nephi	Nephi Municipal Airport	U14
Ogden	Ogden-Hinckley Airport	KOGD
Panguitch	Panguitch Municipal Airport	U55
Parowan	Parowan Airport	1L9
Price	Carbon County Regional Airport/ Buck Davis Field	KPUC
Provo	Provo Municipal Airport	KPVU
Richfield	Richfield Municipal Airport	KRIF
Roosevelt	Roosevelt Municipal Airport	74V
Salina	Salina-Gunnison Airport	44U
Salt Lake City	Salt Lake City International Airport	KSLC
Salt Lake City	Salt Lake City Municipal 2 Airport	U42
Spanish Fork	Spanish Fork-Springville Airport	U77
St George	St George Municipal Airport	KSGU
Tooele	Bolinder Field-Tooele Valley Airport	KTVY
Vernal	Vernal Regional Airport	KVEL
Wendover	Wendover Airport	KENV

MAJOR FREEWAY SYSTEMS



Utah's two most heavily-travelled highways are I-15, which runs north into Idaho and south into western Arizona, southern Nevada and southern California, passing through or close by most of Utah's largest population centers; and I-80, a coast-to-coast freeway that runs west into Nevada and into the San Francisco Bay Area, and east through Wyoming and on to New York. Other significant interstate highways include I-70, an east-west freeway that begins in the central part of the state and runs into Colorado and on to Maryland; and I-84, which originates in north-central Utah and runs west through Idaho and the leading population centers in the Pacific Northwest. These interstate highways are essential to the efficient transportation of goods and materials throughout Utah and to locations outside the state. I-215, the Salt Lake County belt route is a major link for intrastate traffic in the metro area. Highway 89 is a key route that connects numerous important commercial centers and tourist destinations in Utah's red rock country and western Colorado.

In addition to the main interstate routes, Utah's primary and secondary federal and state highways provide easy access to rural areas of the state, including many areas of Utah's world-class, unique beauty. For more information, visit www.goed.utah.gov/national/highway.html. Initially funded in 2007, two major projects are in progress to facilitate traffic flow in the most heavily trafficked areas along the Wasatch Front. These two projects include the Mountain View corridor system on Salt Lake County's west side and a major widening and rebuilding project of I-15 in Utah County, akin to the Salt Lake County project done in connection with the 2002 Winter Olympics. These transportation projects are anticipated to be completed by 2015.

For more information about Utah transportation services, current and planned construction projects, or weather and road conditions, contact the Utah Dept. of Transportation at (801) 965-4000, or visit www.dot.utah.gov.

MOTOR FREIGHT

According to the 2010 Economic Report to the Governor, a projected 232,400 Utahns were employed in Trade, Transportation and Utilities in 2009, the most recent year for which public records are available. Utah carriers provide service from Utah's metropolitan areas to almost any point in the Western United States. There are currently more than 700 trucking companies based in Utah, and intrastate and interstate motor freight services are

provided by approximately 2,500 registered carriers. Carriers within the state provide one-day and two-day direct services to any point in the continental Western United States.

According to C.R. England, Utah enjoys the second-lowest shipping rates and the third-lowest average load to truck ratio in the Western U.S. For more information about Utah's trucking industry, visit the Utah Trucking Association Website (www.utahtrucking.com) or the Utah Department of Transportation (www.udot.utah.gov).

CUSTOMS PORT OF ENTRY

Salt Lake City is a full-service customs port city. Currently, goods that enter under bond may be stored in customs-bonded facilities for up to five years without payment of customs duty. If goods are exported during this period, no duty is paid. Otherwise, duties are payable at the end of the term or upon entry into U.S. markets for consumption.

In addition to Salt Lake City headquarters, Utah has ports of entry in Daniels, Echo, Kanab, Loma, Monticello, Peerless, Perry, St. George and Wendover. For more information about Utah's port of entry program, visit www.udot.utah.gov/poe/ports/default.htm.

RAIL

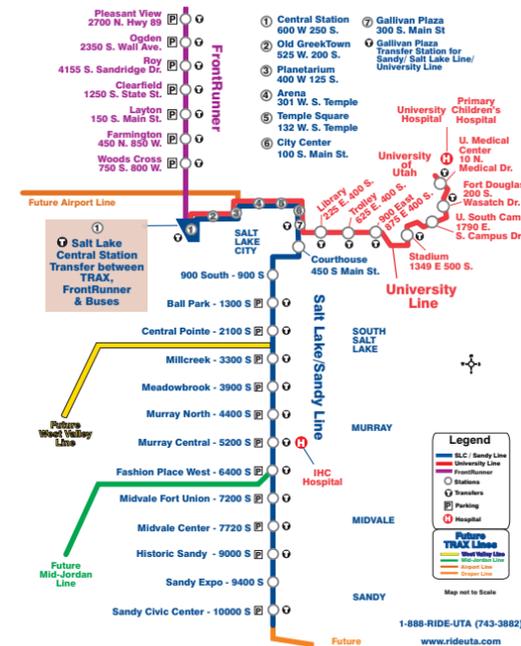
Utah has approximately 1,700 miles of railroad track stretching from Iron County in the southwest, Grand County in the southeast, Tooele County in the west and Box Elder and Cache counties in the north. These rail lines converge in the Salt Lake-Ogden metropolitan area.

Utah's central location makes the state an excellent interline switching route for shipments headed to the West Coast, as well as to eastern and Midwestern main terminals, without the need to back-haul shipments. Union Pacific is Utah's major freight service provider, while Amtrak provides passenger service to major U.S. destinations.

Utah is an ideal interline switching route for shipments to the West Coast and to Midwest and Eastern main terminals. Salt Lake City is the westernmost point from which all West Coast cities can be served directly by rail without backtracking, with second-morning service to approximately 90 percent of the Western U.S. Union Pacific's new \$83-million, 260-acre Salt Lake

TRAX

UTA is working on several new TRAX extensions that will connect the existing TRAX light-rail lines to the Salt Lake International Airport, Draper, Mid-Jordan (Murray, Midvale, West Jordan and South Jordan), and West Valley.



City Intermodal Terminal can service 250,000 truck, rail and ocean-going containers annually. Utah employs approximately 2,000 freight railroad employees, with an average salary of more than \$66,000 annually - with more than \$26,000 in additional benefits, according to the Association of American Railroads.

MASS TRANSIT

Utah's mass transit system has expanded considerably during the past five years. Currently, the Utah Transit Authority (UTA) serves an average of approximately 70,000-80,000 riders per weekday on its 140 bus lines. Bus service is available throughout most metropolitan areas of the state. Utah's first TRAX light rail line, between Salt Lake City and Sandy, opened in 1999, and within less than a year, well over 5 million passengers had taken a ride on the line. More than 4 million riders were transported on TRAX during the two weeks of the 2002 Olympic Winter Games. Since opening day TRAX has far outpaced initial projections of 14,000 combined riders per day on both the Sandy/Salt Lake Line and the University of Utah Line: currently, the system serves 40,000-50,000 riders per weekday.

In addition to its two current TRAX routes, the UTA has purchased considerable railroad corridor along the Wasatch Front for future expansion of the TRAX light rail system, as well as a commuter rail system that will eventually run from Brigham City in the north to Payson in southern Utah County.

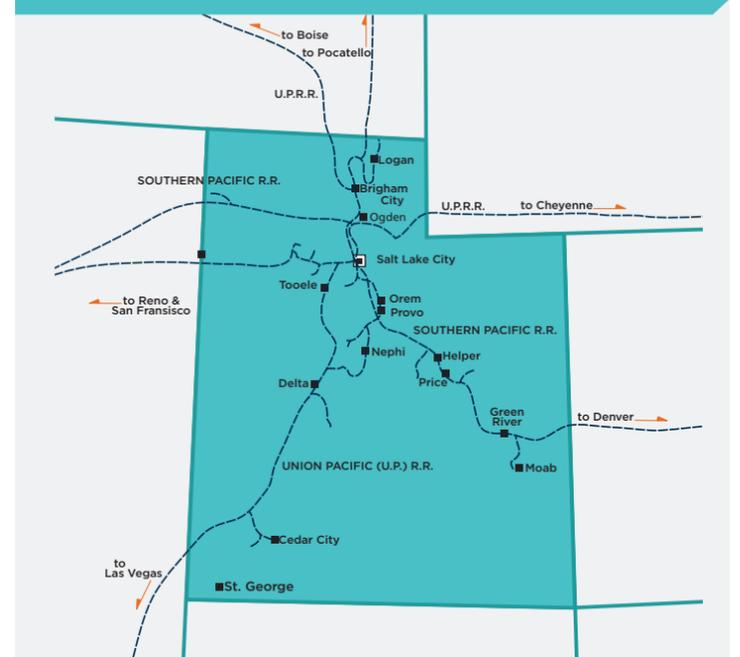
As a result of its strong start and high acceptance rate—including at the ballot box—the TRAX light rail system, which currently operates lines running between downtown Salt Lake City and the University of Utah and between the city center and Sandy, will add additional extensions in Salt Lake County, beginning with the Salt Lake City International Airport, Draper, West Valley City and Mid-Jordan. Transit studies and planning are also underway in the Sugarhouse, South Davis, Taylorsville/Murray and Ogden-Weber State University areas.

One of the greatest additions to Utah public transit is a new, heavy-rail, commuter rail system called FrontRunner—a speedier train than TRAX that runs on heavier tracks and makes fewer stops. The first of two lines opened in April 2008 between Salt Lake City and Ogden to the north. As with its TRAX light-rail cousin, FrontRunner has rapidly become a major backbone of daily travel for thousands of Utahns. Construction on the second line, to run between Provo and Salt Lake City, has begun and is slated for completion in 2012. The eight stations will include Murray, Sandy and Draper/Bluffdale in Salt Lake County; and Lehi, American Fork, Vineyard, Orem and Provo in Utah County. FrontRunner serves an estimated 5,000 riders daily; ridership is projected to increase significantly as additional routes come online. A major new intermodal hub has been created in downtown Salt Lake City, which brings together five modes of passenger transportation: TRAX, UTA's bus lines, the FrontRunner commuter rail system, Greyhound and Amtrak.

Additional major plans are currently being contemplated for other Utah metropolitan areas. Information about current and proposed public transit plans is available at www.rideuta.com.



MAJOR UTAH RAIL LINES





EDUCATION

HIGHLIGHTS

Education is a **top priority** for the administration of Utah Governor Gary Herbert.

Utah has **10 public** and many private universities and colleges.

Utah research universities have been **extremely effective** at commercializing promising technologies.

The **University of Utah** ranked first in 2010 for the number of start-ups powered by technology developed by faculty at a U.S. university, after tying with MIT for top honors in 2009.

