

# BUSINESS IN UTAH

2018 / Business Elevated



LIFE  
**UTAH**  
ELEVATED



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



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# BUSINESS IN UTAH

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Lon Crowell, Layton Economic Development | (801) 336-3790 | [www.LaytonCity.org](http://www.LaytonCity.org)



## Hill Air Force Base

- 27,000+ Personnel
- \$4.5 Billion Impact

## Manufacturing

- Aerospace, Defense and Composite Cluster
- East gate Business Park
- Janicki Industries and KIHOMAC
- 100 Gig Fiber Optic Internet

## Retail

- #1 Market North of Salt Lake City
- Layton Hills Mall

## Hospitality

- 1,000+ Hotel Rooms
- Davis Conference Center
- SeaQuest Interactive Aquarium

## Medical Office

- Davis Hospital & Medical Center
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# IT'S ONLY UP FROM HERE

## ABOUT UNIVERSITY PLACE

University Place in Orem, UT, is the center of it all. A \$500 million redevelopment project that has energized and transformed an existing mall into a premier location for business, entertainment, dining, living, and more.

## SITE HIGHLIGHTS

- ≡ Room for 1 Million Square Feet of Class "A" Office
- ≡ 1.2 Million Square Feet of Retail & Entertainment
- ≡ 1,500 Housing Units
- ≡ 25 Restaurants

## ABOUT OREM, UTAH

Orem is an outstanding community that has garnered national attention in recent years as a great place to live, work, and play.



### #1 CITY IN UTAH

*Money Magazine 2018*

Orem has low crime rates, short commutes, low property taxes, and lots of outdoor amenities for families.



### #1 PERFORMING CITY

*Milken Institute 2018*

Nationally #1 in job growth and #3 in high-tech GDP growth the past 7 years.



### #15 BEST COLLEGE TOWN

*WalletHub 2017*

The Orem area is home to 2 top universities with over 67,000 students.





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IDEAS INTO ACTION

 CUSHMAN & WAKEFIELD



**Gov. Herbert uses 'fundamentals' to build a business climate that keeps rising.**

Photos courtesy of Utah GOED

**U**tah Gov. Gary Herbert speaks like a leader who is on a mission. Direct, succinct and specific, he wastes little time in getting to the heart of the matter.

Ask him to describe his philosophy toward business investment in Utah, and he gets straight to the point. It's a practice that has served him and his state well.

U.S. News & World Report recently ranked Utah as the No. 3 Best State Overall for 2018, based on a variety of metrics. Those measures included the second-best economy in America; the No. 3-ranked state in education; first in fiscal stability; and eighth in infrastructure.

The U.S. Bureau of Labor Statistics reports that Utah boasts the sixth-most

industrially diverse economy in the country.

Performance numbers like these don't happen by accident. They occur because state leaders adopt a plan and stick to it. For Gov. Herbert, that means following a rigorous approach that adheres to a few basic principles: keep taxes low; keep government efficient; manage state finances in a fiscally

conservative manner; and encourage and incentivize

private business investment in every corner of the state.

By doing these things, Utah has elevated its business climate to one of the very best in America. Herbert says it's his No. 1 goal to keep it that way, and to keep elevating it. In the following conversation with this magazine, he explains why.

by RON STARNER

A woman with long blonde hair in a ponytail, wearing a grey tank top and black leggings, is running on a grassy hill. She is viewed from behind, and her hair is blowing in the wind. In the background, a city with various buildings and a large white dome is visible, set against a backdrop of mountains under a blue sky with light clouds.

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STUDENTS.**

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**By many measurements, the Utah economy is booming. To what factors do you attribute this run of economic success?**

**HERBERT:** No great secret. It comes down to fundamentals – competitive tax rates; minimized obstacles to success by making sure regulations are not burdensome; and efficiency in state government. We now have 800,000 more people who call Utah home. We do more with less. We have increased efficiency by over 25 percent in two years and we will do that again over the next two years. We are the most fiscally stable state in America, with a triple A bond rating and a significant rainy-day fund. We have a healthy respect for the free market. Wealth is created by those in the private sector, not by those in government. The private sector creates jobs. Our slogan is that we want to empower you, give you every opportunity to be successful, and keep government off your backs and out of your wallets.

**How has your administration revamped the regulatory environment in Utah for the benefit of businesses?**

**HERBERT:** Government regulations can be a maze that is hard to navigate. We eliminated over 400 regulations and rules from the books. We review all regulations that come out. If additional costs are imposed, we work with the private sector to bring that to the attention of the Legislature. We help protect the marketplace. We are very much a regulatory-wary state. We monitor them all the time.

**What major tax reform initiatives have you enacted to ensure the overall competitive position of business and industry in Utah?**

**HERBERT:** It is an ongoing process of tax policy. What was appropriate a few years ago may be questionable today and wrong tomorrow. What they do in Washington impacts our states. There is a need to stay current. Tax policy is involved in broadening the base and lowering the rate. That way, everybody pays a little, but no one has the burden to pay a lot. A year ago, we introduced tax reform. Some loopholes needed to close. Every line item in the budget needs debate. There is no earmarking. And we reduced

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“We lead the nation in growth internationally because we speak 130 languages. We are probably the most bilingual place in the world.”

— Utah Gov. Gary Herbert

the income tax rate. We gave an \$80-million income tax cut and reduced the personal income tax rate to 4.295 percent. More reform will happen this year and it will be completed in 2019. The single sales factor will make us more competitive with other states and friendlier for manufacturers. We also are adjusting our general fund. User fees for roads are not as high. Some 55 percent of the cost of road construction comes from the general fund and 45 percent comes from the gas tax. We are adjusting this to account for the purchasing power that has changed. We are more competitive with our tax rates today. It is a step in the right direction.

**What rural development initiatives are you supporting to make sure this economic success reaches every corner of Utah?**

**HERBERT:** That is a concern for me. Our overall growth and development are spectacular. BLS says that on a per capita basis we are creating more private sector jobs than any other state in America. I also recognize there are pockets in rural Utah that are not sharing in this great success. Our GDP growth is averaging almost 3 percent a year — and our \$319-billion GDP is a record high. We also have a record low unemployment rate of just above 3 percent. We are addressing that issue. We are meeting with all our county officials in rural Utah and asking — what is your economic development plan? We want to be your partner. We have

a program for any job that pays \$4,000 above the community average; there is an incentive to help that company grow in rural Utah. We also have a jobs initiative in rural Utah — our Rural Business Expansion Program includes our Utah Pathways and Talent Ready Program. Plus, we have an internship and apprenticeship program in our aerospace industry. Seniors in high school or students in community college can get training and credit in school and find a great career pathway. This will help them find job opportunities. Creating 25,000 new jobs by 2020 is the goal for the 25 counties in rural Utah.

**What is Utah doing to prepare its workforce to be globally competitive?**

**HERBERT:** It is not all about the money. Record amounts of money into education will help, though. Better counseling and better teacher pay are also needed. So too is encouraging parental involvement. The marketplace is now global in nature. All those go hand in hand with exposing our young people to better opportunities so that they can make informed decisions. Our goal is 66 by 2020 — two-thirds of our adult population will have post-high school education by 2020. You can't just start at a high school diploma anymore. You must go beyond that. There is a variety of things they can do. We will have a skilled labor force. Unique to Utah is the fact that we lead the nation in growth internationally because we speak 130 languages. We are probably the most bilingual place in the world.

**What role does quality of life play in Utah's overall business competitiveness?**

**HERBERT:** People want to come here because they like the quality of life in Utah. We have five national parks, 43 state parks and 14 wonderful ski resorts being designed to be year-round resorts. We have hiking trails and very friendly people. Gallup says we have the friendliest and most optimistic people in the country. Utah is a great place to live and raise children. People come here because they like the traditional values the state stands for. Number two is economic opportunity. We have more jobs than we have people. You will find employment

that pays your bills and then some. We are the best state in America for lifting people out of poverty. Jobs are numerous and available here. We work with people and find where their deficiencies are. If you are on Medicaid, our program's average length of time is 9 or 10 months. We help you get your skills retooled and help you get a job or find a better job. We lead the nation in volunteerism, by far, for the last 15 years in a row. We are the number one state for charitable giving. That is why we are the fastest growing state in America and our future is very bright. Laffer says Utah has the brightest economic future in the country. Come here and you will see why. ■

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# The Best State for Business

**A concerted approach to pro-growth policy has made Utah into an economic force.**

by **RON STARNER**

Above: Salt Lake City skyline.  
Image: Getty Images

**F**or more than 120 years, the economy of Utah was built primarily on farming and mining. As the land prospered, so did the people who lived and worked on it.

Fast forward to 2018, and you'll find one of the most diverse economies in America. From aerospace to I.T. and software, some of the state's leading industries are no longer built on the land, but on the brain power of the talent that has found its way to the Silicon Slopes.

Val Hale, executive director of the Governor's Office of Economic Development, says the remaking of the Utah economy began in the 1960s and continues today.

"We have a business-friendly

Legislature that is intent on enacting business-friendly laws and regulations, including low corporate and individual taxes," says Hale. "The result is a fertile soil for businesses to grow and prosper."

Forbes has named Utah the Best State for Business eight of the last nine years, including the No. 1 ranking again for 2018. "Utah scores well across the board, with particularly high marks for its regulatory climate and growth prospects," notes Forbes. "Gov. Gary Herbert has made cutting red tape a tenet of his administration since he was elected in 2009. He's eliminated or significantly changed nearly 400 regulations during the past seven years. Utah also boasts a business-friendly legal climate and fiscally sound government



— it's one of only 10 states to hold a AAA bond rating from all three rating agencies.”

In various measures, Utah consistently outperforms other states. Utah boasts the highest growth in nonfarm payrolls over the past year and the third highest GDP growth. Utah is tied for first with California in most independent inventor patents per capita.

Utah's cities outperform as well. When the Milken Institute released its annual Index of Best-Performing Cities in January, three Utah locations surged to the top: Provo-Orem, Salt Lake City and St. George. Provo-Orem ranks No. 1 among all large metro areas in the country, while Salt Lake City ranks second. St. George ranks No. 2 among all small metros.

### Hitting the Bullseye of 6 Targets

Natalie Gochnour, associate dean of the David Eccles School of Business at the University of Utah and the director of the Kem C. Gardner Policy Institute, says the current economic performance of the state is virtually unprecedented.

“This is a very prosperous time in Utah,” she says. “Utah had the fastest job growth in the country in 2017, and our labor market fundamentals remain strong. Our year-over-year job growth of 3.2 percent is twice the national rate, and our unemployment rate is just 3.1 percent, compared to the nation's rate of 4.1 percent. By many measures, the Utah economy is the strongest in the nation.”

Hale says the state feeds this growth by focusing on six target industry clusters:

- Aerospace and defense
- Software and I.T.
- Life sciences
- Energy
- Outdoor products and recreation
- Financial services

“We have more than 33,000 jobs in aerospace and defense,” says Hale. “From rear stabilizers for the Boeing 787 to Airbus 380 component parts, every fighter jet in the Western World uses carbon fiber composites made in Utah.”

In software and I.T., Utah leads the nation in tech growth. “We registered 7.69 percent growth in this sector last year,” notes Hale. “We have more than 73,000 jobs among 4,000 companies on the Silicon Slopes.”

In life sciences, more than 1,000 biomedical firms call Utah home. They account for 34,300 jobs — or 1.8 percent of



**“This is a very prosperous time in Utah. Utah had the fastest job growth in the country in 2017, and our labor market fundamentals remain strong. By many measures, the Utah economy is the strongest in the nation.”**

— Natalie Gochnour, Associate Dean, David Eccles School of Business, University of Utah

state workers — and produce 2.6 percent of state GDP.

The energy sector employs 13,500 people in Utah with an average annual salary of \$81,000, with oil and solar ranking among the largest generators of energy.

In outdoor recreation, Hale says that “Mother Nature played favorites with Utah and blessed us with some of the best scenery in the United States.” This sector contributes \$12.3 billion to the state economy and accounts for \$3.9 billion in annual wages.

Financial services, meanwhile, remains strong as Utah ranks No. 8 in the nation for banking assets. “Fintech is on the rise in Utah,” says Hale. “Purple Mattress was just a year and a half old when it sold for over a billion dollars.”

#### **The Factors Behind the Success**

Gochnour says several assets enable this success. “The causes of Utah’s growth are multifaceted,” she notes. “We have a growing labor pool, a healthy and well-educated workforce, a high state fertility rate, and a very young and growing and tech-savvy population.”

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“We are in the interior West, halfway between the Continental Divide and the Pacific Ocean and halfway between Canada and Mexico. That makes Utah the perfect place for commerce in the West. We are in the exact center of the West.”

The shining star of the Utah economy, however, remains technology. “Our land costs, our university research, our advantages all became apparent to people in the technology world,” says Gochnour, “The Point of the Mountain is the hotbed of tech companies in Utah now. It is also called Silicon Slopes. You could say that we have reached the tipping point.”

Tipping or not, Hale says the Governor’s Office is not

content to rest on any laurels. “We’re bidding to host the 2026 or the 2030 Winter Olympic Games, and we just created a global inland port in Salt Lake City,” he says. “The Salt Lake City International Airport has a huge expansion underway, and we’re moving our prison from the middle of Silicon Slopes to closer to the airport to free up 700 acres of prime real estate for development. We hope to have a number of companies trying to capitalize on that location within the next three years.”

He then threw out an open invitation to any company that wanted to join him: “If you want to double your sales and double your revenues, come to Utah,” he said. “There is not a better place to do business than Utah.” ■

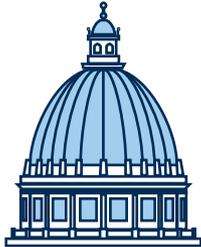
The logo for Ogden, Utah, features the word "Ogden" in a large, black, cursive script font. Below it, the word "UTAH" is written in a smaller, black, sans-serif font with a trademark symbol.

