

# Salt Lake County Regional Export Plan

April 2016



A part of The Global Cities Initiative,  
a joint project of Brookings and JPMorgan Chase



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*"It's time for new economic development efforts that focus on real market expansion. That means we bridge the divide between international customers and Salt Lake County's small to medium size companies offering goods and services. We want to strengthen our global competitiveness and advance broad prosperity for our metropolitan region."*

Mayor Ben McAdams

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## Executive Summary

Through a coordinated effort led by Salt Lake County Mayor Ben McAdams' office, the Salt Lake Metro Region has begun to address the opportunities and challenges brought by globalization through the development of a market-driven plan aimed at expanding exports and international investment. The *Salt Lake County Regional Export Plan* aims to increase small and medium enterprise export activities in alignment with the County's "Future We Choose" strategy, which focuses on building a healthy community made up of healthy people, healthy places, expanded opportunities, and responsive government.

The Plan reveals that the County is responsible for 47% of Utah's exports; however, more than 30% of the County's exports are from one industry. The Plan also details the export challenges and puzzlement that the region's smaller companies face, specifically cultural, governmental, and contractual issues. A key finding from the Plan is the underutilization of the County's unique hard (i.e., transportation infrastructure) and soft (i.e., linguistic diversity) assets.

In response to these key findings, Salt Lake County, with the assistance of World Trade Center Utah, will implement a tactile approach to expanding global competitiveness for midmarket threshold exporters by providing education and mentorship to regional businesses, building upon existing regional hard and soft assets, providing the necessary support services ecosystem, and driving policy aimed at enhancing global competitiveness for Salt Lake County businesses. The proactive completion of the Plan's strategies, tactics, and recommendations will ensure that the County is well-positioned to provide high-paying jobs to a fast-growing population.



01

# Introduction

Salt Lake County is primed for a new era of economic development, which includes focusing on global opportunities. As a growing number of the region's companies produce high demand goods and services, it's imperative to bridge the divide separating them from international customers. By strengthening and advancing global competitiveness and connectedness for targeted industries, broad prosperity is ensured within the region for generations to come.



## 01 Introduction (cont.)

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The measurable economic success of the Salt Lake Metro is a direct result of the shared vision of the region — a vision where the collective participants develop innovative and structured partnerships to achieve goals and address issues while actively choosing its future. Salt Lake Regional Government and the State of Utah are known for cross-governmental collaboration and public-private partnerships that leverage the region's invaluable assets with great success. Salt Lake County Mayor Ben McAdams, in close coordination with stakeholders throughout the Metro Region, is spearheading efforts to capitalize on opportunities and overcome challenges brought by globalization through the development of a market-driven plan aimed at expanding exports and international investments.

Mayor Ben McAdams announced in January of 2015 that the Salt Lake County region

("the County") would join the Global Cities Initiative – a five-year collaboration sponsored by the Brookings Institution and JPMorgan Chase. The initiative supports the development and implementation of comprehensive regional strategies to increase international connections and competitiveness. It encourages broad-based stakeholder engagement to ensure a shared sense of mission and ownership. Throughout this effort, Mayor McAdams has solicited input and feedback from businesses and coordinated with several community partners, including World Trade Center Utah, the Utah Governor's Office of Economic Development, Economic Development Corporation of Utah, the Salt Lake Chamber, Salt Lake Community College, several small chambers of commerce, and business leaders within the region. The Kem C. Gardner Policy Institute at the University of Utah also assisted with outreach and analysis for the market assessment. The result is a targeted set of measures behind which the community can unite to generate increased opportunity, wealth, and prosperity.

02

## Why Export?

“Simply put, the community of Salt Lake County wants to expand our economic development efforts with purpose. For too long we have been reactive, accepting, even incenting, company relocations and expansions without a macro view of how that relocation or expansion fits within our community's fabric. We want to embark upon new economic development efforts with an eye toward true market expansion which means bridging the divide between international marketplaces and our small to medium size business community.”

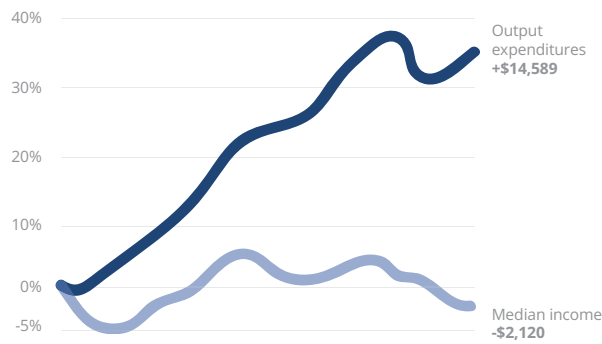
Mayor Ben McAdams



## 02 Why Export?

The Salt Lake County regional economy has recovered well in the wake of the Great Recession; however, it is not clear that individuals and families of today, and the future, will be better off. As evidenced in the graph below, total per capita income annual growth is slowing, while output per capita expenditures are increasing.