Approximately **90 percent** of Utahns have earned at least a high school degree.

THE EDUCATION AND TRAINING OF THE NATION'S YOUNGEST POPULATION carries both tremendous challenges and opportunities. Utah Governor Gary Herbert has made high-quality, relevant education for this dynamic, youthful workforce one of his administration's highest priorities. In fact, Utah has the largest proportion of its population in the 5-17 school age group (21.2 percent) of any state, and plays host to the country's largest pre-school population on a per-capita basis (9.8 percent). While these dynamics create the need for education and government leaders to devise innovative ways of providing education, it also provides the state with a workforce ready and able to fuel the growth of the state's innovative companies.

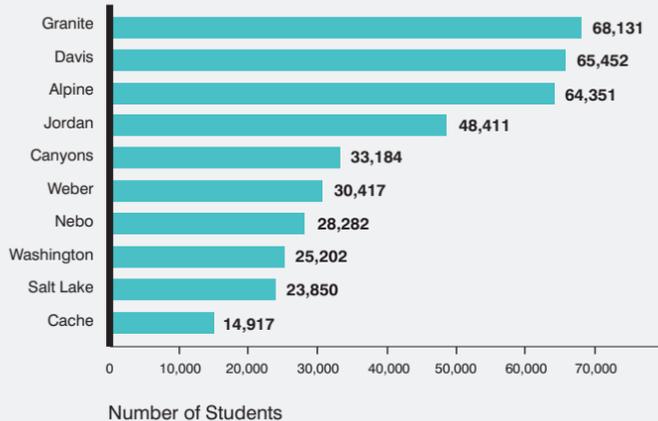
To meet the needs of its established and growth companies, Utah is working diligently to expand and enhance its statewide educational system—which includes highly-regarded institutions of higher learning, together with a growing number of innovative workforce training, applied technology, career and vocational educational opportunities. In addition, a collaborative commission convened by Governor Herbert and consisting of key leaders ranging from education and government to industry is working to maximize the efficiency and quality of the state's education system.

Utah consistently ranks among the nation's leading states for the percentage of its population 25 years and older who earn high school diplomas and four-year degrees. In 2009, the most recent year for which national statistics were available, Utah ranked seventh in the percentage of persons with high school diplomas (90.4 percent) and 17th in the percentage of persons with a bachelor's degree (29.1 percent).

K-12 EDUCATION

Utah's network of public and private K-12 schools offers high-quality primary and secondary education to students across the state. Diverse offerings in Utah's schools include: adult education; special education and gifted and talented curricula; vocational courses of study, from agriculture to business marketing, entrepreneurship, applied technology, performing arts, economics and work-based learning; early graduation; and distance- and computer-based learning. In 2010, there were an estimated 576,335 students in Utah's public education system, up 11,044 (2.3 percent) from 2009, at approximately 800 community-based schools across the state. Student performance in Utah continues to rise. According to the Utah Board of Education, Utah's students continue to score above the national average on standardized tests. In the Iowa Test of Basic Skills (ITBS), administered

LARGEST SCHOOL DISTRICTS IN UTAH: 2009



Source: Utah State Office of Education, Finance and Statistics



TYPES OF DEGREES AND AWARDS BY PUBLIC INSTITUTIONS IN UTAH ACADEMIC YEAR 2008-09

Public Institutions	Certificates & Awards	Associate's	Bachelor's	Master's	Doctor's	First Professional	Total
University of Utah	303	0	4,896	1,563	313	372	7,447
Utah State University	15	493	2,968	696	88	0	4,260
Weber State University	44	1,851	1,872	194	0	0	3,958
Southern Utah University	11	323	909	307	0	0	1,550
Snow College	54	589	0	0	0	0	643
Dixie State College	625	778	213	0	0	0	1,616
College of Eastern Utah	80	302	0	0	0	0	382
Utah Valley University	18	1,651	1,772	0	0	0	3,441
Salt Lake Community College	692	3,001	0	0	0	0	3,693
Total Public	1,839	8,988	12,630	2,760	401	372	26,990

Source: IPEDS Completions Surveys - Does not include UCAT Data

nationwide for grades 3, 5 and 8, Utah students in all three grades scored 8 percent above the national average. Utah high school students taking standardized tests such as the ACT, SAT and Advanced Placement tests consistently score considerably higher than the national average. In 2010, the pass rate for Utah students on AP exams was 67 percent (up 2% from 2009), compared with a 58 percent pass rate nationwide. Utah students taking the SAT college entrance exam achieved average scores of 559 on reading, 558 on math and 540 on writing—compared with national average of 501 on reading, 515 on math and 493 on writing.

Looking ahead to 2011, Utah's school-age population will continue to make up approximately 20 percent of the state's population, with an anticipated 14,754 (+2.6 percent) new students entering the system.

PRIVATE AND CHARTER SCHOOLS

Utah's 123 private and parochial schools provide quality educational options for the approximately 20,000 students attending these schools. (<http://utah.educationbug.org/private-schools/>) At approximately 3 percent, Utah has the lowest percentage of students in private schools in the nation.

In addition to public and private schools, Utah parents can opt to send their children to one of the state's innovative charter schools. Charter schools are non-sectarian public schools that are open to all students at no cost, but are geared to a specific curriculum or area of special interest and preparation for the students. Some of Utah's distinctive charter schools include science and technology high schools, schools for fine arts, performing arts, early college coursework and other areas. Tuacahn High School near St. George, for example, focuses on arts programs, while the curriculum at the Academy of Math, Engineering, and Science in Salt Lake and the Utah Academy of Math and Sciences in Orem focus on college preparation emphasizing math, sciences and technology.

The number of Utah charter schools has grown steadily since the program began in 2000 with eight schools and 390 students. As of March 1, 2011, 79 Utah charter schools educate approximately 37,000 students, accounting for approximately 13 percent of all Utah public-school students. For more information and a directory of the state's current charter schools, visit <http://schools.utah.gov/charterschools/>.

HIGHER EDUCATION

Students pursuing higher education in Utah have a diverse and compelling set of colleges and universities at their disposal, including public and private institutions that cater to a broad variety of academic interests and career goals. Utah residents and visitors are served by five public community colleges—College of Eastern Utah (Price), Dixie State College (St. George), Salt Lake Community College (Salt Lake City), Snow College (Ephraim) and the new Utah College of Applied Technology (nine locations throughout the state)—and one private two-year college, LDS Business College (Salt Lake City).

A host of bachelor's degrees are offered at three public universities—Southern Utah University (SUU; Cedar City), Utah Valley State University (UVSU; Orem), Weber State University (WSU; Ogden)—and one private college, Westminster College (Salt Lake City). In addition, SUU, WSU and Westminster offer select graduate programs.

Utah's three major Ph.D.-level research universities—the University of Utah, Brigham Young University and Utah State University—have each distinguished themselves for their world-class research and innovation. For example, the world's first artificial heart transplant, the first computerized system for real-time heart monitoring, digital recording, computer graphics and word processing were all pioneered by faculty at Utah universities. Each of these universities is distinguished for their entrepreneurial strength.



2010 COLLEGE ENROLLMENT NUMBERS

College	Current	Change from 2009	Percent Change
University of Utah	32,671	1,264	4.02%
Utah State University	25,767	702	2.80%
Weber State University	24,126	795	3.41%
Southern Utah University	8,024	-42	-0.52%
Snow College	4,386	18	0.41%
Dixie State College	8,755	844	10.67%
College of Eastern Utah	2,634	461	21.21%
Utah Valley University	32,670	3,905	13.58%
Salt Lake Community College	33,983	209	0.62%
USHE Total	173,016	8,156	4.95%

Source: Utah Systems of Higher Education

UTAH STATE UNIVERSITY

In 2010, Utah's public institutions of higher learning enrolled a combined 173,016 students, a 4.95 percent increase over the 2009 enrollment figures, according to the Utah System of Higher Education. In addition, 35,000-plus students were enrolled at Brigham Young University, 1,855 at LDS Business College and approximately 3,200 at Westminster College. In the past two decades, enrollment in the Utah system of higher education has more than doubled.

Public Utah State Higher Education institutions in aggregate awarded 26,990 certificates and degrees in 2008-2009 (not including Utah College of Applied Technology awards). Liberal Arts and Sciences was the most commonly-pursued field of study, with 5,444 students, followed by Health Professions (4,035), Business and Marketing (3,495), Education (2,013), Social Sciences (1,486) and Engineering (947). The System awarded 12,621

bachelor's degrees in the same time period, with the top fields of study being (in descending order) Business and Marketing, Liberal Arts and Sciences, Education and Social Sciences.

APPLIED TECHNOLOGY EDUCATION

Consistent with Utah's tradition of practical innovation in education, in 2001 the state created the Utah College of Applied Technology (UCAT) to deliver official Applied Technology Education (ATE) programs that range from basic skills training to professional certificates and associate degrees. These programs focus on the demands of the global economy, providing students with applied skills for entry level employment while helping them lay the foundation for the academic and advanced technical skills they will need for their lifelong career development.

UTAH HIGHER EDUCATION INSTITUTIONS



- Utah State University
- Westminster College
- Salt Lake Community College
- Utah Valley University
- Snow College
- Southern Utah University
- Dixie State College
- Weber State University
- University of Utah
- LDS Business College
- Brigham Young University
- College of Eastern Utah

BRIGHAM YOUNG UNIVERSITY

The UCAT institutions work closely with hundreds of businesses in Utah to customize programs designed to meet companies' workforce training needs and upgrade employees' knowledge and skills. These include "Custom Fit Training" and "Short-term Intensive Training" (STIT), which provide training tailored to the performance of specific jobs at new or expanding companies; continuing education; the Salt Lake Community College Skills Center; and a variety of skills-based conferences, workshops and licensing programs.

For more information about Custom Fit and Short-term Intensive Training programs in Utah, please visit www.mbrclcc.com/customfit.

In 2009, the Utah College of Applied Technology (UCAT) enrolled approximately 60,000 college and high school students throughout the state, including more than 19,000 in the Custom Fit program. UCAT currently offers a variety of Associate of Applied Technology degree options and several hundred certificate training programs. UCAT offers programs for high school students and adults. In addition, eight Utah institutions of higher learning offer credit and non-credit Applied Technology Education programs. For details, visit www.ucats.org.

INDUSTRY COLLABORATIONS

Utah's universities have strong long-term ties with the state's business community. Utah is consistently one of the leading centers for entrepreneurship in the nation, due in large part to the influence of the state's universities. Utah universities have created exceptional technology transfer programs to help turn ideas and research into viable commercial prospects. In 2010, for example, the University of Utah generated more company spinoffs from home-grown technologies than any other U.S. university, after sharing top honors with MIT in 2009.