# READY FOR YOUR BUSINESS

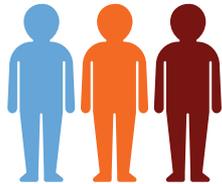
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# Utah by the NUMBERS



**CAPITAL:**  
**Salt Lake City**



**2017 POPULATION:**  
**3.10 Million**



Median Household  
Income:

**\$60,727**

## FORBES LIST NATIONAL RANKINGS

**#2**

Labor Supply

**#8**

Economic Climate

**#3**

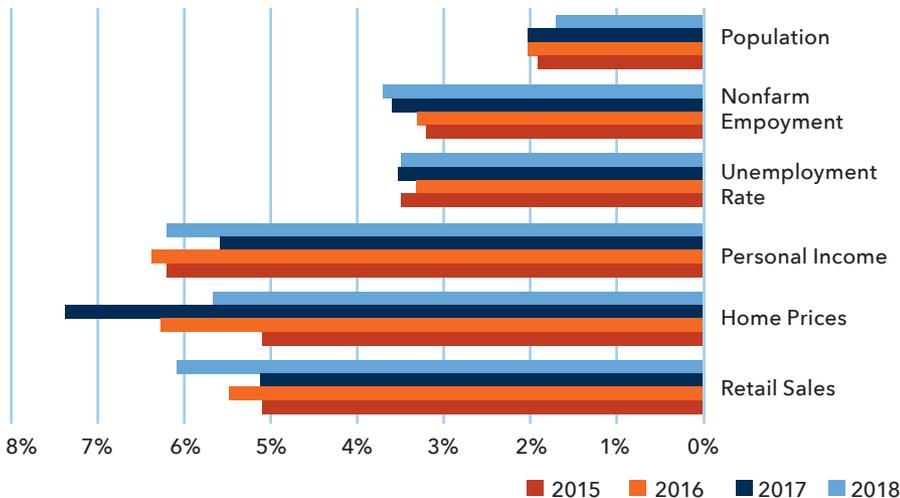
Regulatory Climate



**2.9%**

2017 Job Growth

## UTAH ECONOMIC INDICATORS



**34%**

College Attainment

## WORKFORCE:



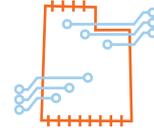
# 40,000

Jobs brought to the state in the last year



# 120+

Languages are spoken in daily commerce in the state.



# #1

For high-tech job growth

## EDUCATION:



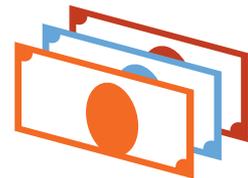
# 5.7%

Of the state's population is enrolled in higher education



# 157

Schools offer dual emersion programs



# #4

Cost of in-state tuition. Utah students pay \$6,580 a year.

## GREATEST SNOW ON EARTH

Utah's Cottonwood Canyons are one of the snowiest places in the world annually, with resorts topping

# 500 in.



Forbes magazine ranked three Utah resorts as part of its Top 10 ski resorts in North America for 2017:

- No. 2 Snowbird
- No. 3 Alta
- No. 9 Park City



## PROFESSIONAL SPORTS TEAMS

Utah Jazz  
Real Salt Lake  
Utah Grizzlies  
Salt Lake City Stars  
Salt Lake Bees  
Orem Owlz  
Ogden Raptors

NBA Basketball  
MLS Soccer  
ECHL Hockey  
NBA D-League Basketball  
Pacific Coast League Baseball  
Pioneer League  
Pioneer League

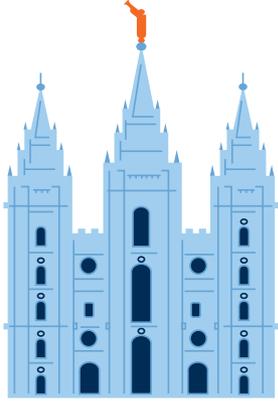
## UNIVERSITY SPORTS TEAMS

BYU Cougars  
Utah Utes  
Utah State Aggies

NCAA Division I  
NCAA Division  
NCAA Division I

Source: Governor's Office of Economic Development

## UTAH ATTRACTIONS:



### TEMPLE SQUARE

One of Utah's top tourist spots. Attractions include the iconic Salt Lake Temple and the Church History Museum.



### CITY CREEK CENTER

A unique shopping environment featuring a retractable glass roof, a creek that runs through the property, a skybridge and over 100 stores and restaurants.



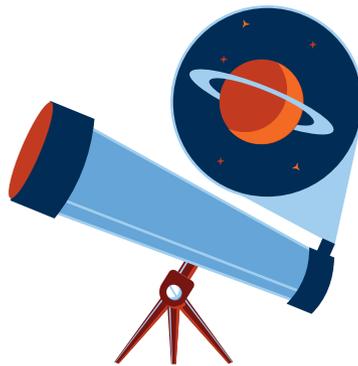
### HOGLE ZOO

Covering 42 acres, the zoo boasts more than 800 animals.



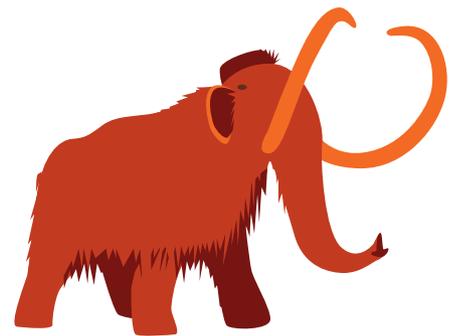
### THE LEONARDO

This interactive science and art museum is inspired by da Vinci's cross-disciplinary inquisitiveness.



### CLARK PLANETARIUM

The planetarium features space exhibits, educational shows and current movie releases in its IMAX theatre.



### NATURAL HISTORY MUSEUM

This beautiful museum showcases Utah's natural history with artifacts, dinosaur exhibits, and science displays.

Source: Governor's Office of Economic Development

## HEALTHCARE:



# 8<sup>TH</sup>

Healthiest state in the nation



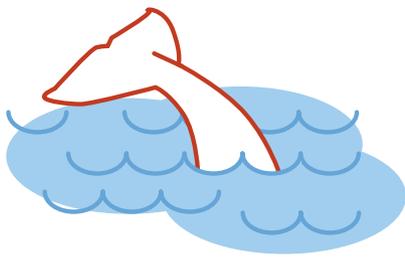
# 10<sup>TH</sup>

In the nation for life expectancy, at 80.2 years



# 6<sup>TH</sup>

Healthiest state for seniors overall.



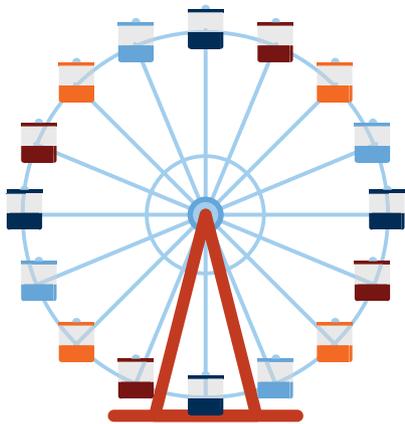
### LOVELAND LIVING PLANET

The aquarium is home to 4,000 animals and 450 species.



### RED BUTTE GARDEN

The botanical gardens and arboretum sit on over 100 acres, and hosts many concerts and events.



### LAGOON AMUSEMENT PARK

This park has nearly 50 rides, along with games and a water park.



### THANKSGIVING POINT

The institute encompasses multiple museums, gardens, restaurants, activities & events.



## OVERALL HEALTH

### 1ST LOWEST

- Prevalence of smoking
- Strokes
- Cancer deaths
- Heart attacks
- High blood pressure
- Heart disease

### 2ND LOWEST

- Prevalence of chronic drinking
- High cholesterol
- Diabetes
- Preventable hospitalization

Source: Governor's Office of Economic Development



Utah has the lowest rate of cancer deaths per capita in the nation.



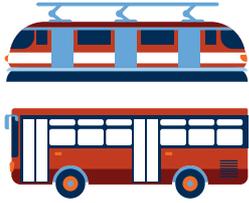
The third highest state in the country for all health outcomes



Utah is home to a strong life science and biotech industry.

Source: United Health Foundation, 2016

## INFRASTRUCTURE:



**75%**

Of the population along the Wasatch Front lives within three miles of major transit. The area has 135.8 total operational miles.



**5<sup>TH</sup>**

Average broadband connection speed, and the state ranks No. 9 for its average peak connection speed, according to Akamai Technologies.



**25<sup>TH</sup>**

The Salt Lake International Airport is the 25th busiest airport in North America, but maintains a strong on-time record.



**21.6**

Mean travel time to work, in minutes, compared to the national mean of 25.9.



**1 DAY**

Utah is a one-day truck drive or less from almost every major city in the Western US.

Source: Governor's Office of Economic Development

# THERE'S BUSINESS AS USUAL...



# POPULATION:



Highest percentage of married couple families and the highest percentage of families with at least one minor child.



Highest percentage of residents under the age of 5, as well as the highest percentage of school-age children.

## POPULATION SNAPSHOT

	Utah	USA
Pop.	3,051,217	323,127,513
> 5 years	8.4%	6.2%
> 18 years	30.5%	22.9%
65+	10.3%	14.9%

Sources: U.S. Census Bureau

# FASTEST YOUNGEST

At 2%, Utah's growth rate is the highest in the nation, which collectively saw an increase of only 0.7%.

The largest average household size and the youngest median age of any state.

Source: Governor's Office of Economic Development

## ...AND THEN THERE'S BUSINESS ON THE WASATCH BACK

Situated just minutes from major markets, the Wasatch Back (including Heber Valley and Park City) offers an unparalleled quality of life. As one of the fastest growing areas in Utah, this premier destination has become a desirable place to expand or relocate your business. Updated infrastructure, easy highway travel, and shovel-ready commercial land make doing business here — easy.

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## Utah bolsters tech startups with innovative incentive program.

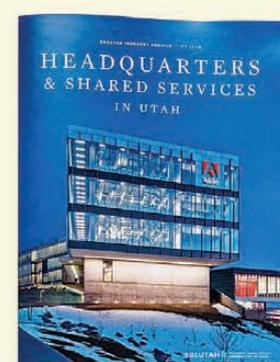
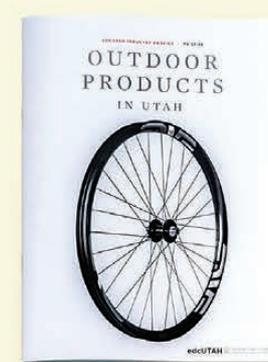
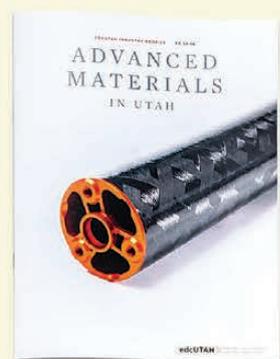
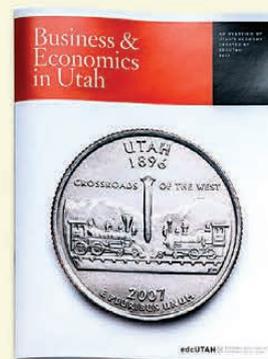
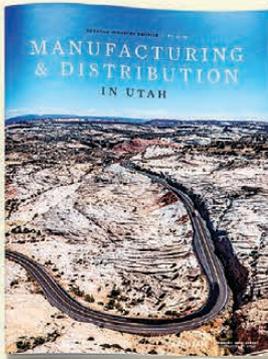
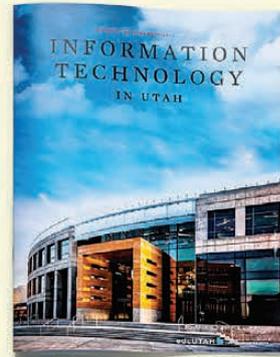
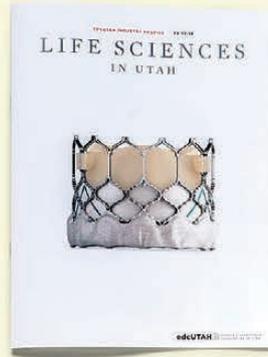
by RON STARNER

**S**ometimes the biggest hurdle in a technology startup's path is lack of funding. The Utah Governor's Office of Economic Development helps young firms overcome that obstacle through an innovative program known as TCIP.

The Technology Commercialization and Innovation Program awards

grants that are designed to help Utah small business and university teams bring their new technologies to market.

"A strong entrepreneurial spirit lies at the heart of Utah's economic success," said Val Hale, GOED executive director. "These companies are the state's cream of the crop when it comes to innovative thinking, and we are proud to support them as they grow."



# We have the data. Lots of data.

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TCIP helps small businesses secure non-dilutive funding at critical stages of technology development. This year, a record 130 applicants requesting funding of more than \$15 million. Qualified firms may receive grants of between \$75,000 and \$200,000. Recipients may also take advantage of mentoring opportunities and a special entrepreneurial curriculum. A state review panel selected 27 companies to be funded in the current grant cycle.

is trying to get through the commercialization phase and start earning customer revenue.

“It really helped us two years in a row and that allowed us to close our first sale in Canada,” says Bayaka. “We were able to take advantage of TCIP and Salt Lake City’s Loan Fund. The rest of our funding came from Enhanced Capital, a New Market Tax Credit program in the state.”

Bayaka says she started the firm while she was



**“ We liked working in Utah. We got interest from GOED to provide the TCIP grant. The university chemical engineering department has considerable expertise in this chemical area.”**

– **Priyanka Bakaya**, *Founder and CEO, Renewlogy*

Awardees for TCIP funds in 2018 include AtlasRTX, Dentavations, ETLrobot, Homemation, Indigo Industries, Nozzle, SNO-GO, Trace, Wooly and 18 other firms. Previous grant recipients include Renewlogy, Distal Access and Simple Citizen.

Priyanka Bakaya, founder and CEO of Renewlogy in Salt Lake City, says the TCIP money helped her firm bridge the dreaded “Valley of Death” — the period in which a startup

still a student at MIT in Massachusetts to solve the problem of plastic waste in the U.S. “The approach we take is a form of chemical treatment,” she notes. “Traditional recycling is mechanical. Chemical recycling allows you to take plastics back down to their basic structures.”

After graduating from MIT, it took Bakaya and her partners years to scale up. “We partnered with University of Utah for R&D,” she says. “We liked

working in Utah. We got interest from GOED to provide the TCIP grant. The university chemical engineering department has considerable expertise in this chemical area. They also have a large industrial warehouse. That is why we ended up here. I had no connection to Utah before that.”

She does now. With 15 employees and 3,000 sq. ft. of space for operations, Renewlogy is off and running. “We also have a manufacturing facility,” Bakaya adds. “We have raised some money from Steve Case as well. Our scale-up is to deploy these plastic recycling facilities in different locations around the country. We will look to collocate with recycling centers.”

Even with the expansion across North America, which includes plans to build a site in Nova Scotia, Bakaya says “we plan to do all the engineering and R&D in Salt Lake City.”

Clark Cahoon, TCIP fund manager for Utah, says the special funding program has been around since the 1980s. “In 2015, we made big changes to it,” he says. “The TCIP name was adopted, and we opened it up to private small businesses. Before that, it only went to new technologies being launched by university teams.”