In addition, Utah's renowned Centers of Excellence program, founded in 1986, provides funding and infrastructure to transform compelling university-related ideas into products and companies.

In the 2006 session, the Utah Legislature passed the Utah Science, Technology and Research (USTAR) initiative, which is fostering research related economic development at Utah's institutions of higher learning. USTAR attracts top research talent to the state's research institutions and assists in R&D and commercialization.

For more information on technology commercialization programs in Utah, contact the technology commercialization offices at the University of Utah, Utah State University or Brigham Young University. For more information on Utah's Centers of Excellence program, visit www.goed.utah.gov/COE. For more information about USTAR, visit www.innovationutah.com.

CAREER AND VOCATIONAL OPPORTUNITIES

Utah is home to a number of distinctive professional colleges and Universities.

Neumont University, located in South Jordan, provides accelerated applied technology education programs. Neumont offers 28-month Bachelor of Science degrees in computer science, game and software development, technology management and web design and development, and a Master of Science in computer science. Students can also obtain optional IBM, Microsoft, Sun and other certifications during the course of their studies. Neumont's hands-on, collaborative and project-driven approach helps graduates currently earn an average starting salary of approximately \$60,000.

Stevens-Henager College, founded in 1891 as a business college in Ogden, is an accredited private college that offers Bachelor's and Occupational Associate's degrees in health care, business, computer programming, computer science and graphic arts. Stevens-Henager students can complete an Associate's degree in 15 months and a Bachelor's in 30 months, with day and evening classes beginning each month. There are currently four Stevens-Henager campuses in Utah—Logan, Ogden, Provo/Orem and Salt Lake City—and one in Boise, Idaho. There are also Utah satellite locations in Layton and Lehi and another in Nampa, Idaho.

Western Governors University (WGU), headquartered in Salt Lake City, is a private, non-profit online university founded by the governors of 19 western states, and supported by numerous U.S. foundations and corporations. The only accredited university in the nation to offer competency-based, online degrees, WGU offers certification and Masters-level programs in teacher education and a variety of bachelors and/or masters degrees in business, health care and information technology. Currently WGU leads the nation's universities in the number of programs and students involved in online teacher certification, credential and licensure programs.

Other leading vocational/career college options in Utah include Argosy University, Devry University, Eagle Gate College, Everett College, the Keller Graduate School of Management, the University of Phoenix, TechSkills, Upper Limit Aviation, Utah Career College and the Utah College of Massage Therapy. Utah's institutions of higher learning continue to be an irreplaceable source of learning and innovation, providing rich academic and professional resources for current and future generations of students to mine and leverage.

UCAT ASSOCIATE OF APPLIED TECHNOLOGY (AAT) DEGREES

Three Associate of Applied Technology (AAT) degrees have been approved by the UCAT Board of Trustees and the Utah State Board of Regents, at the following college campus locations:

Computer Aided Design and Drafting (CADD)

- Bridgerland Applied Technology College Campus (BATC)
- Davis Applied Technology College Campus (DATC)
- Ogden-Weber Applied Technology College Campus (OWATC)
- Uintah Basin Applied Technology College Campus (UBATC)

Information Technology (IT)

- Davis Applied Technology College Campus (DATC)
- Mountainland Applied Technology College Campus (MATC)
- Ogden-Weber Applied Technology College Campus (OWATC)
- Salt Lake/Tooele Applied Technology College Campus (SLTATC)
- Southwest Applied Technology College Campus (SWATC)

Medical Assisting (MA)

- Bridgerland Applied Technology College Campus (BATC)
- Davis Applied Technology College Campus (DATC)
- Mountainland Applied Technology College Campus (MATC)
- Ogden-Weber Applied Technology College Campus (OWATC)
- Salt Lake/Tooele Applied Technology College Campus (SLTATC)
- Uintah Basin Applied Technology College Campus (UBATC)



ENERGY & PUBLIC UTILITIES

HIGHLIGHTS

Utahns benefit from excellent telecommunications systems, including an **extensive fiber optic backbone**.

Utah is endowed with abundant natural gas, wind and **geothermal resources**.

Utah's electric power and natural gas rates are among the **nation's lowest**.

The **long-term energy production trends** in Utah are a major advance, driven by significant advances in both petroleum and alternative/renewable energy.

Governor Herbert and a bipartisan energy planning commission have issued a **10-year comprehensive energy plan** which addresses traditional, alternative, and renewable energy development.

LIVING IN ONE OF THE MOST WIRED AND TECH-SAVVY STATES IN THE union, Utah residents enjoy telecommunications and broadband capabilities that rank at or near the top for infrastructure and connectivity. Consumers and business in Utah also enjoy some of the lowest-cost, most stable energy supplies in the nation, including a growing supply of energy from traditional and renewable sources. Well-managed water sources ensure continued growth and prosperity for the state.

Energy is a major priority for the administration of Utah Governor Gary Herbert. He continues to support the Utah Science Technology and Research (USTAR) program, a research and technology initiative built around the state's world-class research institutions and focused largely on the development of Utah energy technology.

In Utah, the Public Service Commission (PSC) regulates the rates and conditions of service for electric power and natural gas provided by investor-owned utilities. The PSC is comprised of a chairman and two commissioners appointed by Utah's governor and confirmed by the Utah Senate, each for six-year terms. Local governments regulate the state's municipal power and water companies. Most of Utah's water users are served by approved municipal water systems governed by water boards in their respective municipalities. The PSC regulates water companies in cases in which the customers are not also owners of the company, or the company is not a governmental entity.

The PSC allows telecommunications prices to be determined by market forces in densely populated areas, but regulates the rates for intrastate telecommunications services provided by the local phone companies in rural areas.

CONNECTIVITY: TELECOMMUNICATIONS AND DATA SERVICES

Utah telecommunications companies served more than 1 million "land-line" phone lines in 2010 along the state's major population corridors. Most of this service was provided by Qwest and its direct competitors. Additionally, a variety of independent phone companies provide service in the more rural areas of the state. Telephone service providers in the state process several million inbound calls daily. In line with current nationwide trends, wireless communications have eclipsed traditional methods in the state. The PSC estimates that approximately 2.1 million cell phones are now in use by Utah citizens. In addition, several voice-over Internet protocol (VoIP) companies are acquiring a growing number of voice customers in the state.

Utah telecommunications and cable/data companies continue to invest in the state in order to offer the latest voice, data and wireless services. Qwest (formerly US West) and Comcast have invested more than \$1 billion building Utah telecommunications infrastructure over the past decade, covering the majority of the Wasatch Front with fiber optic backbone capability. Qwest received federal approval to move into long distance markets in Utah and now competes head-to-head with land-line, wireless and VoIP competitors, by offering bundled services, including local, long-distance, wireless, Internet and some limited video services. Qwest's Internet offering consists of DSL and integrated services digital networks (ISDNs) available throughout most of its coverage area.

Comcast is now providing Voice over Internet Protocol service as part of a bundled service that includes high speed Internet and cable services in a packaged bundle. Other major phone and data providers in the state include Verizon, Clear, XO Utah, McLeod, Sprint, and Digis, together with a number of rural telecom providers that are members of the Utah Rural Telecom Association (<http://URTA.org>). Approximately 100 telecom providers are currently certified by the PSC to provide local exchange and other services, of which approximately 25 are actively providing services.

According to rankings from the National Broadband Map (<http://broadbandmap.gov>), Utah ranks second in the nation behind New York for

1 gigabit per second connections to the home. Much of this connectivity comes from The Utah Telecommunication Open Infrastructure Agency (UTOPIA), one of the nation's largest fiber optic networks, consisting of 16 Utah communities that have joined to offer a high-bandwidth "transport highway" service to their residents and businesses.

Utah rural phone companies have been proactive in providing advanced technology services to the rural areas they serve. Fiber Optics, DSL and other leading technologies are available to businesses, residents, schools and libraries in most rural communities throughout the state.

For more information about Utah's telecommunications industry and providers, visit the Public Services Commission Website at www.psc.utah.gov, or see the state's Broadband Map at: <http://www.utah.gov/broadband/index.html>.

According to a comprehensive report released in 2010 by the U.S. Department of Commerce, Utah ranked first among U.S. states for "Average Home Broadband Adoption," with 73 percent of Utah households using broadband. The study also identified the presence of a strong "digital divide" along economic, age, geographic and racial lines, which limits opportunities of many individuals without access to broadband. In a committed effort to bridge this gap and increase broadband access, adoption and deployment for underserved Utahns, the Governor's Office of Economic Development (GOED) has created the Utah Broadband Mapping, Analysis and Planning Project. The Utah Broadband Project provides a forum for policy discussion and exploration of broadband issues by consumers and leaders in industry and government. For more information, visit utah.gov/broadband.

EMPOWERING THE DEAF AND HARD OF HEARING: RELAY SERVICES

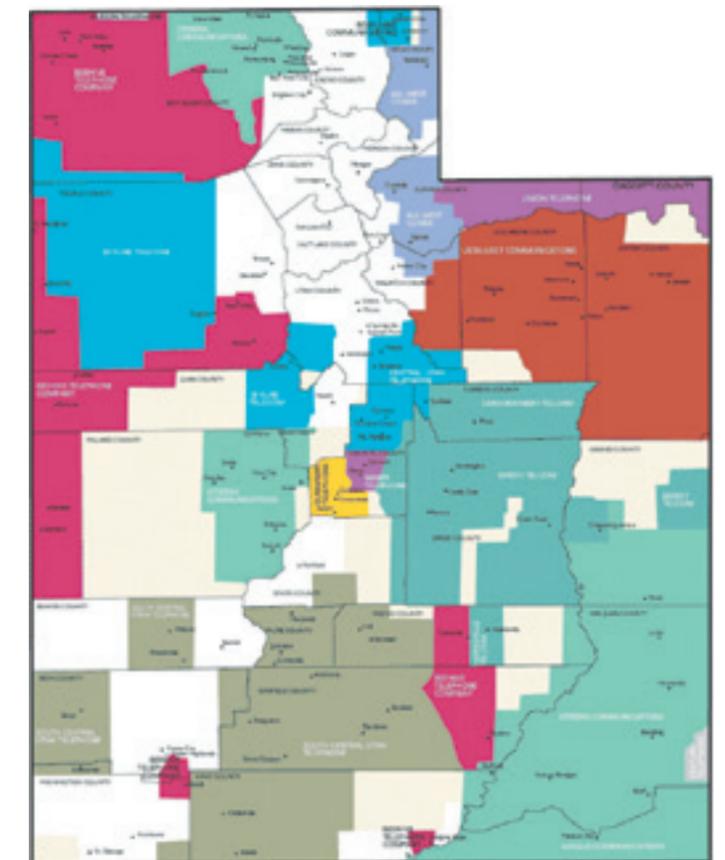
Utah is at the forefront of efforts to ensure that all citizens have access to high quality telecommunications services. Legislation passed in 2007 is now being implemented that makes relay services and equipment available to those with hearing loss and other disabilities. This includes distribution of assistive telecommunication devices such as amplified telephones, captioned telephones, and text telephones to people who meet the program's financial guidelines. As a result of new technology developments, other choices continue to expand for people unable to use a standard telephone. The communications market now includes Video Relay Services (VRS), Internet Protocol Relay (IP Relay), captioned telephones in addition to the improvements to equipment such as amplified telephones and text telephones. Equipment manufacturers including global VRS leader, Utah-based Sorenson Communications, have improved picture quality, amplification and sound quality for hard-of-hearing users, and added such features as captions for the deaf.