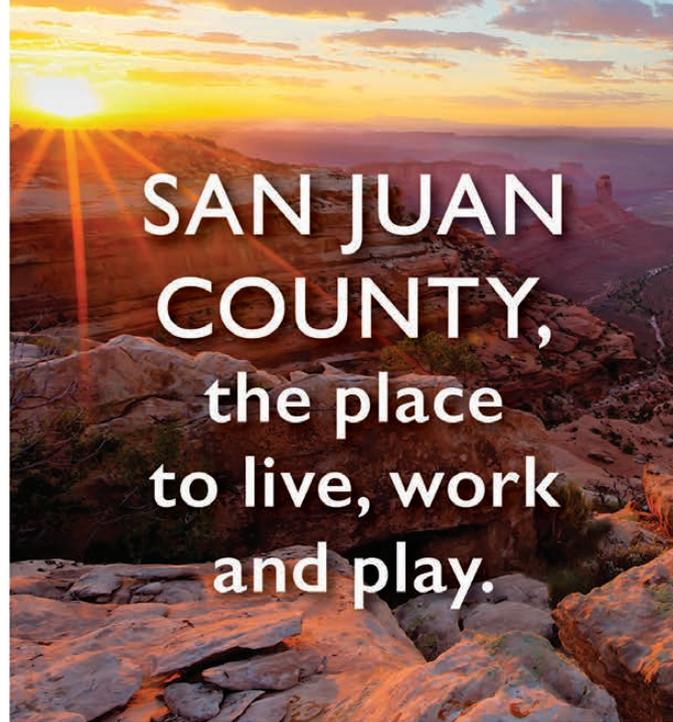
To qualify, a firm must not have over \$500,000 in

revenue or raised over \$3 million in debt or equity funding. Firms can apply for \$50,000 to \$200,000 in TCIP funding.

From 2015 to 2018, Utah distributed \$8.4 million in TCIP funding to 90 projects at 80 companies statewide. “They use this funding toward commercialization, sales and marketing, hiring people, and going through the FDA approval process,” Cahoon says. “So far, we’ve funded 40 life science projects, 26 in software and I.T., eight in natural resources, six in aerospace and defense, five in consumer products, four in outdoor products, and one in financial services.”

Commenting on Renewlogy, Cahoon says that “the talent Priyanka needed was here. She understood this space. She saw that Utah offered a very business-friendly atmosphere. They received \$200,000 in 2016 and 2017.”

Cahoon notes that 147 new jobs were created by TCIP recipients from 2015 to 2017, and an additional \$49 million in capital was raised. “The \$5.3 million that we awarded to firms in those three years was leveraged to raise another \$49 million,” he says. “We look at it as an infusion of capital. We are also constantly assessing the companies through their mentors. The mentors work with these firms to help them raise additional capital.” ■



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## WHERE COMPANIES CONNECT

GOED pursues an aggressive course of corporate recruitment.

by RON STARNER

**W**hen it comes to the practice of corporate recruitment, the Utah Governor's Office

of Economic Development leaves nothing to chance.

After all, when your state is consistently ranked as one of the best states for business, growing the economy is the result of a systematic plan and a lot of hard work.

"The Governor's Office of Economic Development plays a very important role in helping the state grow and attracting businesses to the state, as well as improving our business environment and removing barriers to growth," says Benjamin Hart, deputy director of GOED. "We help our businesses overcome any obstacle to help them expand."

One way that GOED helps

companies grow is through incentives, including the EDTIF and the Industrial Assistance Fund. "EDTIF is one of our primary incentive tools to make sure we stay competitive," notes Hart. "The EDTIF program is not capped. The sky really is the limit. If you create more jobs and more income tax revenue, you are eligible to receive more of that back. It is an up-to-30 percent post-performance refundable tax credit."

The Industrial Assistance Fund enables Utah to help with workforce and infrastructure costs related to a project or property development. IAF receives replenishment from the Utah Legislature during years of surplus.

"We are never going to be the highest bidder on a project," says Hart. "Our goal is to make sure we have the right environment in Utah

to enable businesses to grow. We want our incentives to be the icing on the cake.”

He cites the example of Thumbtack, an online service firm that matches customers with local professionals. “Thumbtack opted not to receive any local incentives,” Hart says. “They moved from downtown San Francisco and opened a back office in Draper. They now employ a number of people in Utah.”

When recruiting firms, Utah targets growing companies in the I.T., fintech, med-tech, software development and other high-tech sectors, Hart adds. “We’re big in aerospace and defense too,” he notes. “When we go to California, we find a very target-rich environment.

We focus on high-tech firms in high-tax locations. We target places like San Francisco, Silicon Valley, Los Angeles. We also like to go to New York, Chicago, Dallas and Austin.”

Thomas Wadsworth, corporate recruitment director for GOED, says a younger workforce in Utah attracts companies from other states. “In Utah, we have a younger labor pool. We also have a better price point for our workforce,” he says. “It feeds into affordability. Plus, in Northern California, firms tend to have extremely high employee turnover and attrition. We don’t experience that here. That’s a big factor.”

Wadsworth says the 2002 Winter Olympics served as a turning point for Utah. “Hosting the Winter Olympic Games was huge,” he says. “Prior to that, a lot of people saw us as a fly-over state. That was really the breakthrough for awareness of Utah. Secondly, the downturn in the national economy in 2008 and 2009 showed a lot of people that we were a safe bet during a time of high

risk. We saw a lot of capital come to Utah then.”

By 2011, he says, “Utah became known among the Fortune 500 companies. That’s when the conversation started happening. In the last year or so, we’ve seen the benefits of that.”

The financial stability of state government is a huge selling point too, Wadsworth adds. “It is constitutionally mandated that we balance our budget and have a rainy-day fund. Those factors set us up very nicely. Investors know that they will be in a safe place for years to come.”

Hart adds that “our goal is to make people aware of what Utah is doing. If we get them



“Our goal is to make sure we have the right environment in Utah to enable businesses to grow. We want our incentives to be the icing on the cake.”

— Ben Hart, Deputy Director, GOED

here, they’re sold. We’re the fastest-growing economy in the country. We want to stay aggressive.”

That includes bidding to host another Winter Olympics. “Our Legislature has approved that effort,” says Hart. “Right now, we’re looking at the 2030 games. A lot of the Olympians who won medals at the 2018 games in Korea trained at our Olympic facilities.”

Wadsworth adds that “we want CEOs to realize how connected Utah is to the rest of the country. Our international airport has daily flights to 19 of the 20 largest markets in America. That comes as a surprise to some people. We are more connected than people think.” ■

# TEAMWORK *for Talent*

by SAVANNAH KING

Utah's education, industry and government collaborate to fill the state's talent pool.



**A**cross the US — and the globe — companies report having trouble finding enough qualified job candidates. According to the 2016/2017 Talent Shortage Survey by Manpower group, 46 percent of employers in the US report having difficulty filling jobs. Skilled trades maintain their No. 1 hardest-to-fill standing for the past six years. Talent shortages are especially concerning in highly technical positions like manufacturing and software/IT.

In a state like Utah, which tops the rest of the country in job growth — building a pipeline of talented employees for industries is critical.

As of March 2018, Utah's unemployment rate held steady at 3.1 percent, while the US unemployment rate was 4.1 percent. Utah's private sector employment also rose by 3.7 percent year-over-year.

To help ease the strain on companies, Gov. Gary Herbert launched an initiative in 2017 to help build a more skilled workforce for high-demand, high-wage jobs in the state.

Talent Ready Utah is designed to both

strengthen industry and educational partnerships to provide work-based learning opportunities for students within the industries and to connect the state's workforce to training opportunities.

Kimberlee Carlile, director of industry and talent initiatives for the Utah Governor's Office of Economic Development, says collaboration is the key to building the talent pipeline companies will need in Utah both now and for the future. Since the launch of Talent Ready Utah, Carlile says industries have shown their enthusiasm for the program through their continued involvement and input.

"Something that is unique to Utah is our collaborative approach," says Carlile. "Gov. Herbert jokes and says that's the 'secret sauce,' but really it helps when we have government and industry and education all coming to the table and working together to make something beneficial for our students to enhance our education system."

Currently, the initiative offers four pathways for students to pursue: medical innovations, aerospace, diesel tech and IT. These pathways provide high school students with the skills required to pursue a career in their chosen field. Students who complete the program receive a certificate and are guaranteed an interview with any industry partner company in their pathway. The initiative has 25 industry partners and works with 15 education and government partners.

"Our three education systems work extremely well together," says Carlile. "We have K-12, our technical college system and our higher education

Image: Getty Images



Girls learn about STEM at SheTech event in Utah in 2017.

Photo courtesy of Brock Best Photography

system. There have been times when we've had companies like Boeing, for example, who might suggest what they want to make sure that we have enough talent to fill our pipeline here in Utah. And we're willing to respond. We were able to get the Aerospace Pathways Program going in about six months. That's unheard of to get curriculum change going that quickly. But we were able to do it because we have that flexibility and the collaborative spirit."

The newest pathway, the IT Pathways Program, was formed in August 2017 and aims to more effectively align education with the state's more pressing workforce pipeline needs. Utah leads the country in tech job growth. More than 4,000 software and IT companies in the state employ more than 68,000 people — figures that are expected to continue to increase.

"The IT Pathways Program will fill critical workforce needs in our state and ensure the continues success of Utah's tech industry," said Gov. Herbert. "This program will be an

important investment — for education, for our growing workforce, for the IT industry and for economic opportunity — in other words, Utah's future."

Since the IT pathway started, several education and industry partners have come together to pilot the program. Students will have the opportunity to participate in job shadowing at partner companies like Dell EMC, DOMO, Instructure, Pluralsight, Microsoft, and Vivint among others.

"IT Pathways program will expand beyond coders and software engineers making it possible for people to enter the tech workforce at various stages of their careers," said Val Hale, executive director of GOED. "Industry knows best of current needs and future demands. The next generation will have the opportunity to learn first-hand what it takes to be successful in the rapidly changing tech industry."

Additional programs are aimed at bolstering the state's tech and STEM workforce. The Women Tech Council, a national organization headquartered in Salt Lake City, encourages high school girls to consider careers and degrees in STEM and technology through its SheTech program.

In 2017, The Women Tech Council hosted SheTech Explorer Days, which brought 2,000 high school girls together under one roof with 508 STEM mentors and 150 tech companies. The students were able to participate in 40 different workshops and many hands-on STEM activities.

"We've heard fantastic stories about how it changes their trajectory to technology careers and wanting to do computer

science in college,” says Sara Jones, Co-founder and COO of The Women Tech Council.

Jones says it’s important for girls to be exposed to careers in STEM and to see the opportunities for them at home. Jones notes that tech companies looking to find employees — from entry level to the C-suite — should take advantage of the resources and network connections the council offers.

Another STEM program, Girls Who Code, began five years ago in New York City and was recently launched statewide in Utah. Girls Who Code partnered with Adobe, Dell EMC, Microsoft and the Utah STEM Action Center to launch the Utah Girls Who Code Club Network. Beginning in the fall semester, nearly 50 clubs will open at schools, community centers, libraries and other community organizations and will work with industry partners and girls in grades 7 through 12. The clubs offer young girls the chance to learn the concepts behind programming languages and help to close the gender gap in the technology.

Dell EMC vice president and general manager Vance Checketts said, “Never before has technology been so core to our economy and our society at large. We have an incredible opportunity to truly drive human progress through technology, and we can’t realize the full potential without our girls. We’re so excited to partner with Girls Who Code to prepare the next generation of female leaders to grow and thrive in a connected world. When we engage and empower our girls, there is no limit to what we can achieve as a global community.” ■

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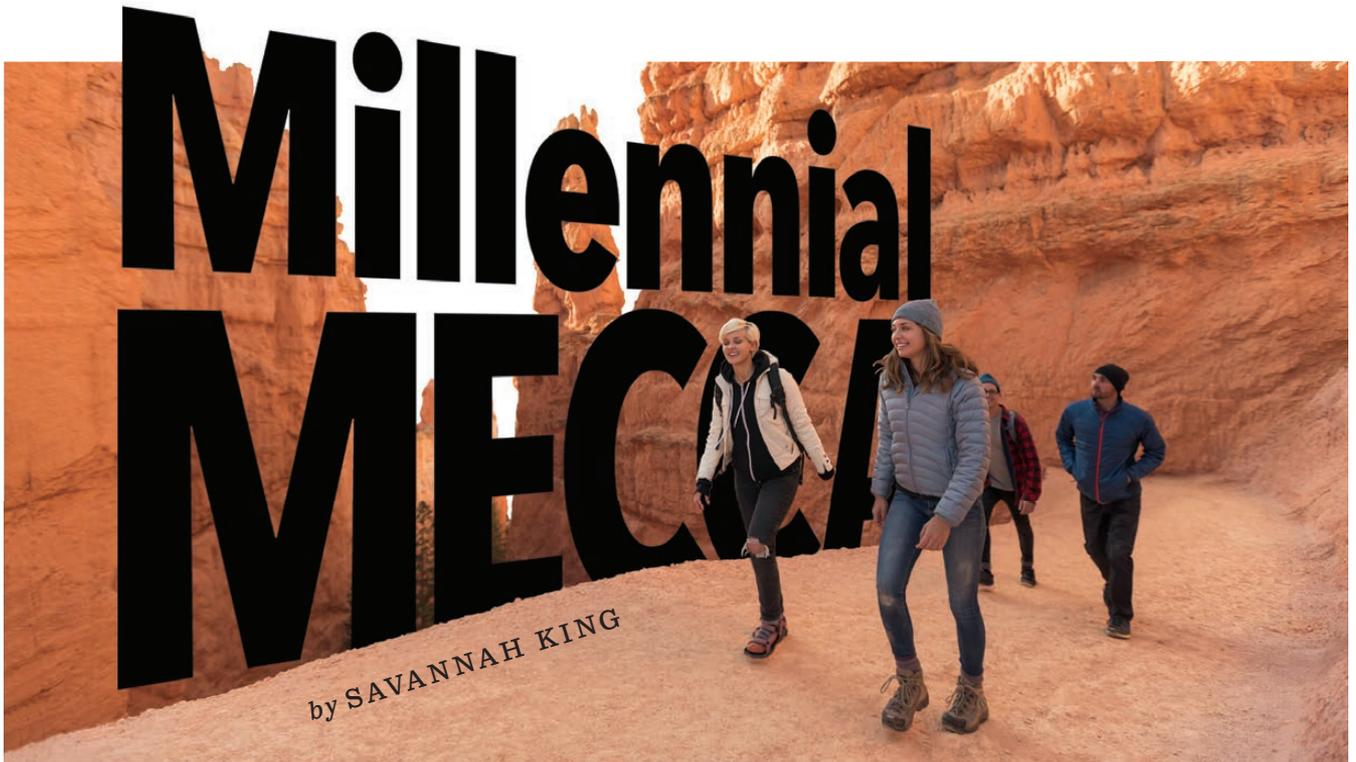


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AA/EO INSTITUTION



Utah's quality of life and opportunities for advancement make it a prime place for millennials to plant their flag.

Millennials in Utah's Bryce Canyon National Park  
Image: Getty Images

Utah has the third highest number of millennials in the country with 23.6 percent of the state's population between the ages of 20 and 34. The national average is 20.6 percent.

Utah's youthful population will continue for years to come, as 30.5 percent of the state's population is under the age of 18 while the national average is 22.9 percent. Utah also has the highest percentage of school-age children and children under 5 in the nation. By 2065, the number of Utahns is expected to grow from its current size of 3 million to 5.5 million.

Utah caters to young people in a variety of ways. It offers a low cost of living, high quality of life and ample opportunities for young people to advance their careers.

WalletHub placed Utah No. 6 in its Best States for Millennials ranking – ahead of other millennial hot spots like

Colorado and Washington. USA Today ranked Utah No. 7 in its Top 10 States for Millennials.

Part of the reasoning behind the rankings lies in the state's affordable real estate. Utah boasts the fifth highest rate of millennial homeowners in the nation.

Realtor.com ranked Salt Lake City No. 1 in its Top Cities for Millennials ranking for the city's unique mix of hip urban culture and relaxing mountain vibes. Millennials make up a little more than 15 percent of the city's population.

"Utah is such an amazing place," says 29-year-old Annie Leither, assistant vice president of sponsorship for Zions Bank and one of Utah Business Magazine's 20 in their 20s. "It's fascinating to see how many people move here and appreciate the beauty we have here, right in our own back yard. Between all our national parks and all the recreational opportunities, we have a lot here. I don't think a lot

of people know about all the arts and entertainment opportunities we have as well. Between all our concert venues and the new Broadway of the Eccles Theater in Salt Lake City, there are so many opportunities no matter your interests.”

Additionally, the U.S. Chamber ranked Utah No. 1 for entrepreneurship and innovation and No. 1 for high-tech job growth in its 2017 Enterprising States report.

After graduating from Brigham Young University, Kory Stevens, CEO and founder of Taft Clothing, opened his designer show company in Provo in 2014. Stevens who grew up in Burbank, California, and lived in Los Angeles until college,

says Utah’s startup culture is very active and full of people willing to help. Stevens is also one of Utah Business’ Top 20 in their 20s.

“Utah is a very special place. The entrepreneurial environment is incredible here. Everyone is very helpful and networking runs really deep here. I have been able to get access to very influential people because of my local Utah network. I think people underestimate the number of powerful businesses and entrepreneurs that are here in Utah. We are quietly crushing it out here. We have been able to find world-class talent here and it remains affordable due to the cost of living.” ■

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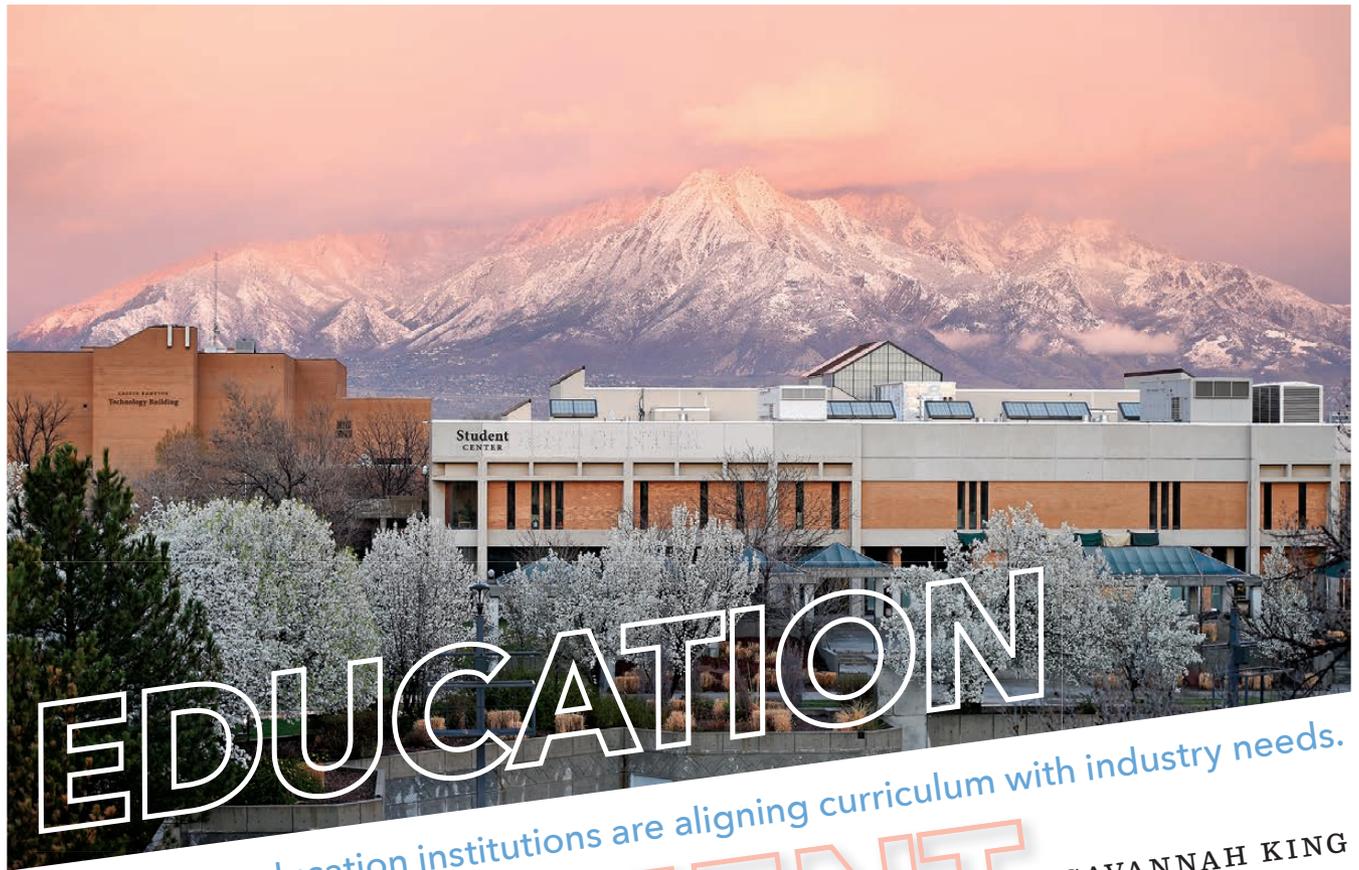


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Utah's higher education institutions are aligning curriculum with industry needs.

# ALIGNMENT

by SAVANNAH KING

**E**ducation is an important component in Utah's culture. In fact, 91.2 percent of adults in the state have earned at least a high school diploma, and nearly half of adult Utahns have earned a college degree or certificate.

Perhaps that's because earning a degree or certificate in Utah is extremely affordable. Utah's public four-year universities have been ranked No. 4 for the cost of in-state tuition. Students pay about \$6,500 a year at a four-year university on average. High school students are also able to save tuition dollars by taking part in the state's concurrent enrollment program, which allows juniors and seniors in high school to take

college classes and earn credits tuition free.

The state is home to several top-notch research universities including Utah State University, which was ranked No. 5 in the nation by Washington Monthly, and the University of Utah, which ranks among the top 100 universities in the world.

The Beehive State also boasts innovative programs for students at every level and works with local employers to help fine-tune their course offerings to ensure students have the skills to find gainful employment when they enter the workforce. Utah institutions have added more than 100 new certificate programs in the last year as a direct result of collaborating with industry in the state.

Above: Taylorsville Redwood Campus  
Photo courtesy of Salt Lake Community College

In 2017, Gov. Gary Herbert launched the Talent Ready Initiative which is aimed at helping students earn the skills needed for the state's high-demand, high-wage jobs. The initiative calls for industry and educational partnerships that will lead to hands-on, work-based learning opportunities for students across the state. Talent Ready Utah offers students pathways with programs in medical innovation, aerospace, diesel tech and information technology.

### **Flexible Education**

Utah Valley University (UVU) is the largest public university in the Beehive State with some 37,280 students enrolled. Though UVU offers traditional degree programs since becoming a university a decade ago, its unique dual-model approach offers students abundant opportunities for career advancement all along the way.

"Utah in general, but UVU in particular, has emerged as a leader in this kind of national movement of blending a community college and university together," says Matthew Holland, president of UVU. "One of the great upshots of this is that it creates a dynamic that's very responsive to industry and workforce development."

The university's dual-model mission allows students flexibility in pursuing their education through various pathways leading to vocational training, a bachelor's degree and up to a master's degree. The model gives students an accessible and affordable opportunity to get the training and skills they need when they need it. UVU offers 44 certificate program, 62 associate degrees,

84 bachelor's degrees, three graduate certificates and eight master's degrees.

"Our biggest growth rate has come from our junior and senior classes," says Holland. "What that tells me is that there's power in this model. We're drawing in a lot of students who historically would have finished at a two-year degree or may not have finished at all or thought they were just community college bound."

Holland says the university's 40 industry advisory boards are continuing to grow and helping to align industry needs with curriculum. He notes the benefits to students as they're able to learn about an industry and the work involved through internships and service learning projects and local employment, saying, "When you graduate from UVU, you have a resume as well as a diploma."

In 2017, UVU added three new engineering degrees to its roster to help meet workforce needs for the state, which has experienced a shortage of engineers in recent years. The new degree programs will begin in the fall semester of 2018 and allow the learning to be more focused through internships and industry partners. It has also added a new College of Health and Public Service (CHPS), which is comprised of 14 different schools, departments and major programs, including two graduate programs.

"It is no exaggeration to say the degrees and certificates offered by CHPS are in high demand by industry and communities," said David McEntire, founding dean of the new college. "Fortunately, the administration, faculty and staff in the College of Health and Public Service are dedicated to addressing these

important needs in society. Our instruction is superb, and the hands-on, engaged learning environment we provide ensures our graduates leave with coveted certificates and a quality education. In short, CHPS is the solution to many of the problems the world is facing today.”

Located in Utah’s capital city, Salt Lake Community College offers students an urban campus environment and affordability. With 10 campuses in the Salt Lake Valley, more than 61,000 students are served by SLCC each year. SLCC offers more than 120 programs of study and

continue their education.”

SLCC offers several programs in response to workforce needs through pathways in aerospace, diesel technology, medical device technology, information technology and is considering adding a building construction program in the future.

Huftalin says she’s a huge believer in the benefits of earning a certificate that allows students to return to their education when they’re ready. “If you don’t have a four-year degree or an associate degree but have several certificates and want to move up in a company, I’m a big advocate for coming back to school. I think many of the skills that our industry partners say they want can be found in our general education courses — writing, and working with diverse groups, problem solving intercultural communications.”

“Any program that we teach at a technical college has an advisory committee that’s made up of representation from industry in that particular region of the state.”

— David Woolstenhulme, *Commissioner of Technical Education*

is a Top 10 school for awarding associate degrees. Some 73 percent of SLCC students transfer to a four-year university after graduating.

SLCC President Deneece Huftalin says the college stands apart from other higher education institutions in the state for its flexibility and diversity of programs as well as its workforce responsiveness.

“We have significantly improved our industry partnerships,” she says. “One of the ways we’ve done that is looking at the Utah economic clusters and the high-demand jobs and reimagining our curriculum with industry partners to provide shorter term training options for students to get them out in the field. And then stackable credentials that helped them come back when they can

### Reshaping Higher Education

Gov. Herbert has called on the state’s public education, technical colleges and the system for higher education to address the needs of the state’s growing economy and workforce needs. He’s proclaimed 2018 to be the “Year of Technical Education.”

Building on a year full of changes for the Utah System of Technical Colleges, the state legislature made changes to the governance of what was previously known as the Utah College of Applied Technology (UCAT) and its eight campuses across the state. UCAT is now called the Utah Systems of Technical Colleges. All eight campuses were also renamed as technical colleges — a designation that elevates the colleges and their roles in preparing students for the workforce.

More than 32,000 students attended classes at a technical college in Utah in 2016-2017. The system offers dual enrollment opportunities for high school students, stackable certificate and degree pathway programs that allow students to be job ready at every step along their academic career, and Custom Fit programs that are designed to meet the training needs of Utah business. Each year, more than 1,500 local companies contract with one of the eight technical colleges, Utah State University Easter or Snow College to provide training to employees.

Across the system, employer advisory committees with more than 1,400 members are helping to ensure the systems course offerings align with industry needs. The system boasts a higher-than-average job placement rate for certificate-seeking students of 87 percent.

“Any program that we teach at a technical college has an advisory committee that’s made up of representation from industry in that particular region



Students in lab at Jordan Campus  
Photo courtesy of Salt Lake Community College

of the state. They’re really the ones that set the curriculum, that are managing the curriculum,” says David Woolstenhulme, Commissioner of Technical Education, noting programs like Information Technology, which can demand new skills as technology changes. These industry partners are critical. “At the end of the day, they’re the ones hiring these folks,” he adds. ■

# Welcome to the imagination nation.

# VERNAL: FROM PREHISTORY TO HIGH-TECH OPPORTUNITY

by SAVANNAH KING

Red Fleet State Park, Vernal, UT  
Photo courtesy of Visit Utah

**T**here's a depth of history in Vernal, Utah. It's in the thousand-year-old petroglyphs painted on a cliff face at Dry Fork Canyon and has been buried underground for millions of years at Dinosaur National Monument.

Vernal, located in Uintah County in the northeast corner of the state some 30 miles from Colorado, is also known by another name — Dinosaurland. Every year, close to a million people visit Uintah County to see the region's sights. Dinosaur National Monument is 210,000 acres spread across both states and is the only place in the world where visitors can see and touch more than 1,500 dinosaur fossils where they fell some 150 million years ago. Visitors to the area can also view fascinating petroglyphs and pictographs left by the Fremont Indians thousands of years ago.

Vernal is also home to three state parks with excellent hiking, biking, boating and fishing opportunities and some of the most unique

geographical features in the world at parks like Fantasy Canyon and the Moonshine Arch.

Joel Brown, executive director of the Vernal Area Chamber of Commerce, says the region's prehistoric attractions and its outdoor recreation are some of the biggest draws to the area. "There are a lot of great, wonderful things in this community that attract businesses and keep people here," he says.

With so many natural resources in one area, it comes as no surprise that the region has a long history with the oil and gas industry. But when the price of crude oil dropped dramatically in 2014 and 2015, many of the region's jobs also vanished.

"We've seen the ups and downs of the economy with the changes in the oil and gas industry," Brown says. "But our workforce is good, and unemployment is coming down. We were hit a bit harder than the rest of the state, but we've got a talented workforce."