FUELING HOME AND INDUSTRY: PETROLEUM AND NATURAL GAS

Aided by increasingly sophisticated technology and newly-discovered natural resources in Central Utah and the Uintah Basin, Utah is in the midst of a long-term expansion in petroleum and natural gas production. Utah contains four of the nation's 100 largest oil fields and two of its 100 largest natural gas fields. Crude oil production rose to 23.8 million barrels in 2009, up 8.1 percent from 2008 and 82 percent higher than 2003 production. Through November 2010, 22.5 million barrels had been produced in Utah; the Utah Geological Survey estimates that 24.5 million barrels were produced in 2010.

TELECOMMUNICATION COMPANIES BY AREA



- All West Communications
- Beehive Telephone Company
- Central Utah Telephone, Bear Lake Communications, Skyline Telecom
- Citizens Communications
- Emery Telcom, Carbon/Emery Telcom, Hanksville Telcom
- Gunnison Telephone Company
- Manti Telephone Company
- South Central Utah Telephone Association
- UBTA, UBET Communications
- Union Telephone Company
- Albion Telephone Company, Century Telephone Enterprises, Inc.
- Open
- Qwest



FLAMING GORGE

POWER ON: ELECTRICITY AND RENEWABLE ENERGY

Industrial electric rates in Utah's major cities are consistently among the lowest of U.S. cities. A plentiful supply of low cost energy has aided the state in avoiding the high prices and large spikes that have plagued many West Coast cities in recent years. Currently, approximately 90 percent of all electrical generation produced in Utah comes from clean burning coal, much of which is exported to other states.

Rocky Mountain Power (a division of PacifiCorp) is the largest electric utility in the state. Additionally, 42 municipalities in Utah provide electric power to their residents. Currently, there are 11 other retail providers of electricity certified and regulated by the state's Public Service Commission: nine rural cooperatives, one electric service district and one investor-owned utility.

Rocky Mountain Power anticipates that sales growth in urban regions of Utah will rise by about 3.5 percent annually for the foreseeable future. According to the U.S. Department of Energy's Energy Information Administration, in 2009 Utah tied for the sixth-lowest average price for industrial electricity in the nation (5.11 cents per kilowatt hour; national average 7.75 cents); had the fifth-lowest overall average residential rates (8.43 cents; national average of 11.76 cents); was in the ten lowest for commercial price (7.33 cents; national average, 10.22 cents); and had the seventh-lowest combined price for all sectors (6.94; national average, 9.81). According to 2010 preliminary data from the EIA, Utah enjoyed the second-lowest industrial electricity price (\$4.96 per kilowatt hour) among U.S. states; the fifth-lowest residential price (\$8.70); second-lowest in commercial (\$7.20); and the fifth-lowest overall (\$7.00).

Utah electricity generation production fell 6.1 percent in 2009 to 42,851 gigawatt-hours, after reaching an all-time high of 46,515 in 2008. While net generation decreased 3 percent from 2009 to 2010, electricity consumption increased by 1.3 percent.

The state has undertaken a number of proactive projects to increase the energy generated by renewable sources. Several wind turbine facilities are now in operation or in the final stages of development: an 18.9-megawatt Wind Park II facility in Spanish Fork, Utah County and a 203-megawatt Milford Wind Corridor Phase I project in Millard and Beaver Counties have already been completed. The Milford Wind Corridor Phase II project, which will provide addition capacity of 102 megawatts, is slated for completion in summer 2011. The national award-winning facility exports energy to Southern California.

Utah is also one of only six states to produce electricity from geothermal sources. Two facilities are in operation in Beaver County: Rocky Mountain Power's 38-megawatt geothermal facility, originally established in 1984, and recently expanded to its current 38-watt capacity; and Raser Technologies' Thermo 10-megawatt geothermal power plant, completed in 2008. These green renewable energy facilities are the first of a number of potential plants that will take advantage of one of the largest geothermal resources in the nation.

GROWING UTAH'S GARDEN: PUBLIC WATER SUPPLY

One of Utah's most valuable natural resources is the high-quality groundwater available throughout the state. Virtually all of Utah's municipal waterworks systems have access to springs and wells. Although Utah is located in an arid region, the mountain watershed areas, which feed the state's natural and man-made storage systems, receive up to 60 inches of precipitation annually. The yield from the Utah watershed, combined with yield from rivers flowing throughout the state, supply water to meet the needs of an expanding population and economy. Utah's water is supplied to users by a number of improvement districts, water districts and local communities—most of which are not controlled by the Public Service Commission.

After reaching a new high in 2009 with production of 466 billion cubic feet—an increase of 5.4 percent from 2008 and up 63 percent from 2003 figures— natural gas production in the Beehive State slowed modestly in 2010 in response to lower market prices and decreased demand. Through November 2010, production was 397 billion cubic feet, with estimates of 425 billion cubic feet by year-end.

According to U.S. Department of Energy's Energy Information Administration, more than four-fifths of Utah households use natural gas for home heating. Natural gas prices in Utah are currently among the lowest in the nation, aided by Utah's abundant supply of natural gas, which historically has not been transported out of the region.

As reported by the Energy Information Administration, pricing to Utah residential customers was \$8.03 per thousand cubic feet in 2010 for residential use, second lowest in the nation and well below the national average price of \$13.89. Utah's commercial price was \$6.78, third lowest in the nation, compared with the average national price of \$12.23. The state's industrial price of \$5.91 was also one of the country's lowest, compared with a national rate of \$9.65.

The principal supplier of natural gas in Utah is Questar Gas Company, which currently serves more than 850,000 customers in Utah and is the only operating natural gas utility regulated by the PSC. Close to half of the natural gas currently used by Questar's residential Utah customers is provided at cost-of-service pricing (Questar's price of producing and transporting the gas) instead of market prices, because Utah's residential rate payers have a legal right to purchase this gas at cost of service rates due to their ownership interest in some existing gas fields managed by Questar.

The cost to develop and deliver this gas is, accordingly, considerably lower and more stable than the cost of gas purchased from either third-party suppliers or Questar's parent company, Questar Inc. These low-cost sources of natural gas provide a significant advantage to Utah natural gas customers. Utah's growing population will require additional supplies of gas outside of the cost-of-service agreements, pushing prices slightly higher in the future. However, it is anticipated that Utah citizens will continue to enjoy lower average rates than consumers in most other U.S. locations due to the advantages that cost-of-service pricing provides.



POPULATION

HIGHLIGHTS

Utah's average household size, **3.15 persons**, is the largest in the U.S., compared with 2.62 nationally.

Utah's fertility rate of 2.47 per woman ranks **first nationally**.

Utah's **median age of 28.7** is the youngest in the U.S., compared with the U.S. median age of 36.7.

Utah ranks **first nationally** in percentage of family households (71.4 percent) and married couple families (60.5 percent).

Approximately **75 percent** of Utah's populace lives in Salt Lake, Utah, Davis and Weber Counties.

DRIVEN BY THE NATION'S HIGHEST BIRTH RATE, HIGH LIFE EXPECTANCY and 20 consecutive years of net in-migration, Utah's population continued its growth in 2010. After a sustained period of precipitous growth—including 3.2 percent in 2007, the fastest rate in the state's history—Utah's 2010 total population count was 2,763,885. This represents a ten-year population increase of 530,716 people (23.8 percent) from 2000, ranking Utah third among U.S. states in population growth.

Utah grew more than twice as fast as the U.S. from 2000 to 2010. Natural increase (number of births less number of deaths) added an estimated 37,000 people to Utah's population in 2010. While net in-migration has slowed since the peak of the state's economic expansion, Utah's net migration is projected to remain positive at 10,000 people, with the nation's second-fastest growth rate at 2.1 percent. Natural increase was 40,763 in 2009: 54,548 births (slightly down from the 2008 all-time record of 55,357) subtracted by a record 13,785 deaths. Natural increase accounted for 96.3 percent of Utah's 2009 population growth, steeply up from 71.4 percent in 2008. Net in-migration accounted for the remaining 1,547-person (3.7percent) increase in the state.

After experiencing annual population growth of 2.7 percent in the decade beginning in 2000, the U.S. Census anticipates sustained growth in Utah to continue in future decades. The state's population is projected to reach 3.7 million in 2020, 4.4 million in 2030, and 6.8 million in 2060. The projected growth rate of 1.3 percent, though still lower than that of the past decade, is twice the projected national rate.



RIVERTON HIGH SCHOOL, SLC



SALT LAKE VALLEY

AMERICA'S MOST YOUTHFUL STATE

Utah's unique age structure contributes to the state's energetic, productive lifestyle.

According to the U.S. Census Bureau, Utah ranks as the youngest state in the nation, with a median age of 28.7, compared to the national average of 36.7—a significant factor in other leading components of the state's long-term economic opportunity, together with its sophisticated, tech-savvy workforce, excellence in higher education and consistent strong economic and fiscal performance nationally and internationally.

Fertility rates in Utah—an average of 2.63 per Utah woman—are the highest of any U.S. state. Utah ranks first in the percentage of its population that is pre-school age (9.8 percent), and the percentage that falls within the K-12 ages from 5 to 17 (21.2 percent). Conversely, the state has the smallest per-capita working-age (18-64) population (60 percent of its population) and the second-smallest retirement-age population (9 percent).

Utah continued to have the largest household size in the country, with 3.17 persons per household, compared to 2.62 nationally. The number of households in the state reached 854,244 in 2007, a 2.9 percent average annual increase since 2000. Utah also ranked first nationally in percentage of family households (71.4 percent) and married couple families (60.5 percent).

Utah's population continues to diversify, with peoples from many nations and cultures drawn to the quality of life and the vibrant entrepreneurial environment the state fosters. Growth in the state's Hispanic population is particularly strong. Hispanics now make up 13 percent of Utah's population—a 78 percent increase over the 2000 count by the U.S. Census Bureau. The number of Hispanic-owned businesses in Utah jumped by 78 percent between 2002 and 2007, and revenues rocketed up by almost 138 percent. The growth rate for such businesses in Utah is among the fastest in the nation.