With a population of about 10,000, Vernal



is, by definition, a small town. But it's still big enough to offer businesses plenty of opportunity.

"We recently formed Uin-Tech, which is basically a committee of commissioners, the mayor, the chamber of commerce and some local business leaders in the community to help work toward diversifying the economy," says Brown.

The council has led to the establishment of a partnership with Uintah Basin Technical College and Strata Networks to prepare students to enter technology fields. Strata Networks recently opened a new data center in Vernal that will allow people and businesses in the Uintah Basin to get access to the cloud.

"This is a homegrown company that works with local businesses to solve internet problems, and they brought fiber optics to the area," Brown says. "For such a small community, having fiber optics is a big win for

us, and recently they've partnered with UB Tech to provide funding for an IT program."

Strata Network Operations Manager Brent Simmons said developing talent and services in the basin is part of the company's mission. "We hope to be able to attract talented people to come work in this space. We intend to market this service to customers outside of the Basin as well. It's about helping the community and the economics of the community as well."

Outside of the opportunities for high-tech companies, Brown says there's a quality of life in the Vernal area that simply can't be found anywhere else in the world.

"We have a vibrant, up-and-coming community," he says. "The great thing about Vernal is that we're close to outdoor recreation. We've got mountain biking right outside your door. We've got ATV trails, equestrian trails, snowmobiling trails and places that are just incredible." ■

# Morgan County: A Breath of Fresh Air

by SAVANNAH KING

East Canyon State Park, Utah  
Photo courtesy of Utah Office of Tourism

**F**ounded by pioneers in the 1860s, Morgan County is still building on its early history as a destination for people and businesses looking toward the future. Nestled between Ogden and Park City near the Interstate 80/84 loop, Morgan is a region rich with opportunity and an amazing quality of life.

When Morgan Area Chamber President Gavin McCleary first moved to the area, he said he was stunned by the region's scenery. "One of the biggest eye openers that I had was

going to bed at night and it's pitch black and there are just so many stars," McCleary says. "There's not this glow of city light, it's extra quiet and peaceful."

Descriptions like that make it easy to understand why 11,000 people choose to live in Morgan County, most of whom commute to work. The average commute time in Morgan County is about 28 minutes, most people travel to Salt Lake City for work.

"Eighty percent of Morgan County works outside of Morgan County," he



says. “It’s kind of been a destination place to live and most of our population commutes outside of the county to work. What’s attractive about this area is the clean air, the mountains, the land isn’t congested, and it’s not overpopulated. It’s a quaint mountainous area to live.”

It’s also a great place to work and see companies succeed. Morgan County’s job growth rate is one of the best in the state with an 8.8 percent increase and an unemployment rate among the lowest in the state at 2.7 percent.

For more than a century, Browning has been a major economic contributor to the Morgan County economy. Today the firearm and outdoor product manufacturer operates its business functions from the Morgan office and its research and development.

Innovative Structural Solutions, based in Morgan, was named one of Utah’s 2018 Rural Businesses of the Year by the Governor’s Office of Economic Development. The company’s 40,000-sq.-ft. manufacturing facility in Morgan makes components for the construction industry.

Kim Blackburn, managing partner and director of operations for Innovative Structural Solutions, said he wanted to locate his company in a smaller community and ultimately landed on Morgan for its affordability, proximity to the interstate and the people. “The people that I’ve hired are dependable, hardworking, they’re great employees,” Blackburn says.

As a business owner himself, McCleary says the region’s rural profile opens opportunities for incentives for entrepreneurs and small business owners.

“We are considered a rural county and there are rural incentives from the state and different federal departments,” he says. “It’s attractive because you’re close enough to a big city with a big population but can get a sense of being in a small county.”

Small business owners can also find resources at The Morgan Business Resource Center, which opened in 2012 through Davis Technical College. It is a satellite campus of the Northfront Business Resource Center in Kaysville, on the college campus. The center includes office space and amenities rentals as well as counseling and mentorship and Custom Fit programs that help local employers train their workforce. ■

# Cedar City: Where Businesses Go to Celebrate

by SAVANNAH KING

Cedar Breaks National Monument  
Photo: Getty Images

**W**ith a nickname like Festival City USA, it's hardly a surprise that Cedar City offers an exceptional quality of life. But it's also a prime location for businesses looking to celebrate growth and success.

In addition to its proximity to Utah's national and state parks, the area is also close to several ski resorts and even has its own golf course. Cedar City is called the "Festival City USA" for its many popular festivals that include the Tony Award Winning Utah Shakespeare Festival, the Utah Summer Games, the Cedar City Livestock and Heritage Festival and Groovefest American Music Festival.

Located in the southwest corner of the state, Cedar City is a growing community

with easy access to Interstate 15,

Cedar City, with a population of 29,000, is the largest city in Iron County and is expected to continue growing over the next decade. By 2030, Cedar City's population is expected to grow to more than 50 percent to just over 71,000 people.

The area's economy is diverse with a focus on developing clusters around tourism, manufacturing, renewable energy and small business development. Companies like Genpak, American Pacific Corp., Metalcraft Technologies and GAF call Cedar City home.

Iron County Office of Economic Development along with the Governor's Office of Economic Development and the Economic Development Corp. of Utah, helped to attract several companies to the area and help expand existing companies.



Muller Industries opened a new, state-of-the-art copper manufacturing facility in Cedar City in 2017. The Tennessee-based company produces copper tube parts and is expected to create some 125 jobs over the next several years. For the last two decades, Decorworx has grown in Cedar City and has since become a preferred vendor for independent supermarkets across the country. The company revitalized a historic building in the city's downtown and will create 164 jobs over the next few years.

The region is also a hotbed for renewable energy and solar energy development. More than 12 utility-scale solar energy power plants and 17 solar projects have been developed in the county recently on more than 7,000 acres.

Iron County offers a well-educated

workforce, with both Southern Utah University (SU) and Southwest Tech College (STU). Both institutions have partnered with each other to offer high school students in the region a Dual Enrollment Program that allows high school students to earn college credits before graduating. The two campuses are located six blocks from each other and have a history of working together to develop programs and credentials.

SU has been ranked as one of the Best in the West by U.S. News and World Report for its strength at both the graduate and undergraduate levels. The university is also well-known for its affordability and for being the "Most Outdoorsy University" with more than 20 national parks and monuments within a five-hour drive. SU is also known as "The University of the Parks." ■

# Points of Progress



by ADAM BRUNS

**L**egacy, tradition and heritage are always strong in Utah. There's no reason major developments should be any different.

Take the Point of the Mountain development, for example, where 700 acres owned by the State of Utah surrounding a state penitentiary site in Draper are beginning a transformation into a model high-tech community. Among the many stakeholders leading the way is Utah Development and Construction, which takes its name from the company led by Marriner Eccles that was a primary force behind the construction of one of the engineering marvels of the

world: Hoover Dam.

Or consider this: May 10, 2019, will mark the sesquicentennial of the famous final railroad spike driven into the nation's first transcontinental railroad in Promontory, Utah.

"It's still astonishing to me to think that, four years after the Civil War, the country had the audacity to connect both coasts by rail," says Theresa Foxley, president and CEO of Economic Development Corporation of Utah (EDC Utah), "and we still trade off of that today. I think the Inland Port is next level of that for us."

That's the logistics hub slated to take shape in the northwest quadrant — shorthand for the

The Point of the Mountain will create a dynamic live-work-play community at the former site of a state penitentiary in Draper, in an area already home to high-tech firms such as Adobe and eBay.  
HOK rendering courtesy of Envision Utah



area defined by the intersection of I-80 and I-15 and bordered by the Great Salt Lake. Incubating for decades, the vision behind the inland port is simply to recreate a national crossroads legacy for the 21st century, including one of the only new-build airports in the country and a new inland hub.

The idea, says Foxley, is to “create a multimodal hub that would allow for the state to partner with a deepwater port to transload containers of goods, clear customs here and be distributed throughout the U.S., and utilize that same logistics infrastructure to value-add goods in this community and create some manufacturing and export opportunities.”

Helping the state do that will be a legislatively created inland port authority now in its final stages of organization, empowered with tax-increment financing authority. Also helping is U.S.

Free-Trade Zone No. 30, operational since nearly the beginning of the FTZ program, and recently granted alternative site framework status, meaning the zone’s benefits can be conferred to individual project sites in the region.

The plan fits in well with the state’s new Mega Site program, launched in May 2018. Benchmarking against the best programs in the nation, EDCUtah collaborated with the University of Utah’s Masters of Real Estate Development to ultimately identify more than 20 properties that could be certified. The first one is in Elberta, well to the south of Salt Lake City, and another one around 400 acres in size has been identified in part of a master-planned industrial park in the northwest quadrant being assembled by a group of local communities in concert with Rio Tinto.

Foxley says the Mega Site program is focused on large users

**The Utah Department of Transportation’s Top 10 construction projects for 2018 include \$450 million to widen the I-15 Technology Corridor to six lanes in both directions, as well as a new overpass and upgraded interchanges.**



# ±3,000-ACRE INDUSTRIAL/INTERMODAL DEVELOPMENT



in all six of the state's strategic industries — aerospace/defense, energy, financial services, life sciences, outdoor products/recreation and software/IT — with a concentration on aerospace, life sciences and the automotive supply chain.

Young University — already is home to operations from the likes of eBay and Adobe. Now, with legislation backing the relocation of the prison to the northwest quadrant, backed by \$100 million worth of infrastructure improvements to the surrounding area.

**“Utahns can enjoy higher-paying jobs – as many as 150,000 additional jobs and a 12-percent increase in average household income – as well as thriving communities, convenient commutes, and clean air.”**

– Envision Utah

An entire range of sub-projects will then unfold at the former prison site in Draper, as what was once just a vision begins the journey to becoming a next-generation hub for business, research and living.

It's happening at a time when the state is growing fast: “Utah County will almost triple in population by 2065, and Salt Lake County will add another 500,000 people, so that each county will house over 1.6 million people,” says Envision Utah, the Point of the Mountain project's lead champion. “Most of that growth will be Utahns’

## What's the Point?

The Point of the Mountain area — roughly extending from Sandy to Lehi and on the southern end of Salt Lake City and midway between the University of Utah and Brigham

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# CBRE

own kids and grandkids.”

It’s also a time when leaders realize infrastructure means a lot more than just Utah’s strong road, power and broadband networks. It’s about the web of daily life.

“Infrastructure is essential to build a dynamic economic hub, but it is not sufficient,” says Envision Utah. “Success will require a vision that is powerful enough to galvanize support and investment, a full analysis of the best practices and lessons learned from successful economic hubs across the country, and a plan that extends far beyond the necessary infrastructure.”

Among the stakeholders are multiple cities and counties, GOED, EDCUtah, various chambers and government agencies, major landowners such as Thanksgiving Point, and the universities. A community visioning process unfolded

that distilled to 12 signature elements that include such essential ingredients as a deep, diverse and highly-trained workforce; improved air quality; vibrant urban centers with jobs close to dwellings and connected trails and greenspace; a variety of housing types; a university/research presence; and yes, new boulevards, alongside world-class public transportation such as the region’s growing FrontRunner and TRAX transit systems.

The stakes are high, but so are the prospects, says Envision Utah, which says that through the right strategic choices, “Utahns can enjoy higher-paying jobs — as many as 150,000 additional jobs and a 12-percent increase in average household income — as well as thriving communities, convenient commutes, and clean air.” ■



# Where the Life Sciences Jobs Are Going

**From prognostics and diagnostics to genetics and forensics, tomorrow's life sciences breakthroughs are designed, tested and manufactured in Utah today.**

by MARK AREND

If observers of the life sciences industry in New Jersey, Ohio, Pennsylvania and New York are wondering where so many jobs in that sector went in recent years, they should look in Utah. Each of those states lost a significant number of biopharma jobs between 2012 and 2016, according to PricewaterhouseCoopers. New Jersey's employment in the sector alone shrank 9.1 percent. But Utah's life sciences industry employment jumped 26.2 percent, well over twice the second-biggest jobs gainer, Florida, where biopharma jobs grew 10.6 percent. The average national job growth for the industry during that four-year period was 5.9 percent. Most other strategic economic sectors in Utah are seeing annual job growth, but not like life sciences, where the growth rate was 8.4 percent in 2016.

Why is Utah seeing such a dramatic increase in jobs in life sciences — one of the state's six strategic industry clusters? Because that's where the sector's companies (more than 960 of them) and their employees want to be. More than 34,000 Utahns work in the sector — 19,000 at medical

device manufacturers and 9,300 at biotech and pharmaceutical companies. The companies can attest to the business climate: Utah scores third in WalletHub's 2017 ranking of the best state economies and on Forbes' list of the best states for business. Workers and business owners alike speak to its quality of life which, particularly for outdoor recreation enthusiasts, is well documented, as is its entrepreneurial ecosystem along the Silicon Slopes and throughout the state.

The most current and most comprehensive analysis of the sector is found in the Utah Life Sciences Industry Report 2018 from BioUtah, an independent, non-profit 501(c)(6) trade association serving Utah's life science industry. Its members include organizations focused on research and development, manufacturing and commercialization or support services to life science technologies and treatments.

Major highlights of the report include:

- Utah leads the nation in job growth in the life sciences industry.
- More than 1,000 life sciences companies in Utah provide 34,352 jobs, paying a

combined total of \$2.7 billion in employee compensation.

- Utah life sciences companies achieved \$7.4 billion in total sales in 2016, creating \$4.1 billion in state GDP.
- Utah ranks as the number three genomics market in the nation, based on innovation, talent and growth metrics; it's also third in molecular diagnostics and precision medicine.
- Many Utah life sciences companies have successfully raised capital to accelerate growth.

### **Two Projects, Nearly 1,200 Jobs**

Two recent investments illustrate the appeal of Utah's life sciences ecosystem to expanding companies in this critical sector. Medical device manufacturer Stryker, which employs 33,000 worldwide, announced in October 2017 a \$100-million expansion that will add up to 540 new jobs. The company manufactures neurovascular products in Salt Lake City; the expansion will increase the product portfolio to include orthopedic, spinal and endoscopy product manufacturing. It will also increase research and development operations, employing many engineers, and will host a medical device physician training and certification program.

"Stryker has been operating in the Salt Lake City area since 2011," noted Mark Paul, president of Stryker's neurovascular division. "During that time, we've benefited from the talented workforce and first-rate education, research, and healthcare facilities in the

area. "We are excited to continue our expansion of Stryker's operations and partner with state and local government in the future."

Also in 2017, Collective Medical Technologies, Inc. (CMT) announced the Salt Lake City-based health technology company will expand in Utah, adding nearly 600 new high-paying jobs to the community. CMT is a Salt Lake City-based health technology developer dedicated to eliminating avoidable risk and friction from care delivery. It's building the largest geographically contiguous real-time data network in the United States to enable payers and providers to deliver more timely and accurate patient care using real-time alerts and collaborative care management tools to reduce avoidable utilization. CMT's network of thousands of physicians, nurses, case managers and others spans hundreds of hospitals, health systems, clinics, plans, and more which collectively serve millions of patients nationwide.

"We are honored and grateful to receive an offer of support from the Governor's Office of Economic Development," said Chris Klomp, CMT's CEO. "We are thrilled to partner with the state to continue to create attractive, high-paying jobs and further Utah's reputation as a technology and innovation leader. Our entire team is passionate about building software that improves the lives of patients and the people who care for them. We bring that same level of passion and commitment to building our team and look forward to having many more values-oriented, driven innovators join us." ■



## From grilling to immigration, technology innovators find new solutions in Utah.

by RON STARNER

If you thought that Silicon Slopes was a haven for just fintech and big data, think again. Innovative firms in Utah apply technology to everything from grilling to immigration.

Look no further than the hottest trend in backyard barbecuing: Traeger Grills. Chances are, you've heard them advertised during your favorite drive-time sports radio talk show after work.

Well, all those ads aimed at sports dads are working. Traeger Grills, based in Salt Lake City, is taking America by storm.

How it got to Utah is a classic story in innovative thinking.

Entrepreneur Jeremy Andrus left California for Utah in 2005 and joined the founder of Skull Candy. "I wanted to run a private business again. I looked around and created a broader search," says Andrus. "I found a business that I fell in love with in Oregon."

That business was Traeger Grills, a 26-year-old firm that was doing about \$76 million a year in revenue. Andrus thought the business had a lot more potential, but it needed an infusion of energy and creative thinking.

"I had a choice to make — commute, move to Oregon, or move the company to Utah," he says. "I was so impressed with the people here and the outdoors.

Photos courtesy of Traeger Grills

I fell in love with Utah.”

Andrus promptly moved the company to Salt Lake City and swapped out 90 percent of the team. “I saw such a cultural difference between Oregon and Utah in the level of entrepreneurship, lifestyle and sheer passion to build something.”

It wasn't long before exponential growth became the norm for Traeger Grills. “We accelerated the business to \$300 million last year and will do \$450 million this year,” says Andrus, who serves as CEO of America's fastest-growing grill maker. “There are so many variables that drive growth: team, culture, competition, etc.”

Another one is technology, Traeger's calling card. Traeger pioneered its trademarked wood-pellet grills two decades ago and has used technology ever since to perfect them. “Great brands and great companies are constantly going through the questioning of the status quo,” Andrus says. “You need people who are likeminded around disruption.”

the Sugar House neighborhood of Salt Lake City. Sugar House has that vibe and energy. We're able to recruit more tech people here.”

Andrus is not alone. Tech startups all over Utah are tackling old problems head on.

Consider the case of Sam Stoddard, CEO of Simple Citizen, a startup that has engineered a digital immigration solution.

“It's like Turbo Tax, but for immigration,” Stoddard says. “I started it in 2015 during my senior year at Brigham Young University in Provo.”

He had been planning to return home to Portland after graduation, but Utah got in the way. “Utah is a very exciting place to start a business,” he says. “I reached out to business mentors and investors, and they helped us along. I graduated and decided to stay here. We made Utah our headquarters.”

Proximity to venture capital, cost of living, tax incentives and access to technical talent sealed the deal for Stoddard and Simple Citizen. Located in downtown Salt Lake City, the firm now has nine

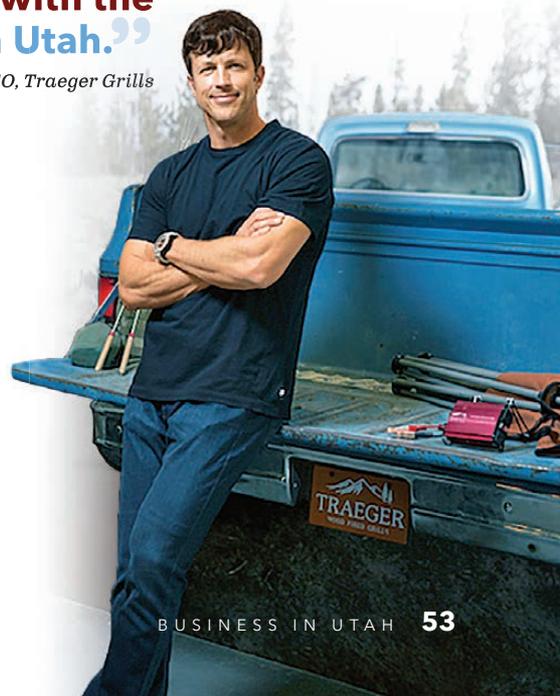
**“I had a choice to make – commute, move to Oregon, or move the company to Utah. I was so impressed with the people here and the outdoors. I fell in love with Utah.”**

– Jeremy Andrus, CEO, Traeger Grills

Andrus found that in Utah when he relocated the business four years ago. “This spirit existed in Utah long before I came here,” he says. “Entrepreneurship breeds entrepreneurship. People here are constantly questioning the status quo. We have integrated a lot of technology around I.T. devices. It's important to our brand to have a culture of creativity. That's why we chose

full-time workers. “We're getting close to needing new space,” Stoddard adds.

The talent base of Silicon Slopes sold him on staying put, he notes. “The ability to recruit highly qualified engineers from BYU, the University of Utah and Utah Valley University is exceptional. This is feeding a startup culture in Utah that is beginning to rival that of Silicon Valley.” ■



# Culture Club



Photos courtesy of HealthEquity

## Health care companies in Utah are innovative and culture driven.

by SAVANNAH KING

Utah's legacy as a health care innovator includes life-changing technology like the world's first artificial heart and the first hearing aid. With a past like the Beehive State's, it should come as no surprise that Utah companies are on the frontlines of the health care industry's latest evolution: company culture.

Utah's health care ranks No. 10 on U.S. News and World Report's Best States 2018 data. Like the health care industry, people in Utah are exceptionally healthy as well. In 2017, the United Health Foundation ranked Utah No. 1 in the lowest prevalence of smoking, strokes,

cancer deaths, heart attacks, high blood pressure and heart disease.

To bolster the state's healthy bioscience industry, Talent Ready Utah offers students an opportunity to jumpstart careers in medical device manufacturing and laboratory science through its Medical Innovations Pathway. Students that complete the pathways program earn a certificate and are eligible for entry-level positions with industry partners like BD Medical, BioFire, Biomerics, Edwards Lifesciences, Fresenius, GE Healthcare, Merit Medical, Nelson Laboratories, Sorenson Forensics, Stryker and Varex Imaging. More than 1,000 life

science companies call Utah home and employ more than 70,000 people across the state.

In 2016, Health Catalyst, a health care data warehousing, analytics and outcomes improvement company, chose to expand its headquarters in Salt Lake City. The company was founded in Utah in 2008. Health Catalyst has been called one of the Best Places to Work for Millennials due to its unlimited paid time off, onsite fitness facilities, and other perks.

“Health Catalyst, like its founders, grew up in Salt Lake City, which combines a vibrant technology sector with one of the nation’s leading laboratories for health care improvement,” said Dan Burton, CEO of Health Catalyst of the announcement. “We feel the region is one of the best places in the US today to operate as a health care technology company and we’re grateful that GOED is working with private companies like Health Catalyst to nurture an even stronger environment for innovation and job growth.”

**“We feel the region is one of the best places in the US today to operate as a health care technology company”**

— Dan Burton, CEO of Health Catalyst

CHG Healthcare opened its new headquarters in Midvale, Utah, in August 2017. The company’s former HQ was located less than 10 miles away in Cottonwood Heights, Utah.

The health care staffing company’s 282,000-square-foot campus is LEED certified, and comprises two five-story buildings — with room to build another — connected by a glass “People Hub” where employees can gather in meeting spaces, lounge and dining areas. The new building also features several amenities including a fitness center, sports courts and a clinic for employees and their families. CHG Healthcare was recognized by Fortune Magazine and ranked among the 100 Best Companies to Work For. Several other organizations have also recognized the company for its positive culture.

CHG Group President Melissa Byington says building one of the nation’s leading health care staffing companies in Utah beneficial for the company. “We have a great, highly educated

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HealthEquity team members enjoy a high quality of life in Utah.

workforce here in Utah. They're just very compassionate and service oriented. They want to make a difference." It's that desire to help, she says, that makes recruiting talented employees easier in Utah and helps to fuel the company's growth.

CHG has 1,400 employees in Utah and 2,600 employees nationwide. Byington notes the company added more than 1,000 employees over the last five years with plans to double in the next five years.

Another health care innovator that's focused on its employee culture is HealthEquity. Several media outlets in Utah including, Deseret News and Utah Business, have ranked HealthEquity among the list of top companies to work for in the state. Steve Neelman, founder of HealthEquity, says having a positive company culture is tantamount to its success.

The company, founded in 2002, provides health care data warehousing, analytics and outcomes improvement. HealthEquity is the nation's largest health savings account non-bank custodian and serves more than 3 million health

savings accounts for more than 38,000 companies across the country. Currently the company employs some 1,000 "team members" with plans to add more over the next few years.

HealthEquity offers health care consumers health savings accounts (HSA) — which Kiplinger called the "Best Health Savings Account" in 2017 — and flexible spending accounts.

In 2015, the company expanded its headquarters in Draper, Utah, a neighborhood just outside of Salt Lake City. The following year, it opened its newest location in the rural city of Price, Utah, about 100 miles away from its headquarters. Neelman calls the Price office an "interesting offshoot."

"We got to a point where we needed more service people," explains Neelman. "So, we looked around the state and we found a location that was economically depressed. We found a former mining town, Price, Utah. We were able to go into Price and get some really quality folks to work for us. They are the frontline customer service people that answer the phone when people call asking about their health savings accounts."

Neelman says Utah's workforce has a great deal to offer health care companies like his. In addition to being eager and educated, many Utahns have lived abroad and learned to speak a foreign language. More than 120 languages are spoken in daily commerce in the Beehive State. About 14 percent of Utah's 157 schools offer dual immersion programs in five languages including Mandarin, Spanish, French, German and Portuguese. ■

# The Best of Both Worlds:



How an Air Force base and a contractor ignite innovation.

by MARK AREND

**C**ollaboration between private-sector aerospace and IT companies and Hill Air Force Base in Davis County, north of Salt Lake City, is not new — it’s been going on for years. But in early 2017, that collaboration was recognized with an award. Specifically, the BAE Systems Air Force Strategic Programs team at Hill AFB was named “Innovation Business of the Year” by the Davis Chamber of Commerce in February 2017. The annual honor is awarded to businesses that demonstrate the ability to drive innovation in their business practices in support of the Davis County community. Hill AFB is home to the F-35A Lightning II fighter aircraft program.

The team supports the Air Force as the Integration Support Contractor for the Minuteman III Intercontinental Ballistic Missile (ICBM) system. It also collaborates with employees supporting the U.S. Navy’s Strategic Systems Programs.

“We help ensure system availability, reliability, and accuracy — top-level system performance measures that reflect the adequacy of the ICBM force readiness,” explained Randy Tymofichuk, director of Air Force Strategic Programs and ISC Program Manager.

“We’re trusted by the U.S. Air Force and U.S. Navy to support 95 percent of the nuclear triad, because we’ve demonstrated more than 60 years of nuclear

Team Hill Airmen load bags into a commercial aircraft, Hill Air Force Base, Utah, Oct. 30, 2017. (U.S. Air Force photo by R. Nail Bradshaw)

Photos courtesy of Hill Air Force Base

know-how to ensure a safe, secure, and effective deterrent,” added Ian Rankin, vice president and general manager of BAE’s Warfare Systems business.

BAE’s Air Force Strategic Programs business now has more than 500 employees in Northern Utah. Almost 30 percent of the program’s employees are veterans. The team is also made up of scientists and engineers, many of whom were hired right out of college in the Utah area.



The aerospace industry employs more than 31,000 at nearly 950 establishments around Utah that develop, manufacture and test rocket, aircraft, unmanned aerial vehicle and missile systems. Orbital ATK, Northrop Grumman, Boeing and L-3 Communications are just a few of the aerospace companies active in Utah.

In January 2018, Parker Hannifin Corporation announced it will relocate more operations to Utah, adding up to 77 jobs, \$6.7 million in new state revenue and \$2.8 million in capital investment. Parker Hannifin is a leading worldwide manufacturer of motion and control technologies and systems, providing precision engineered solutions for a variety of mobile, industrial and aerospace markets. It

currently has an engineered polymer systems facility in Utah, as well as an engineering and manufacturing operation supporting its Control Systems Division in Ogden. The division is the world leader in the design and manufacture of flight control actuation equipment. Parker Hannifin selected the Ogden facility as the new location for its repair and overhaul operation for its Parker Aerospace division. It will be moving the work,

including equipment and jobs, to Utah from California.

“We appreciate the engagement and support of the governor’s office,” said Doug Dilley, commercial business unit manager for the Control Systems Division operation in Ogden. “The economic climate in Utah is quite favorable for business development, and the area is an excellent place for our team members to live and work. It has been a great experience to partner with the Utah economic development office in this project, and we look forward to working together in the future.”

### **The Silicon Slopes**

Software and other IT companies’ relocations to Utah from less business-friendly locations are well documented, as are Utah’s strong if not first-place finishes in various measures of state business climates. That’s not a coincidence. Utah is home to major operations of Qualtrics, IBM, EMC Corporation, Adobe and many others. The Silicon Slopes along Interstate 15 is the region fast becoming the go-to

location for software development and other IT talent outside the Bay Area.

According to Cyberstates 2018, an analysis of the U.S. tech industry and tech workforce produced by The Computing Technology Industry Association (CompTIA), Utah's leading tech industry sectors in 2017 by employment were IT Services and Custom Software Services, with 29,910 employed; R&D, Testing and Engineering Services (17,200); Telecommunications and Internet services (16,510); Tech Manufacturing (15,820); and Packaged Software (10,390). The leading technology occupation categories, according to the report, are Software and Web Development, with 16,350 employed, Computer Support Specialists (8,660); and Network Architects and Support Specialists (6,750).

Centrify, a network security systems producer, announced in March that it will expand its presence in Utah and grow its engineering team, adding up to 200 jobs, \$2.7 million in new state revenue and an estimated \$4.5 million in capital investment. The company has had a presence in Utah since 2014 with customer support and sales development teams. The addition of engineering teams is a result of Utah's highly educated and skilled workforce.

"Creating jobs is the cornerstone for strengthening our national economy," said Tom Kemp, chief executive officer at Centrify.