Besides White (92.9 percent), other races represented in Utah include Asian (2.0 percent), American Indian and Alaska Native (1.4 percent), Black or African American (1.3 percent), and Native Hawaiian or Other Pacific Islander (0.8 percent), according to the Census Bureau.

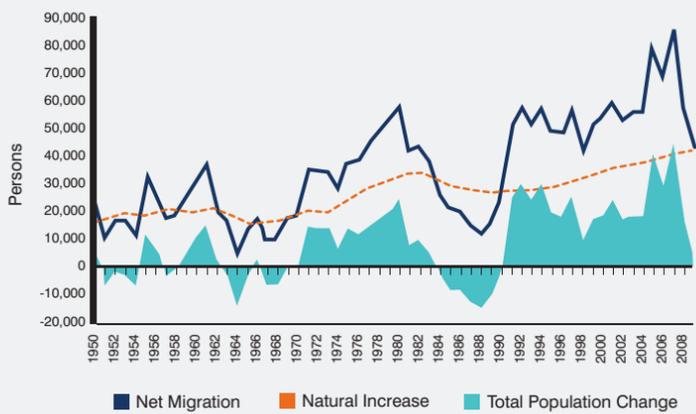
GROWTH TRENDS

Salt Lake City remains the state's largest city with a population of 186,440, followed by West Valley City with 129,480 residents and Provo with 112,488. Fast-growing West Jordan is the fourth-largest city at 103,712, while Orem and its 88,328 residents hold down the fifth spot. The list of the Beehive State's ten largest communities is rounded out by Sandy (87,461), Ogden (82,825), St. George (72,897), Layton (67,311) and Taylorsville (58,652).

Utah's fastest-growing cities, clustered along the Wasatch Front and Washington County, are led by Lehi with its gazelle-like 149.1-percent growth rate from 2000 to 2010. During this same period, Spanish Fork and South Jordan shared the state's second-fastest growth rate, 71.3 percent. Draper, the state's fourth-fastest-growing community, grew 67.6 percent, followed by Riverton (54.9 percent). Other top-ten growth communities in Utah include West Jordan (51.8 percent), St. George (46.8), Pleasant Grove (42.8), Murray (37.4) and West Valley City (18.9 percent).

The vast majority (nearly 75 percent) of Utah's population is still heavily clustered in four urban counties at the base of the Wasatch Mountains: Salt Lake (1,029,655 residents in 2010); Utah (516,564); Davis (306,479); and Weber (231,236). Utah's fifth-most-populous county is Washington County in the southwestern corner of the state, with 138,115 residents.

STATE OF UTAH COMPONENTS OF POPULATION CHANGE



Source: State of Utah Components of Population Change

UTAH POPULATION PROJECTION

YEAR	POPULATION
2010:	2,927,643
2020:	3,652,547
2030:	4,387,831
2040:	5,171,391
2050:	5,989,089
2060:	6,840,187

Source: Governor's Office of Planning and Budget

75%

of Utah's populace lives in Salt Lake, Utah, Davis and Weber Counties.

UTAH'S LARGEST COUNTIES

2010	2000	COUNTY	2000	2010	NUMBER	PERCENT GROWTH
1	1	Salt Lake County	898,387	1,029,655	131,268	14.6
2	2	Utah County	368,536	516,564	148,028	40.2
3	3	Davis County	238,994	306,479	67,485	28.2
4	4	Weber County	196,533	231,236	34,703	17.7
5	6	Washington County	90,354	138,115	47,761	52.9
6	5	Cache County	91,391	112,656	21,265	23.3
7	8	Tooele County	40,735	58,218	17,483	42.9
8	7	Box Elder County	42,745	49,975	7,230	16.9
9	9	Iron County	33,779	46,163	12,384	36.7
10	10	Summit County	29,736	36,324	6,588	22.2
11	11	Uintah County	25,224	32,588	7,364	29.2
12	12	Sanpete County	22,763	27,822	5,059	22.2
13	15	Wasatch County	15,215	23,530	8,315	54.7
14	13	Carbon County	20,422	21,403	981	4.8
15	14	Sevier County	18,842	20,802	1,960	10.4
16	17	Duchesne County	14,371	18,607	4,236	29.5
17	16	San Juan County	14,413	14,746	333	2.3
18	18	Millard County	12,405	12,503	98	0.8
19	19	Emery County	10,860	10,976	116	1.1
20	21	Juab County	8,238	10,246	2,008	24.4

UTAH'S LARGEST CITIES (INCORPORATED PLACE)

2010	2000	COUNTY	2000	2010	NUMBER	PERCENT GROWTH
1	1	Salt Lake City	181,743	186,440	4,697	2.6
2	2	West Valley	108,896	129,480	20,584	18.9
3	3	Provo	105,166	112,488	7,322	7.0
4	7	West Jordan	68,336	103,712	35,376	51.8
5	5	Orem	84,324	88,328	4,004	4.7
6	4	Sandy	88,418	87,461	- 957	-1.1
7	6	Ogden	77,226	82,825	5,599	7.3
8	10	St. George	49,663	72,897	23,234	46.8
9	8	Layton	58,474	67,311	8,837	15.1
10	9	Taylorsville	57,439	58,652	1,213	2.1
11	15	South Jordan	29,437	50,418	20,981	71.3
12	11	Logan	42,670	48,174	5,504	12.9
13	29	Lehi	19,028	47,407	28,379	149.1
14	13	Murray	34,024	46,746	12,722	37.4
15	12	Bountiful	41,301	42,552	1,251	3.0
16	19	Draper	25,220	42,274	17,054	67.6
17	20	Riverton	25,011	38,753	13,742	54.9
18	14	Roy	32,885	36,884	3,999	12.2
19	28	Spanish Fork	20,246	34,691	14,445	71.3
20	21	Pleasant Grove	23,468	33,509	10,041	42.8

Source: U.S. Census Bureau



QUALITY OF LIFE

HIGHLIGHTS

Utah topped the most recent *Forbes* list of U.S. "Best Places for Business and Careers."

Southern Utah contains the nation's largest concentration of national parks.

Utah is home to five national parks, seven national monuments, two national recreation areas and six national forests.

Utah is consistently named one of the **Happiest States** in the Nation.

The **cost of living** in Utah is well below national levels, according to most indicators.

Of Utah's **13 world-class ski resorts**, 10 are within a one-hour drive from Salt Lake International Airport.

UTAH'S UNPARALLELED BLEND OF ECONOMIC DYNAMISM, EXTRAORDINARY recreational opportunities amid spectacular scenery, and friendly neighborhoods and cities makes Utah the destination of choice for a large and growing number of visitors—many of whom decide to make their stays permanent.

EXCEPTIONAL GOVERNANCE, ECONOMIC VITALITY AND DYNAMISM

Consistently among the most entrepreneurial states in America, Utah is also the best-positioned State economy to recover from the current stubborn global economic downturn. The Beehive State has garnered a host of No. 1 economic and business rankings: "Best State for Business and Careers" from *Forbes*; "Expected Economic Recovery" from the American Legislative Exchange Council; "Economic Outlook" from the ALEC-Laffer State Economic Competitive Index; and "Most Dynamic Economy" from the Kauffman New Economy Index.

Utah's exceptional economic performance is bolstered by a state government that is continually recognized for excellence, fiscal discipline and governing savvy. Utah government reinforced its place as "Best Managed State in the Nation" from the Pew Center on the States with AAA bond/credit ratings from Moody's and Standard and Poor's and the top spot for "Debt Weight Scorecard" from *Forbes*. (See GOVERNMENT chapter in this volume for more information.) Amid times of sustained economic challenge, Utah continues to shine as a financially sound, stable and robust environment for ongoing innovation, growth and opportunity.

GETTING HAPPY

Utah consistently ranks high on measures indicative of the overall social well-being of the people of a state's population. Utahns experience a high standard of living in safe and affordable communities. In a national Gallup survey released in February 2010, Utah ranked second among all states for the happiest populace, after taking top honors the previous year.

Utah's strong economic performance during the past several years has driven consistently strong job performance relative to other states. Utah's median household income of \$58,820 ranks 10th nationally, according to the most recent (2009) U.S. Census Bureau Statistics. The State's home ownership rate of 76.2 was third highest in the nation, compared with a national average of 67.8 percent. At the same time, Utah communities are also exceptionally affordable from a cost-of-living standpoint. According to CNN Money, money goes further in Salt Lake City than it does in other major metropolitan areas. Taking such expenses as groceries, housing, utilities, transportation and healthcare into account, the overall cost of living in Salt Lake City is approximately: 20.5 percent lower than Seattle; 2.5 percent lower than Denver; 10.5 percent lower than Portland; 31 percent lower than San Diego; 10 percent lower than Minneapolis; 63 percent lower than San Francisco; and 115 percent lower than Manhattan. Living is even less expensive in St. George (5 percent lower than Salt Lake City), Logan (5 percent lower) and Cedar City (13 percent lower). Other wellness indicators emphasize Utah's security, health, vitality and youthfulness, including:

The 2010 Money Magazine list of America's "Best Places to Live" features four Utah cities in the top 100: South Jordan (18); Orem (45); West Jordan (61); and St. George (80).

SAFE, SECURE AND SOUND

Utah has the sixth lowest rate of violent crime in the nation, according to The Federal Bureau of Investigation's Uniform Crime Reports. For 2008 the rate of violent crime in Utah was 221.8, per 100,000 people, approximately half the national average of 454.5 per 100,000 people. Utah is home to four of the nation's safest cities: Logan was third-lowest among small cities (fewer than 150,000 residents). Provo and Ogden were sixth lowest and seventh-lowest, respectively, in the mid-sized cities category (150,000-500,000 residents). Salt Lake City was ninth-safest among large cities (500,000 or more residents).

Utah's 2009 poverty rate was 11.5 percent, ninth-lowest in the nation, compared with a national rate of 14.5 percent. 12.2 percent of Utah children live in poverty, compared with 20 percent nationally. Utah ranked fourth in the nation in child well-being in the 2010 Kids Count Data Book, which examines factors ranging from infant mortality and birth weight to child death rate, poverty rates, high school completion rates, teen birth rate, homicide, rate of teen deaths by accident, percentage of single-parent homes and parents' employment status. Morgan County's poverty rate of 4 percent is the 10th-lowest of 3,142 U.S. counties.

DYNAMIC, GROWING POPULATION

Utah's economic vitality is reinforced through its distinction of having the nation's youngest population, and one of the fastest-growing. According to U.S. Census Bureau data for 2009, the state's median age is 28.7, lowest in the nation, while the growth rate of 23.8 percent from 2000-2010 was the third-fastest. Utah also has the second-lowest percentage of the population age 65 and over (9.0 percent).