"But make no mistake, we're in a cybersecurity war, and identity is the primary attack vector, showing no signs of slowing down — and creating market demand. As we grow, we need to attract the best talent available, and Utah has very skilled candidates to enhance our product innovation and leadership for Zero Trust Security." ■

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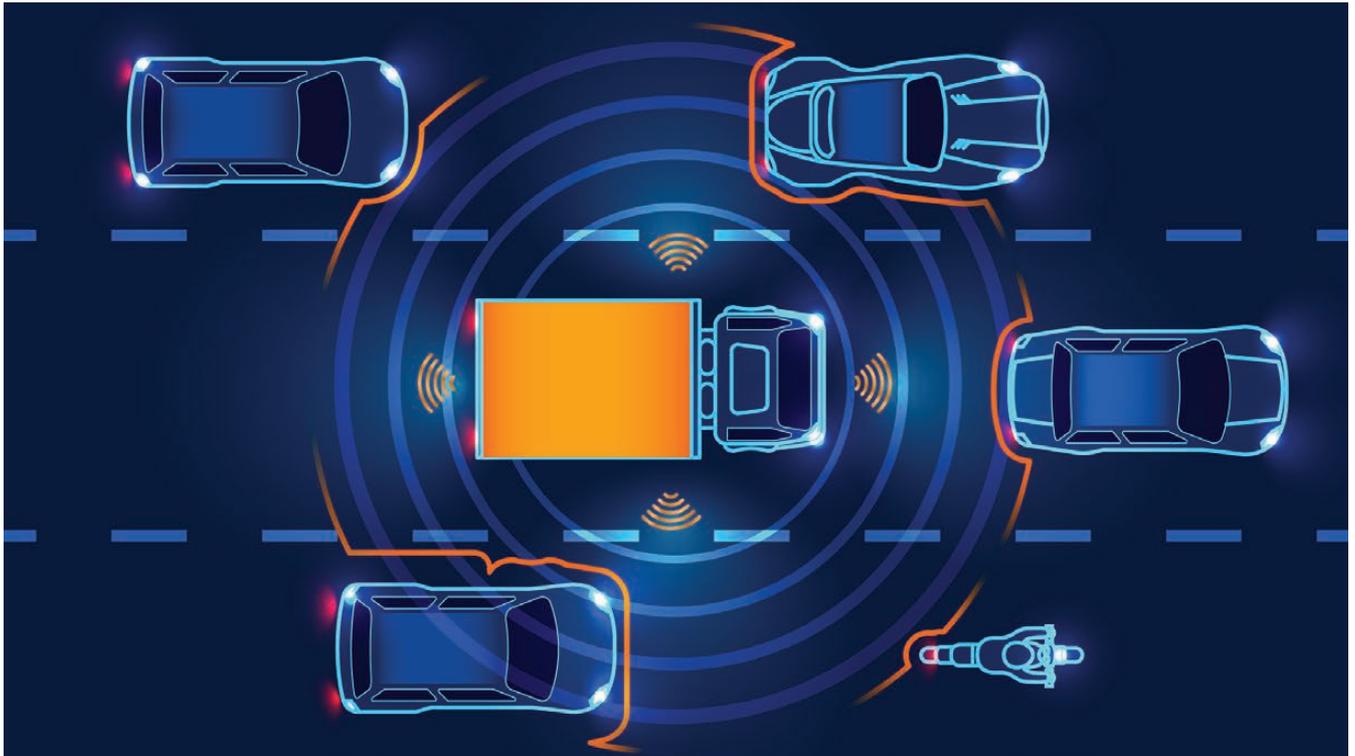
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# AUTOMATIC FOR THE PEOPLE

by ADAM BRUNS

Utah's penchant for smart-tech innovation stretches from homes to vehicles to the roads themselves.



**T**he wide-open salt flats of Utah for decades have been the location of choice for land-speed records. Drivers aboard land-bound rockets reached for the stars, etching their names in history or leaving a mark where they tried.

Today, in a corner of the state long known for its high-tech heritage, the speed of innovation is making its mark, in environments where humans are surrendering control to the g-force of automation.

In June 2017, when Vivint Smart Home cut the ribbon at its new campus on the Utah State University Innovation Campus in Logan, Alex Dunn, the company's

president, said he looked forward to “tapping into the strong business and engineering talent of the Utah State University community and contributing to Utah’s growth as a tech hub.”

The 43,000-sq.-ft. building will house up to 400 employees and includes a demo home equipped with a Vivint smart home system.

“The center will afford employment opportunities for people in Cache Valley, including USU students,” said Noelle Cockett, Utah State University president. “Also, we anticipate USU research and outreach faculty engaging with Vivint R&D personnel in areas of common interest,” via USU arms such as its world-renowned Jon M. Huntsman School of

Business, as well as potential research in home environments with the school's Center for Persons with Disabilities and Communicative Disorders and Deaf Education program.

The Provo-based company and the university have something else in common: a penchant for patents. Vivint announced in April 2018 it ranked No. 3 on a list of Utah firms with patents issued in 2017, with 55 corporate patents issued by the U.S. Patent & Trade Office across security, home automation, voice control, cloud storage and IT. That's 2.5 percent of the 2,207 patents issued in all of Utah in 2017.

According to The Lens, a global open-source platform documenting all patents worldwide, USU holds 682 patents in its portfolio, including recent patents co-held with companies such as Raytheon, on technologies involving power conversion, battery charging and autonomous battery control and optimization.

### Full Circle

The region around USU and in Utah overall is beginning to meld with similar clusters in California and Nevada to form one big virtuous ecosystem of renewable energy, power conversion and autonomous vehicles, including a test track at USU that charges your EV as you drive over it and an attractive legal infrastructure for innovation.

The Utah State Legislature and Utah Department of Transportation have taken a leadership role in allowing testing and demonstration of new connected vehicle technologies like truck platooning to help increase road safety and efficiency in the Beehive State. A key step in bringing truck platooning to Utah was passing H.B. 373, a connected vehicle testing bill sponsored by Rep. John Knotwell and Sen. Aaron Osmond that was signed into law by Governor Herbert in 2015.

Taking advantage of that law right away were Automation Solutions Inc. (ASI) — led by CEO, USU graduate and former NASA Space Shuttle Payload

Manager Mel Torrie — and California-based Peloton. ASI, which just won a 2018 Edison Gold Award for its work in the development of an Autonomous Tractor Concept with CNH Industrial, maintains a 100-acre headquarters and proving ground in Petersboro in northern Utah. In addition to agriculture, ASI serves clients in automotive, mining and other sectors, counting among its clients Rio Tinto and Ford.



“We are essentially doing tomorrow’s work today.”

— **Jagath Kaluarachchi**, *Dean, Utah State University College of Engineering*

The tractor work goes back to the 1990s, at the USU Center for Self-Organizing and Intelligent Systems (CSOIS), from which seven members eventually broke off to form ASI. Since 1992, CSOIS researchers have carried out around 30 projects in automation and control, robotics and autonomous vehicles, including an internet telepresence concept that eventually resulted in the formation of Visionary Products, Inc. (VPI), developer of a robotic kit called Red Rover in partnership with The Planetary Society and Lego Company.

ASI previously won an Edison Award in 2013 for its patented Guideline® Robotic Convoy System that tethers unmanned follower vehicles to a manned or unmanned lead vehicle. That sort of work is strikingly similar to the products from Peloton Technology, which in late 2015 partnered with the Utah Department of Transportation to hold a debut demonstration of its two-truck platooning system on I-80 in Tooele County outside of Salt Lake City.

“The system allows two semi-trucks to platoon together, similar to drafting off a bicycle,” explained UDOT spokesperson

John Gleason. “The two trucks connect within about 40 feet of each other and simultaneously brake, accelerate and react to road hazards up to 800 feet away.” The result is significant fuel savings for both trucks. Innovation enabled by the Utah testing led to the Silicon Valley-based company closing on \$60 million in Series B funding in April 2017, involving a host of investing companies that included Omnitrac, Intel Capital, Mitsui USA, UPS Strategic Enterprise Fund, DENSO International America and Lockheed Martin. Boosted by the new investment, Peloton is accelerating vehicle integration projects with several truck OEMs (including Volvo Trucks North America), as well as Tier 1 brake system and connected-vehicle suppliers. The Peloton investor mix includes a variety of leading global companies, enabling Peloton to collaborate extensively to bring its

solutions to international markets. Intel, a co-leader on Peloton’s 2015 Series A round, announced in November 2016 that it will invest \$250 million in automated driving solutions.

#### **School’s In**

In April, officials from the University of Utah, Rice University, the National Science Foundation and companies such as National Instruments unveiled the Platform for Open Wireless Data-driven Experimental Research (POWDER). Essentially a test bed for a smart city, the 26-node network will include parts of Salt Lake City as well as the University of Utah campus, and require \$27.5 million in infrastructure and equipment.

On May 14, 2018, The College of Engineering at USU hosted a ribbon-cutting at the USU Electric Vehicle & Roadway (EVR) Research Facility &

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# Here’s to the Next 150 Years of Coming Together!



Test Track, marking the first-phase completion of a newly-installed solar array and new electric vehicle charging stations at the EVR. The solar panel system was made possible through Rocky Mountain Power incentives and a large Blue Sky grant from the utility. The ChargePoint EV charging stations were provided through funding from the Utah Sustainable Transportation & Energy Plan initiative administered by Rocky Mountain Power. These two installations plus three current research projects have resulted in more than \$1.2 million in funding from Rocky Mountain Power to USU over the past year.

David Christensen, executive director of the Sustainable Electrified Transportation research center at USU, said the purpose of the event was to recognize the expanding partnerships that USU is developing with companies

including Rocky Mountain Power and others in support of the EVR complex, where engineers and researchers from universities, industry and government are working to develop the technology that will enable sustainable electrified transportation.

On that same day in May, USU named longtime Utah State University professor and administrator Jagath Kaluarachchi as the new dean of USU's College of Engineering. He lauded the school's more than 3,000 students and 100 faculty members across six departments but called special attention to the school's facilities.

"When it comes to teaching and high-end research in engineering, you've got to have exceptional facilities, and we have been blessed with that," he said noting, "We are essentially doing tomorrow's work today." ■

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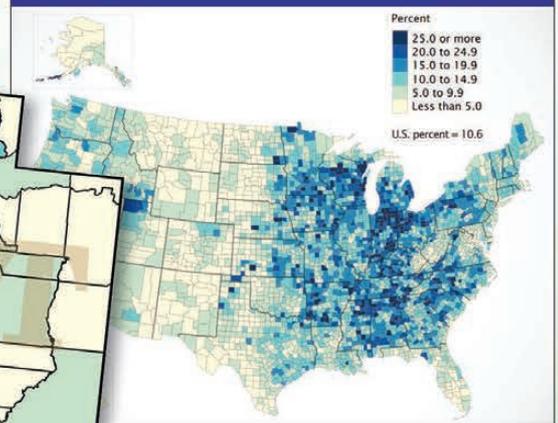
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**T**here's a saying in Utah: "What Utah makes, makes Utah." This is a state whose official motto is the single word, "Industry."

According to the National Association of Manufacturers, manufacturing makes up 12 percent of Utah's economic output, totaling \$20 billion dollars annually. Some 3,600 manufacturing companies employ more than 125,000 Utahns with an average annual compensation of more than \$65,000 per worker.

"We're extremely diversified in manufacturing," says Todd Bingham, president of the Utah Manufacturers Association. "The supply chain for manufacturing is very well-connected, and many of our manufacturing companies do business in multiple sectors. There's a very good mixture," says Bingham, "of high-tech manufacturing and then traditional manufacturing."

Computer and electronics products make up Utah's leading manufactured goods, followed by primary metals and processed foods.

#### **AN AEROSPACE LEADER**

Notably, Utah also has one of the highest concentrations of aerospace manufacturers in the country, including Boeing, Northrop Grumman, Raytheon, Rockwell Collins, Orbital ATK, Aerojet Rocketdyne and Lockheed Martin.

Northrop Grumman, which has enjoyed a presence in Utah since 1968, recently purchased Orbital ATK for a reported \$22.75 billion. Orbital ATK makes

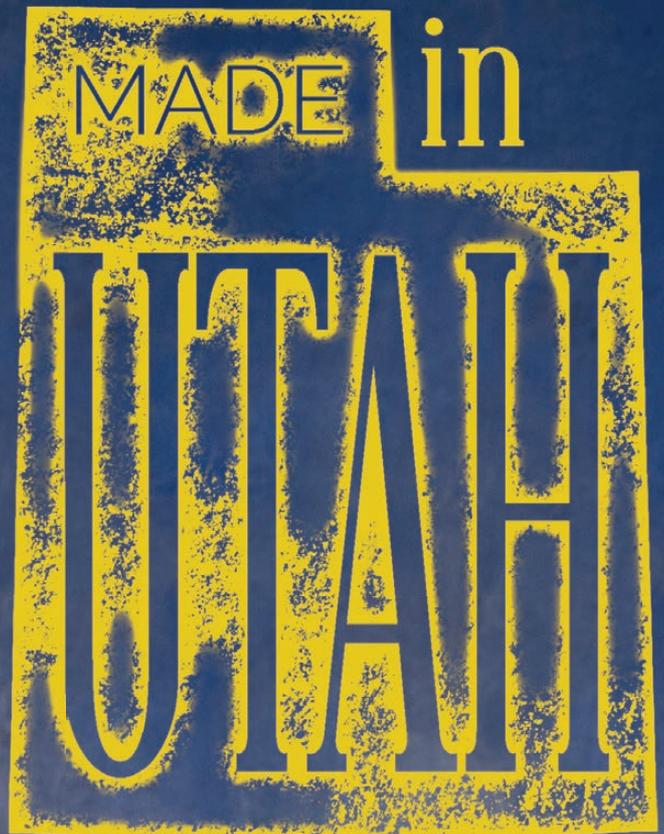
launch vehicles and their propulsion systems, with rocket motors produced by Orbital ATK used in the Trident II D-5 and Minuteman III strategic missiles. Boeing is producing the back wings of its next generation 787 Dreamliner in Utah and employs more than 750 workers in the state. The aerospace giant has facilities in Salt Lake City, Northport, and West Jordan.

Utah also is a leading medical equipment manufacturer. Stryker, a global leader in medical technology, makes neurovascular products at its facility in Salt Lake City, where a \$100-million expansion is underway that will allow the company to enter orthopedic, spinal and endoscopy product manufacturing. Stryker's investment is expected to create 540 new jobs.

"Stryker has been operating in the Salt Lake City area since 2011," says Mark Paul, president of Stryker's neurovascular division. "During that time," says Paul, "we've benefited from the talented workforce and first-rate education, research, and healthcare facilities in the area."

#### **UNIQUELY UTAH**

Enve Composites is uniquely Utah. Founded in Ogden in 2007,



by GARY DAUGHTERS

Image: Getty Images



Enve Composites was founded in Ogden, Utah, in 2007.  
Photo courtesy of Enve Composites

Enve manufactures bicycle rims for the serious cyclist; a set of Enve rims costs about \$3,000, says Jake Pantone, Enve's director of marketing.

"At the beginning," says Pantone, "it was like any crazy little startup. We were crammed into some very small office space with three of us

combination of ride quality," he says. "Carbon products are only as good as the molds they come out of, and we control the whole process from start to finish. We invest a lot of time and money in the molds we produce. We spend a lot of time and resources to really refine the ride quality of the product."

**"... we've benefited from [Salt Lake City's] talented workforce and the first-rate education, research and healthcare facilities in the area."**

— Mark Paul, Stryker

in one 12-by-12 office. We did a bunch of small things just to keep the lights on and fund the real development."

Enve rims are made not of aluminum, but of lighter-weight carbon. The trick, says Pantone, is to design and produce rims that are as light as possible without sacrificing strength.

"We're consistently refining the construction of the product until we hit a desired

Enve's success allowed it to build a new 80,000 sq.-ft. headquarters in 2017, where its workforce of 200 now can produce 40,000 rims per year, Pantone says.

"We strive to be an authentic company," says Pantone. "We make the products that we want to ride because we are cyclists ourselves. We're making a high-end product and we make no excuses for that. Our buyers keep coming back for more." ■

# The Promised Land

by GARY DAUGHTERS

Utah's outdoor amenities  
are numerous &  
world famous.



**F**rom the five-star ski resorts of Park City to the other-worldly grandeur of Zion National Forest and Bryce Canyon, from the burgeoning outdoor wilderness scene in and around Ogden to the thrilling bike trails in the hills above Moab, Utah sets the pace for spine-tingling adventure.

The great outdoors is central to life in Utah. And it's a boon to the state's robust economy.

Photo courtesy of Visit Utah

Outdoor recreation contributes more than \$12.3 billion in state GDP, employs more than 110,000 people earning nearly \$4 billion in wages and helps drive a vibrant tourism industry.

Utah's natural assets include 54 million acres of public land, five stunning National Parks known collectively as "The Mighty Five," thousands of miles of hiking and biking trails and fourteen ski resorts set among "the greatest snow on earth."

There's more. Hunting in Utah is a multi-million dollar

"Hoodoos" line the floor of Bryce Canyon National Park. Photos courtesy of Utah Office of Outdoor Recreation



industry. Iconic sandstone walls attract rock and ice climbers. Boating and fishing on the state's abundant waters are as good as it gets.

"What really sets Utah apart is the public lands we have here and the recreational opportunities they present," says Nazz Kurth, president of Petzl America, the outdoor equipment giant headquartered in Salt Lake City. Kurth, like many Utahns, aggressively mixes work and play; he was reached by phone on a skiing trail high above the Utah capital.

"Utah," says Kurth, "attracts

people who want a quality of life. That means working hard and also means playing hard. It means, for example, going skiing right out your back door. Or climbing towers in the desert. Or just camping out in the majesty."

Based internationally in Crolles, France, Petzl makes climbing equipment that includes helmets, harnesses, carabiners, ropes, and top-of-the-line headlamps. In addition to its recreational gear, Petzl supplies support equipment to professionals who work in the "vertical realm," says Kurth, such as arborists and firefighters. Petzl's Salt Lake City headquarters, completed in 2014 and certified Platinum LEED, includes a 60-foot indoor climbing wall.

### **A Proving Ground for Outdoor Gear**

For Petzl, and for dozens of other companies, Utah's great outdoors provides an optimal proving ground for product development. Amer Sports, located in Ogden, cites employees' use of nearby trails for helping push its Salomon line of hiking and trail running shoes.

"When we came to Utah," says Mike Dowse, president of Amer Sports Ball Sports, "Salomon wasn't known for its trail running products. I credit the trail system above Ogden for helping push that aspect of our line. There are a dozen trail heads right near our office."

Other outdoor companies that have chosen to headquarter in Utah include Black Diamond, Skullcandy, Ground Zero, Easton and GPS. The outdoor economy has become such a boon to Utah that, in 2013, Governor Gary

Herbert created a first-in-the nation statewide Office of Outdoor Recreation.

“Our mission,” says director Tom Adams, “is to make sure that all Utahns can live an active lifestyle through outdoor recreation. People here tell their friends and family about Utah and tourism gets boosted. Then, before you know it, new businesses come to Utah. We’ve seen this happen time and time again. Every company we work with,” says Adams, “says that outdoor recreation is a vital point of why they’re moving to Utah.”

Adams notes that, with the boost from the highly successful 2002 Winter Games, entire Utah communities, including Moab, Park City and Ogden have shifted economic focus from minerals extraction to outdoor sports. The Wall Street Journal has named Ogden as “the center of the outdoor sports gear” in the U.S. In addition to Amer Sports, outdoor companies that call Ogden home include ENVE Composites, Mercury Wheels and Osprey Packs.

### **Hoodoo Voodoo in Southern Utah**

Zion National Park in extreme Southern Utah is the third-most popular national park in America, having greeted a record 4.5 million visitors in 2017. Bryce Canyon National Park enjoyed a record year, as well, ranking 12th nationally with 2.6 million visits.

Bewitching “hoodoos” greet guests at Bryce, a four-and-a-half hour drive south of Salt Lake City. The tall, skinny spires, according to the National Parks Service, appear in greater abundance in the park’s cathedral-like northern section than anywhere else in the world.

Ranging from human-size to well over 100 feet tall, the jagged, totem-like formations are the product of 40 million years of erosion and “frost-wedging,” the geological process of weathering caused water seeping into cracks, freezing and thus expanding.

Hoodoos, being in a constant state of decay, won’t be at Bryce forever. Geologists believe their life span has about three million years remaining. ■

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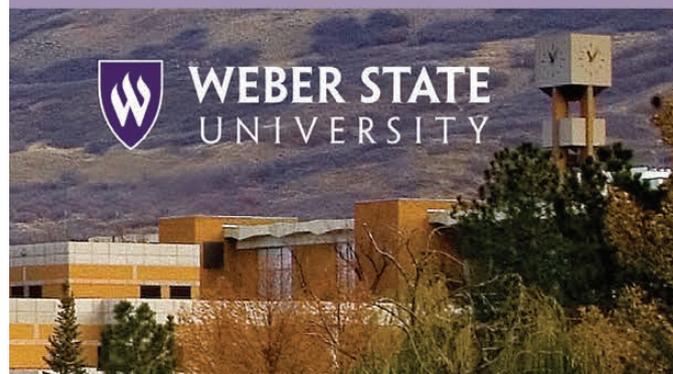
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Philo T. Farnsworth gave the world its first television set. Getty Images

## From it's earliest days, Utah has been a hive of industry.

by GARY DAUGHTERS

**T**he Mormons who settled Salt Lake Valley in 1847 were enviable multi-taskers. Equipped with only the scant provisions that could fit inside their wagons, they faced the momentous job of feeding themselves in a virtual desert while erecting a city from scratch. In short order, they irrigated fields, constructed log cabins, built roads and bridges and laid the foundations of public utilities. By 1853, they had broken ground on the world-renowned temple around which



Salt Lake City arose.

It's not a coincidence, then, that the word "industry" anchors the Great Seal of Utah. As if to emphasize the point, there's a beehive below it. Utahans are a busy lot, indeed, and their knack for enterprise has given birth to innovations that range from the amusing to the indispensable.

### **Wire's Pigeon House**

Lester Wire was the Salt Lake City police department's first traffic chief, appointed in 1912 at the age of 24. Traffic control, such as it was, was an evolving

concept when Wire took the job, with horse-drawn buggies, early automobiles and pedestrians required to carve their own lanes and fend for themselves. Wire dispatched a patrolman to the intersection of Second South and Main Street to try to impose order.

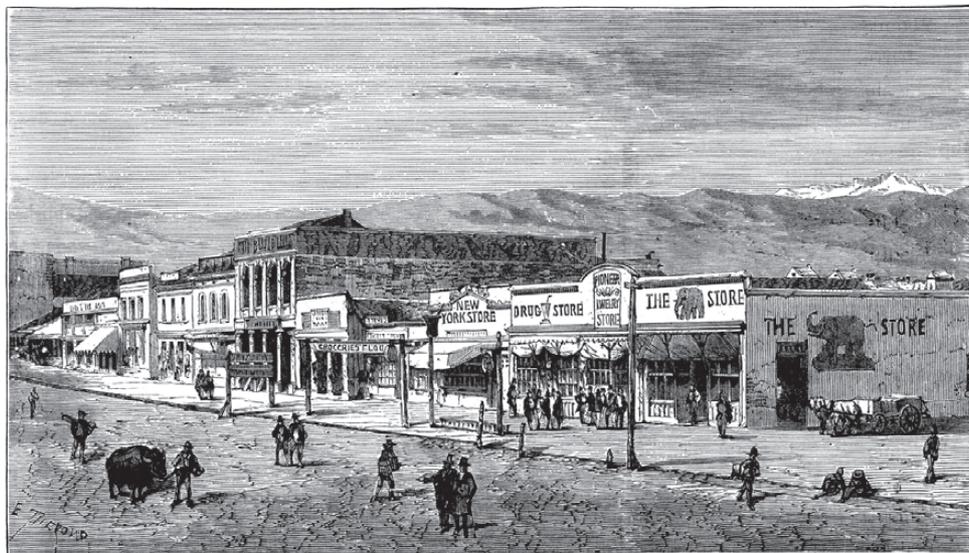
Becoming concerned for the traffic cop's safety, Wire tried something different. He dipped light bulbs in red and green paint and installed them in two's on all four sides of an electrified wooden box. He mounted the box to a ten-foot pole and placed his odd contraption at the busy intersection, an illuminated green light signaling "go," and a red one ordering drivers to stop. So simple and efficient was the solution that it eventually caught on ... everywhere.

While the worldwide adoption of the traffic light testifies to Wire's ingenuity, the original was scoffed at in Salt Lake City; it was alternately known as "Wire's Bird Cage" and "Wire's Pigeon House."

### **The Fame-Worthy Man History Forgot**

Growing up on a farm in Rigby, Utah, Philo Farnsworth showed an early knack for things electronic. As a child, he rigged his mother's hand-powered washing machine for electricity and invented a magnetized car lock. According to the memories of his granddaughter Jessica, Farnsworth, while plowing rows in a field as a teen, experienced an epiphany: if he could train an electron to scan rows across a screen, he could send pictures through the air.

On September 7, 1927, Farnsworth successfully transmitted an electronic



A STREET IN SALT LAKE CITY.

image for the first time. His “image dissector” proved to be the advance that led to the modern TV.

“My contribution,” Farnsworth said years later, “was to take out the moving parts and make the thing entirely electronic. That was the concept I had when I was a freshman in high school.”

Over the course of his life, Philo Farnsworth accumulated some 300 US and foreign patents in areas including nuclear fusion, radar and night vision devices. He foresaw the development of flat screen and high definition. Still, the father of the television lived his life in relative obscurity.

“He was,” said Jessica, “the most famous man no one ever heard of.”

### **The Heart of the Matter**

Robert Jarvik began building and refining artificial hearts while a student at the University of Utah. In 1971, Jarvik joined the university’s artificial organs program headed by famed Dutch physician and inventor Willem Johann Kolff. Kolff assigned Jarvik the task of producing a heart for human implantation.

Jarvik’s creation, made of plastic and metal and

connected to a compressor the size of a washing machine, was approved by the FDA in 1981. On December 2, 1982, the “Jarvik 7” became a worldwide sensation when a team of university surgeons implanted the device into Barney Clark, a retired dentist from Seattle who was facing imminent death. Clark survived 112 days with the Jarvik 7, which was thus considered the world’s first “permanent” artificial heart.

### **Whirling Away**

In 1937, Walter Frederick Morrison of Richfield, Utah tossed the lid of a popcorn can, flying-saucer style, to his girlfriend Lu. It thrilled them so much that they flung it back and forth until it broke. Seeing wider possibilities in their novel form of amusement, the couple launched a side business selling “Flyin’ Cake Pans.”

After service in World War II, Morrison convinced an investor to finance a plastic mold that produced the “Whirlo-Way,” the world’s first flying disc. An ensuing version, known as the Pluto Platter, Morrison sold to the Wham-O toy company, which in 1957 gave it the name it is known by around the world today. The Frisbee. ■

Salt Lake City has buzzed with activity since its earliest days.  
Getty Images

# This is UTAH

The Windows at Arches National Park.  
Photo by Tom Till





2

1. Couple hikes The Narrows in Zion National Park near Springdale.

Photo by Matt Hage

2. Hikers at Goblin Valley State Park.

Photo by Michael Kunde Photo



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1. The beach at Blue Water Resort in beautiful blue Bear Lake.

Photo courtesy of Visit Utah

2. Solitude Mountain Resort located in the Big Cottonwood Canyon of the Wasatch Mountains.

Photo by Matt Hage

3. Antelope Island Kayaker on The Great Salt Lake.

Photo by Michael Kunde Photo



1



2

1. Cedar Breaks National Monument Rangers host a star gazing demonstration, or star party, at Brian Head Resort.

Photo by Matt Hage

2. Sundance Film Festival at Mary G. Steiner Egyptian Theatre in Park City.

Photo by Matt Morgan/Visit Utah



INCLUSIVE



Keaton Delmar Johns as The Clown in the Utah Shakespeare Festival's 2017 production of The Merry Wives of Windsor. Cedar City, Utah  
Photo by Karl Huggs. Courtesy Utah Shakespeare Festival 2017.

Diversity in landscape and diversity in heritage is proudly embraced by each and celebrated by all.

Utah welcomes the world to visit, to play, to stay.



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Motorcyclists take a cruise down Scenic Byway 12 through Red Canyon.

Photo by Tom Till



THRIVING



Sundance Film Festival  
Historic Main Street, Park City, Utah

Shakespeare in Cedar City,  
Folk in Moab, Arts in Salt Lake, Opera  
in Logan, Sundance in Park City.

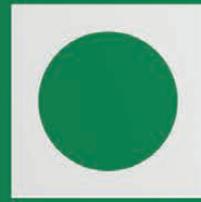
Utah's thriving culture is  
world-renowned and close to home.



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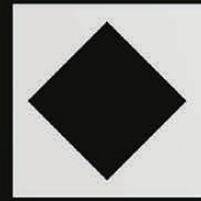
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\* *Chief Executive Magazine*, May 2016 / \*\* *Forbes Magazine*, October 2015 / \*\*\* ALEC-Laffer Rich States, Poor States, April 2016

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