BABY BOOM

Reinforcing Utah's youthful status is the nation's highest fertility rate, an average of 2.63 for every female, according to the National Center for Health Statistics. The state also has the highest birth rate in the nation, 21.2 for every 1,000 people.

QUALITY AND INNOVATION IN HEALTH AND MEDICINE

According to the U.S. Department of Health and Human Services, Utah's population has the third longest life expectancy in the nation at 78.7 years. The State's residents also enjoy exceptionally strong health. According to the United Health Foundation State Health rankings, Utah was the seventh healthiest state in the U.S. for 2010, with the lowest rate of cancer deaths, smoking and binge drinking. (See Healthcare chapter in this volume for additional information.)

The health of the State's residents is further improved by the high quality medical care available throughout Utah. The University of Utah Health Sciences Center is nationally known for its patient care and teaching facilities. The center includes the University Hospital, the School of Medicine, the



BEST CITIES TO LIVE IN FOR MARRIED PEOPLE WITH CHILDREN

4. Provo, Utah

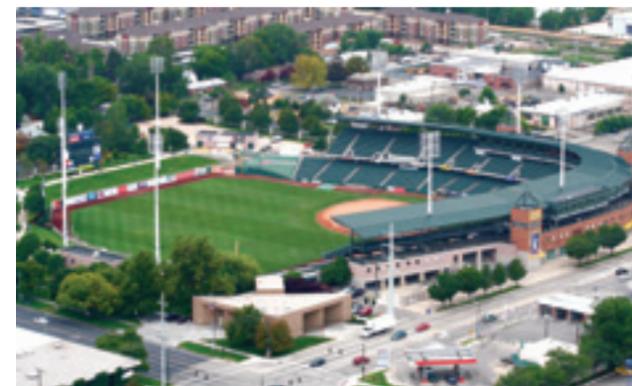
"The city's economy continues to grow in leaps and bounds. Numerous employment opportunities combined with the safe neighborhoods and beautiful mountain vistas results in a wonderful place to raise children."

Source: Employment Spot

School of Nursing and the College of Pharmacy. Intermountain Healthcare has consistently won national acclaim for its cost competitive high levels of care. For example, a Dartmouth Medical School study found that Medicare spending could be reduced by a third—while maintaining or improving quality—if the nation provided healthcare the way it's provided in the greater Salt Lake City area. The study specifically cited Intermountain Healthcare as an organization that provides high-quality, highly efficient care. St. Mark's Hospital and other Utah health care providers have garnered national and global recognition.

Innovative Utah research facilities include: Huntsman Cancer Institute, the Howard Hughes Medical Institute, the Moran Eye Institute and Primary Children's Medical Center, all internationally recognized for innovative research and healthcare provision.

Utah's healthcare industry and citizens also benefit from the State's position as a leading center for biotechnology research and industry. Utah is home to the world's largest, most comprehensive family history and health databases, along with clinical data regarding cancer and other health



SPRING MOBILE BALLPARK

PROFESSIONAL SPORTS TEAMS

- Ogden Raptors**—Minor League Baseball, A Affiliate of the Los Angeles Dodgers
- Orem Owlz**— Minor League Baseball, A Affiliate of the Los Angeles Angels of Anaheim
- Real Salt Lake**—Professional Soccer, Major League Soccer
- Salt Lake Bees**— Minor League Baseball, AAA Affiliate of the Los Angeles Angels of Anaheim
- Utah Blaze**—Arena Football, Arena Football League
- Utah Blitzz**— Professional Soccer, Professional Soccer League
- Utah Grizzlies**—Professional Hockey, East Coast Hockey League
- Utah Jazz**—Professional Basketball, National Basketball Association
- Utah Salt Ratz**—Professional Soccer, Men's Premier Soccer League
- Utah Snowbears**—Professional Basketball, American Basketball Association
- Utah Spiders**—Professional Soccer, Women's Premier Soccer League



ANTELOPE ISLAND

Low humidity, low mountain temperatures and the presence of the Great Salt Lake result in the dry powder snow for which Utah has become famous. Utah resorts dominated the “best snow” ratings—confirming the truth of the moniker “Greatest Snow on Earth®”—holding down the top five spots and seven of the top 10.

The state’s heavy snowfall (up to 500 inches at some resorts annually) often extends the Utah ski season from mid-November into early May. For more information, visit www.skiutah.com or www.utah.travel.

Winter sports enthusiasts benefit from the ongoing Olympic legacy left in the aftermath of the 2002 Salt Lake City Winter Olympic Games. Eleven venues were selected to house the Olympics’ athletic events, including a newly-built, best-in-class skating rink and one of the world’s fastest luge tracks. All of the Olympic venues—from Ogden in the north to Provo in the South, and Park City in the east to West Valley City in the west—are open to the public, allowing visitors to experience the sites firsthand and share in history. Visit www.utah.com/olympics for more information. There are also plentiful opportunities for snowshoeing, ice climbing and snowmobiling on 850 miles of groomed trails running through fascinating and spectacular topography that ranges from rugged mountains to redrock.

SUMMER RECREATION

Utah’s outdoors offer enough activities to fill many lifetimes of summer recreation opportunities, including camping, hiking, mountain biking, ATV riding, rock climbing, fishing, hunting and countless other activities in some of the most varied and spectacular scenery on earth. The state is also a global destination for water sports enthusiasts seeking adventure in whitewater rafting, kayaking, boating, jet skiing and scuba diving.

Utah’s mountains and redrock deserts are a mecca for mountain bikers and touring cyclists of all ages and abilities. Moab and the Brian Head area are among the leading U.S. cycling hubs, and most of Utah’s ski resorts offer bike rentals as well as a host of mountain trails. For more information, visit Bicycle Utah at www.bicycleutah.com. Utah trails lead hikers into spectacular, ethereal experiences in an endless variety of settings. Many trails offer exotic experiences in close proximity to the state’s population centers, while others

challenges in families. The University of Utah has identified more disease-related genes than any other university in the world.

Utah’s research universities and companies continue to pioneer groundbreaking research in life sciences and medical devices. In addition, innovations in proteomics, targeted drug therapies and drug delivery systems, and other advanced technologies will continue to keep Utah on the forefront of biotechnology.

CLIMATE AND WEATHER

Like the State’s spectacular topography, Utah’s four-season climate is invigorating and diverse. The State’s elevation ranges from a low of 2,200 feet in southwestern Washington County to more than 13,500 feet in the Uinta Mountains in the northeastern corner of the State. The average maximum daytime temperature in Utah’s leading metropolitan areas ranges from an average of about 37 degrees (36 degrees in Salt Lake City; 32 in Park City; 53 in St. George) in January to 93 degrees in July (92 degrees in Salt Lake City; 82 in Park City; 102 in St. George).

Utah’s climate features low humidity and plentiful sunshine. In Salt Lake County and many other areas in the State, the summer daytime relative humidity averages less than 30 percent, and sunny skies prevail for an average of 237 days per year.

Annual precipitation varies from less than five inches in Utah’s arid Great Salt Lake Desert to more than 60 inches in the northern mountain ranges.

A WORLD-CLASS TOURIST DESTINATION

Word of Utah’s incomparable attractions and experiences is reaching an increasing number of people throughout the world, in large part through the highly effective efforts of the Utah Office of Tourism. From 2004 to 2008, the number of visitors to the Beehive State increased from 17.5 million to 20.3 million, and tourism revenue increased from \$5.648 billion to \$6.925 billion.

WINTER RECREATION

Utah’s 13 ski resorts provide some of the world’s finest skiing and snowboarding. In the 2010 issue of Ski magazine, voters and readers selected Utah’s Deer Valley resort as North America’s best overall ski resort, for the fourth consecutive year. Seven additional Utah ski resorts made the top 30 list, including Park City Mountain (No. 5), The Canyons (No. 18), Snowbird (No. 19), Snowbasin (No. 27), Alta (No. 28; No. 1 in snow and overall satisfaction); Brighton (No. 29); and Solitude (No. 30).

offer remote wilderness. For more information about hiking in Utah, visit www.utah.com/hike. Utah off-road trails, including the Utah section of the Great American Trail, provide easy quick access to walking, biking, hiking, and horseback or ATV riding in the midst of varied and spectacular scenery. For more information, visit www.utah.travel.

MAGNIFICENT NATURE: NATIONAL PARKS, MONUMENTS AND RECREATION AREAS

Southern Utah contains the greatest concentration of national parks in the U.S. The State’s five national parks—Arches, Bryce Canyon, Canyonlands, Capitol Reef and Zion—are regularly recognized as among the most spectacular and beloved national parks by visitors in the United States and from around the globe. In addition, Utah’s seven national monuments, two national recreation areas, one national historic site and many state parks and recreation areas provide outdoor enthusiasts with unique and varied opportunities. The State’s national parks welcomed 6,072,884 million visitors in 2010 – up from 2009 in spite of an extended recession – including 3.238 million to Zion National Park, up from 2.726 million visitors in 2009. Utah’s 43 state parks attracted approximately 5 million visitors in 2010, up from about 4.5 million in 2009. For more information, contact the Utah Office of Tourism (801) 538-1900 or visit www.travel.utah.gov.

A RICH ARRAY OF ARTS AND CULTURE

Utah boasts rich artistic and cultural resources. The Utah Arts Council, founded in 1899, represents almost 200 theatres, more than 100 dance and approximately 500 music organizations, including the superb Utah Symphony, Utah Opera, Ballet West and Utah Festival Opera Company. Utah is also home to a number of distinguished festivals and other cultural organizations and events throughout the state, including the pioneering Sundance Film Festival, Tony Award-winning Utah Shakespearean Festival and global choral treasure the Mormon Tabernacle Choir. In addition, Brigham Young University, the University of Utah and Utah Valley University have established world-leading cultural education and performance programs in a variety of performing arts. For more information about Utah’s cultural offerings, visit www.arts.utah.gov or www.visitutah.com.

OLYMPIC VENUES



Utah Olympic Oval

5662 South 4800 West (Cougar Lane)
Kearns, Utah
(801) 968-OVAL (6825)
Speed Skating

Salt Lake Ice Center/ EnergySolutions Arena

301 W. South Temple
Salt Lake City, Utah
Figure Skating, Short Track Skating

E Center

3200 S. Decker Lake Dr.
West Valley City, Utah
Ice Hockey

The Peaks Ice Arena

100 No. Seven Peaks Blvd.
Provo, Utah
Ice Hockey

Ice Sheet at Ogden

4390 Harrison Blvd.
Ogden, Utah
Curling

Park City Mountain Resort

1310 Lowell Avenue
Park City, Utah
Giant Slalom, Snowboarding Parallel and Halfpipe

Deer Valley Mountain Resort

2250 Deer Valley Drive
Park City, Utah
Slalom, Freestyle Aerials and Freestyle Moguls

Utah Olympic Park

Olympic Parkway and Highway 224
at Kimball Junction
Park City
(435) 658-4200
Bobsleigh, Luge, Skeleton, Ski Jumping and Nordic Combined

Soldier Hollow (Wasatch State Park)

2002 Soldier Hollow Drive
near Midway
(435) 654-2002
Biathlon, Cross-Country Skiing

Snowbasin Ski Resort

Highway 167 (Trapper’s Loop)
(801) 399-0304
Downhill, Super G, Combined Downhill/Slalom

Rice Eccles Olympic Stadium

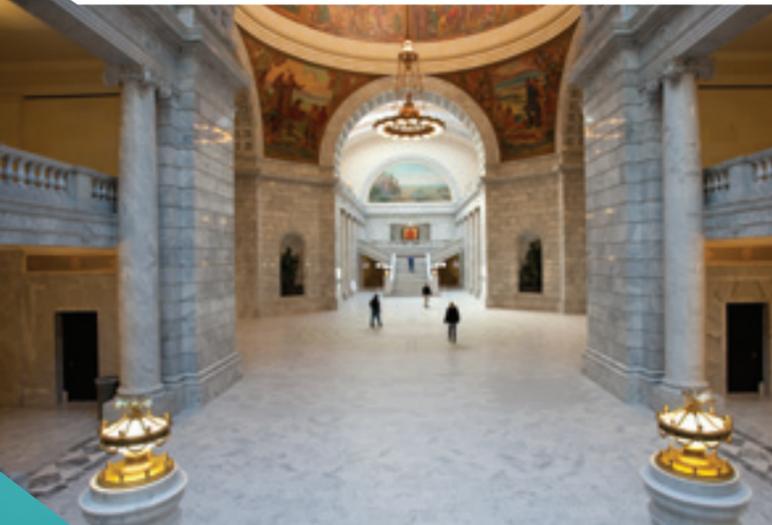
University of Utah Campus
Salt Lake City
Opening and Closing Ceremonies, Home of Olympic Cauldron

Olympic Village

University of Utah Campus
Salt Lake City
Athlete Village

SKI RESORT COMPARISON CHART

	Alta	Beaver Mtn	Brian Head	Brighton	The Canyons	Deer Valley	Elk Meadows	Nordic Valley	Park City	Powder Mtn	Snowbasin	Snowbird	Solitude	Sundance
City	Alta	Logan	Brian Head	Brighton	Park City	Park City	Beaver	Eden	Park City	Eden	Huntsville	Salt Lake City	Solitude	Sundance
Adult All Day Pass	\$52	\$33	\$40	\$47	Variable	\$77	\$35	\$20	\$45	\$50	\$60	\$64	\$53	Variable
Child All Day Pass	\$23	\$27	\$27	\$42	Variable	\$45	\$20	\$10	\$25	\$30	\$37	\$10 with adult	\$32	Variable
Annual Snowfall	500"	400"	425"	500"	355"	300"	400"	300"	350"	500"	400"	500"	450"	320"
Skiable Acres	2,200	464	500	850	3,500	1,750	420	100	3,300	2,500	1,800	2,500	1,200	450
Runs	40+	22	53+	64	125	87	36	19	100	81	39	89	63	41
Vertical Drop	2,020'	1,600'	1,707'	1,745'	3,190'	3,000'	1,400'	1,000'	3,100'	2,005'	2,400'	3,240'	2,047'	2,150'
Base Elevation	8,530'	7,200'	9,600'	8,755'	6,800'	6,570'	9,100'	5,400'	6,900'	6,895'	6,400'	7,760'	7,988'	6,100'
Top Elevation	10,550'	8,800'	11,307'	10,500'	9,990'	9,570'	10,400'	6,400'	10,000'	8,900'	8,800'	11,000'	10,035'	8,250'
% Beg. Terrain	25%	35%	30%	21%	14%	15%	20%	30%	18%	10%	20%	25%	20%	20%
% Int. Terrain	40%	40%	40%	40%	44%	50%	50%	50%	44%	50%	50%	30%	50%	40%
% Adv. Terrain	35%	25%	30%	39%	47%	35%	30%	20%	38%	40%	30%	45%	30%	40%
Child Care	Yes	No	Yes	No	Yes	Yes	*Yes	No	No	No	No	Yes	No	*Yes
Night Skiing	No	Yes	Yes	Yes	No	No	No	Yes	Yes	Yes	No	Yes	No	Yes
Snowboarding	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Terrain Park	No	Yes	3-4	Yes	Yes	No	Yes	No	No	No	No	No	No	*Yes
Half-pipe	No	No	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	No	No	*Yes
Acres of Snowmaking	50	None	180	200	150	500+	None	50	475+	None	None	100	90	None
Lift Served Snow Tubing	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes	No	Yes	No	*Yes
Miles to airport	33 SLC	112 SLC	195 LV	35 SLC	33 SLC	39 SLC	227 LV	50 SLC	37 SLC	55 SLC	53 SLC	29 SLC	33 SLC	55 SLC



GOVERNMENT

HIGHLIGHTS

Utah has a profound legacy of **public-private collaboration** to foster innovation and economic development.

Utah consistently recognized as the nation's **best-managed** state with the most dynamic economy:

- #1 "Best States for **Business and Careers**" from *Forbes*
- #1 "**Debt Weight Scorecard**" from *Forbes*.
- "**The Best Managed State in the Nation**" by most recent Pew Center on the States study.
- #1 for "**Economic Outlook**" from the ALEC -Laffer State Economic Competitive Index.
- #1 for "**Expected Economic Recovery**" from the American Legislative Exchange Council.
- **AAA bond/credit rating** from Moody's and Standard & Poor's.

UTAH GOVERNOR GARY R. HERBERT AND HIS ADMINISTRATION ARE committed to building on the extraordinary tradition of public-private collaboration that has made Utah the nation's most dynamic economy. Consistently ranking at the top of the best-managed U.S. states, Utah continues to garner awards and recognition, including:

- #1 "Best States for **Business and Careers**" from *Forbes* 2010
- #1 for "**Economic Outlook**" from the ALEC-Laffer State Economic Competitive Index 2010 (third consecutive year)
- #1 for "**Expected Economic Recovery**" from the American Legislative Exchange Council
- **AAA bond/credit rating** from Moody's and Standard & Poor's
- #1 "**Debt Weight Scorecard**" from *Forbes* 2010
- From the most recent Kaufman New Economy Survey (2010) Utah earned these high ratings
 - #1 "**Most Dynamic Economy**"
 - #1 for "**Inventor Patents,**"
 - #1 for "**Online Population,**"
 - #1 for "**E-Government**"

The Pew Center study, a broad-based assessment of how a state manages people, information, infrastructure and capital, pointed to two fundamental characteristics of Utah's ongoing governance legacy: its "savvy business acumen" and its "eye toward return on investment and long-term performance in all facets of state government."

In addition, the state was named the most tech-savvy state in the nation by the 2008 and 2010 Digital States Survey, a comprehensive biannual survey performed by the Center for Digital Government. The study engaged the efforts of state chief information officers and senior executives from throughout the nation in analyzing information and services provided to citizens in areas ranging from technology infrastructure to online applications and new Web 2.0 technologies, and the nation's first measurement of sustainability (emphasizing "green IT") efforts.

In addition to garnering numerous #1 accolades for Utah from credible sources, the consistent rigorous governance of the state's elected officials and regulators has helped position Utah for increased prominence in the global economy that emerges from the current global economic downturn. Pollina's "Corporate Top 10 Pro-Business States for 2009: Rebuilding America's Economic Power" ranks Utah second nationally for its enlightened pro-business policies.

Utah's quality in governance extends to the state's municipalities and counties. Salt Lake City was named the nation's "Most Fiscally Fit Metropolitan Area" by the most recent State Farm Insurance Company study, while Salt Lake's County Clerk was recognized as a 2008 Government Internal Category Winner by the Center for Digital Government for its innovative online voter registration system.

COLLABORATIVE POWER

Utah's exceptional governance draws its vitality from a strong tradition of innovative economic development legislation and programs, developed through collaboration between the state's public and private sectors and its higher education community.

Under the direction of Governor Herbert, the Governor's Office of Economic Development is building upon this heritage through a bold yet sound approach to economic development that includes innovative business development programs and initiatives in the state. These programs—which are informed by the Herbert Administration's top priorities of energy, education and economic development—include the Technology, Commercialization & Investment Program (TCIP), the Utah Fund of Funds, the Utah Economic Clusters and the Utah Science Technology and Research (USTAR) initiative, and other statewide and regional efforts.

INDUSTRIAL BANKS

One of the most remarkable and enduring Utah economic development victories began during the 1980s and 1990s. Utah regulators and legislators worked closely with leaders in the state's banking sector to develop rigorous laws and policies that helped establish Utah as the clear global leader for special-purpose industrial banks (also known as industrial loan companies, or ILCs) for companies in a broad array of industries. For more information on Utah's industrial banking industry and other financial services categories, visit the Utah Department of Financial Institutions Web site, www.dfi.utah.gov.

TECHNOLOGY, COMMERCIALIZATION & INNOVATION PROGRAM

In 1986, the state's legislature worked with the Utah higher education community to develop the pioneering, highly successful Centers of Excellence (COE) program to help accelerate and commercialize research and development in Utah's institutions of higher learning. The COE program now called TCIP was responsible for many successful companies and products which have been developed as a result of the program.

Since the program's inception, the Legislature has provided funding for more than 150 research commercialization investments from Utah universities—ranging from established industry players such as Myriad Genetics, Sonic Innovations and Moxtek to such promising young ventures as LineaGen, TechniScan Medical Systems and Larada Sciences.

The program's companies in aggregate have entered into several hundred licensing agreements and obtained well over 200 patents. The TCIP program has resulted in the creation of approximately 220 companies; more than 70 are still active, employing 2,000-plus with an average salary of \$65,000. In 2010-2011, the Centers program received 45 proposals, of which 21 have received funding approval: 15 from the University of Utah, and five each from Brigham Young University and Utah State University. In recent years, TCIP has added refinements to accelerate the commercialization of university technologies and build a dynamic pipeline of products and companies by licensing promising university technologies to existing companies.

Through GOED, the Herbert Administration continues to develop the Utah Economic Clusters Initiative, which focuses activities and resources in Utah's areas of greatest strength and potential in order to create high-paying jobs and economic development through the establishment of synergies, improvement of distribution channels, creation and leveraging of economies of scale, and meeting evolving workforce needs. The program focuses on economic clusters with key areas of core competencies GOED has identified as emerging or mature sectors in the state, Aerospace & Aviation; Defense & Homeland Security; Energy & Natural Resources; Financial Services; Life Sciences; Software Development & IT; Outdoor Products & Recreation; and Competitive Accelerators such as advanced manufacturing, lifestyle products, logistics & distribution, natural products & dietary supplements.

INTERNATIONAL TRADE & DIPLOMACY

The Governor's International Trade and Diplomacy Office assists Utah companies in developing markets for their products and services in foreign countries. The office has launched a series of national and international exchanges, designed to develop and strengthen personal and business relationships between business and government leaders in Utah and in other U.S. markets and abroad. The State is also engaged in developing an active Utah World Trade Center. The Kauffman Foundation ranks Utah #6 for "Export Focus of Manufacturing and Services" in 2010. Utah's global exports have increased 45 percent annually since 2009; Utah was the only U.S. state to increase exports in 2009, according to statistics compiled by EDCUtah. For more information, visit www.international.utah.gov and www.wtcut.com.



COUNTY ECONOMIC DEVELOPMENT OFFICES



UTAH FUND OF FUNDS

The Utah Fund of Funds program was established with the passage of Utah House Bill 240 (“The Venture Capital Enhancement Act”) through \$100 million of contingent tax credits. The Fund of Funds invests in strong performing venture capital/private equity firms, which in turn explore investments in promising Utah companies. In 2008, the Utah Legislature, with support and direction from the state’s entrepreneurial economy, voted to add \$200 million in further contingent tax credits, bringing the total under the program’s management to \$300 million. The program receives oversight from two boards: the public Utah Capital Investment Board (UCIB) and the private, executive Utah Capital Investment Corporation (UCIC). For more information on the Utah Fund of Funds, visit www.utahfof.com. The Utah Fund of Funds program has played a key role in helping Utah rank #3 for “Fastest Growing Firms” and #5 for “Venture Capital” in the 2010 Kauffman Foundation study.

USTAR

During the 2006 Utah legislative session, strong collaboration between industry, government and education leaders resulted in passage of the Utah Science Technology and Research (USTAR) economic development initiative, which is designed to maximize research-oriented technology development and commercialization from Utah’s leading institutions of higher learning by attracting and developing top research teams throughout the world. USTAR’s focus ranges from biomedical to advanced nutrition, nanotechnology biosensors, biofuels, fossil energy and other efforts that leverage existing university and industry strengths, while addressing large, strategic markets and vast commercialization opportunities. USTAR has been instrumental in helping attract top research teams from throughout the U.S. to Utah. The Kauffman Foundation ranked Utah #11 for “High Tech Jobs” and #13 for “Scientists and Engineers” in 2010. For more information on USTAR, visit www.ustar.utah.gov.

INCENTIVES

To further accelerate job creation and economic development throughout the state, Utah leaders have established an array of incentive programs that target companies in key strategic industries for the state. All of these programs operate on a post-performance basis in order to spur company performance while assuring a positive ROI for Utah and its citizens. The Economic Development Tax Increment Financing (EDTIF) incentive was created to incent indigenous companies expanding in Utah, or companies outside the state relocating or developing new operations in the state to create high-paying jobs in Utah. The incentive generally runs 5-15 years, with a tax credit of up to 30 percent for the entire project. It is anticipated that this incentives will generate thousands of jobs, billions of dollars in new salaries and several hundred million dollars in state tax revenue annually. The State also administers the Renewable Energy Development Initiative (REDI) program which offers an incentive up to 100 percent tax credit for qualified renewable energy, manufacturing or production companies.

The Utah Legislature and the Herbert Administration support the development of the state’s vibrant tourism and film industries, extending the reach of the state’s highly successful “Life Elevated” campaign. The Cooperative Marketing Program, offered by the Utah Office of Tourism, matches marketing dollars that enable organizations, communities and regions throughout the state to market their world-class attractions and amenities.

Another impactful program, the Motion Picture Incentive Fund (MPIF) is a 25-percent, post-performance cash rebate or tax credit for all production dollars spent in the state. Since Stagecoach rode into Utah in 1920, a host of highly regarded films—from Thelma and Louise and Pirates of the Caribbean: World’s End to Disney’s record-breaking High School Musical series—have benefited from Utah’s extraordinary landscapes, architecture, and incentives. P3 Magazine recognized Utah as one of the “10 Top Locations Worldwide” for film, television, broadcast, commercial, documentary and music video production. For more information, please visit www.film.utah.gov.

FAST-TRACKING RURAL BUSINESS IN UTAH

During the past decade, GOED has provided a series of low-cost equipment leases, training programs, state income tax credits and other resources to help enterprising entrepreneurs establish companies in rural Utah that provide a variety of products and services for clients and business partners statewide, nationally and globally. Participating entrepreneurs and growth companies have created new high-quality jobs throughout the state. The U.S. Department of Commerce has recognized Utah’s Rural Fast Track program as the nation’s most innovative economic development regional initiative. GOED is also beginning to re-emphasize its B.E.A.R.-business expansion and relocation program across the state.

BUSINESS RELOCATION AND EXPANSION PROGRAMS

Business relocation and expansion programs, developed through a highly-productive collaboration between the Governor’s Office of Economic Development (GOED) and the Economic Development Corporation of Utah (EDCutah), have defied the current extended downturn by helping attract compelling expansion and relocation efforts in the Beehive State. In the past four years, their combined efforts helped secure approximately 100 relocation, retention or expansion projects to Utah, producing many thousands of high-quality jobs new jobs committed with billions of dollars in new capital investment in the state. This successful activity reinforces Utah government’s deep commitment to its people and companies, as it helps the private sector position the state as a place of unparalleled innovation and dynamism.

ORGANIZATION

ADDRESS

PHONE

WEBSITE

Beaver County Economic Development	330 S. Main, P.O. Box 511 Beaver, UT 84713	(435) 438-6482	www.beavercountyutah.org
Box Elder County Economic Development	1 S. Main Street 3rd floor Brigham City, UT 84302	(435) 734-3397	www.boxelder.org
Cache Valley Chamber of Commerce	160 N. Main Street, Rm. 102 Logan, UT 84321	(435) 752-2161	www.cachechamber.com
Carbon County Future	120 E. Main Street Price, UT 84501	(435) 636-3295	www.carbon.utah.gov/econdev
Daggett County Economic Development	95 North 100 West P.O. Box 219 Manila, UT 84046	(435) 784-3218	www.daggettcounty.org
Davis County Economic Development	28 E.State St.,Rm. 221 P.O.Box618Farmington, UT 84025	(801) 451-3278	www.daviscountyutah.gov
Duchesne County Economic Development	50 E. 200 South P.O. Box 1417 Roosevelt, UT 84066	(435) 722-4598	www.duchesne.net
Emery County Economic Development	95 E. Main St., #107 P.O. Box 297 Castle Dale, UT 84513	(435) 381-5576	www.emerycounty.com
Garfield County Economic Development	55 South Main Street P.O. Box 77 Panguitch, UT 84759	(435) 676-1157	www.garfield.utah.gov
Grand County Economic Development	217 E. Center Street Moab, UT 84532	(435) 259-5121	www.moabcity.org
Iron County Economic Development	10 N. Main Street Cedar City, UT 84720	(435) 586-2770	www.cedarcity.org
Juab County Economic Development Agency	160 N. Main Street, Rm. 102 Nephi, UT 84648	(435) 623-3415	www.co.juab.ut.us
Kane County Economic Development	76 N Main Street Kanab, UT 84741	(435) 644 4900	www.kane.utah.gov
Millard County Economic Development Assoc.	71 South 200 East P.O. Box 854 Delta, UT 84624	(435) 864-1407	www.millardcounty-ecdev.com
Morgan County Economic Development	48 W. Young St P.O. Box 886 Morgan, UT 84050	(801) 845-4065	www.morgan-county.net
Piute County Economic Development	550 N. Main Street P.O. Box 99 Junction, UT 84740	(435) 577-2949	www.piute.org
Rich County- Bear Lake Regional Commission	69 N. Paradise Pkwy.P.O. Box 472 Garden City, UT 84028	(435) 946-2198	www.richcountyut.org
Salt Lake County- Economic Development	2001 S. State Street, Ste. S2100 Salt Lake City, UT 84190	(801) 468-2221	www.upgrade.slco.org
San Juan County Economic Development	117 S. Main Street P.O. Box 490 Monticello, UT 84535	(435)587-3235	www.utahscanyoncountry.com
Sanpete County Economic Development Assoc.	191 N. Main Street P.O. Box 148 Manti, UT 84642	(435) 835-4321	www.sanpete.com
Sevier County Economic Development	250 N. Main Street, Rm 10 Richfield, UT 84701	(435) 893-0454	www.sevierutah.net
Summit County Economic Development	1910 Prospector Ave.Suite 103 Park City, UT 84060	(435) 649-6100	www.parkcityinfo.com
Tooele County Economic Development	47 S. Main Street Tooele, UT 84074	(435) 843-3160	tooeleeconomicdevelopment.com
Uintah County Economic Development	152 East 100 North Vernal, UT 84078	(435) 781-6767	www.co.uintah.ut.us
Utah County Business Development	201 S. Main Street #2150 SLC, UT 84111	(801) 420-9109	www.edcutah.org
Wasatch County Economic Development	475 N. Main Street Heber City, UT 84032	(435) 654-3666	www.gohebervalley.com
Washington County Economic Development Council	1071 E. 100 S. Building C, Ste 7 St. George, UT 84770	(435) 652-7750	www.dixiebusinessalliance.com
Wayne County Economic Development	18 South Main Street P.O. Box 189 Loa, UT 84747	(435) 836-1315	www.waynecountyutah.org
Weber County Economic Development Corp.	2484 Washington Blvd., Ste. 400 Ogden, UT 84401	(801) 621-8300	www.weberedc.com



UNIVERSITY OF UTAH RESEARCH PARK

For More Information:

The Utah Governor’s Office of Economic Development
 324 South State Street, Suite 500 Salt Lake City, Utah 84111
 (801) 538-8700 www.business.utah.gov



BUSINESS SUCCESS HINGES ON LOCATION, LOCATION, LOCATION.

A REMINDER FROM THE FOLKS IN UTAH, UTAH, UTAH.

Wondering how to succeed in the economic downturn? Maybe you should ask yourself where instead. Utah's centralized location makes it the ideal low-cost distribution point for the West. And Salt Lake City International Airport's 900 daily flights make our state easily accessible from anywhere in the country. For details about why Specialized Bicycle, Hershey, Proctor & Gamble and many others value Utah real estate so highly, call **801.538.8769** or visit **business.utah.gov**.



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