### Change in Output Per Capita and Median Household Income (since 1990)<sup>1</sup>



Individual income is not keeping up with the cost of living and the region's population is expected to grow dramatically.<sup>2</sup> It's imperative that high paying jobs are secured in the present and a long term strategy is in place to secure the future of the region.

Exports and internationally focused firms can play a significant role in diversifying and

expanding a regional economy. To maintain a robust economy and capitalize on expanding international markets, the regional economy must grow and diversify its export portfolio. This can be done by increasing the number of companies exporting and helping them expand their customer base overseas.

Firms that export goods and services return approximately 18%<sup>3</sup> in higher wages, lower unemployment levels, increase worker productivity, and directly contribute to Gross Metropolitan Product (GMP), Gross State Product (GSP), and Gross Domestic Product (GDP). The majority of future GDP growth is projected to occur outside the United States and the world's purchasing power is significantly larger than the domestic national market. This is a sizable opportunity for businesses in the region to take advantage of the growing global middle class of consumers and to address the critical need of future growth.

Nationally, only 1% of new job growth is attributable from traditional firm recruitment economic development activities; however, increased exporting activity accounts for nearly 6,000 new jobs created for each \$1 billion in export value.<sup>4</sup> Expanding export activity from the region's private sector goods and services businesses is critical to creating and maintaining innovative businesses that are competitive at home and abroad.

1 - Data from the Brookings Institution. 2 - Utah Foundation. (2014). *A Snapshot of 2050*.

3 - Riker, D. (2015). *Export Intensive Industries Pay More on Average*.

4 - Data from the International Trade Administration.

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## ■ Defining Our Future

Salt Lake County joined the Global Cities Initiative to provide a defined process, expertise, and a network to navigate the global exporting forum. This export plan is part of a greater regional economic development effort being lead by the County with the support of many local, state, and national partners. The new approach comes from a recognition that the conventional wisdom around local and regional economic development has significant flaws because it is not having impact on the household and individual level. The traditional approach to economic development focuses on spending millions of dollars on tax breaks and incentives to produce marginal returns at best. In Salt Lake County, this has been done in the form of tax incremental financing, which typically focused on retail development driven by developers and local communities needing sales tax revenue. Under the leadership of Mayor McAdams, the Salt Lake County Regional Government analyzes the regional economy in a comprehensive and collective fashion using innovation and data to produce outcomes reflective of the community's shared value system.

*“States and localities spend \$50 billion to \$80 billion on tax breaks and incentives each year in the name of economic development, despite a mountain of evidence showing that tax incentives produce mostly marginal returns ... Some incentives can bring solid benefits or address key market gaps, such as tax credits to remediate polluted sites or incentives to targeted suppliers that strengthen an existing industry cluster. Many more are questionable in form and focus: tax increment financing to support suburban malls and sports arenas; tax rebates for businesses to move from this town to that and back again; subsidies to build far-flung industrial parks and office towers ... At worst, the prevalent use of tax incentives, coupled with multiple separate taxing jurisdictions in a region, pit jurisdictions against one another in ways that erode value in the economy and drain precious resources away from the people and assets that matter.”*

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Amy Liu<sup>5</sup>



## 03 Defining Our Market

### Historical Legacy

Salt Lake County was officially created on January 31, 1850 - just three years after Mormon Pioneers arrived in the region. Since then, the ideals of a globally connected community have long been present. The region served as a vital trading point during The California Gold Rush, with local produce and livestock swapped for textiles and manufactured goods from the east. The First Transcontinental Railroad was completed just north of Salt Lake City (66 miles northwest at Promontory Summit), forever changing the nature of long-distance trade, making travel and the exchange of goods from coast to coast cheaper, faster, and easier. Thereafter, a link to the region was completed, corresponding with the discovery of rich pockets of gold

and silver in the Wasatch Mountains. The population doubled by the 1880s, with manufacturing, agriculture, and trade serving as the basis of a thriving cosmopolitan commercial center. The County's entrepreneurial, outward facing population has become a thriving community where approximately 120 languages are spoken, with Spanish, Chinese, and Pacific Island languages among the most common.<sup>6</sup>



### Defining Our Metro Region

Salt Lake County is home to 17 cities including Salt Lake City, which serves as the State Capital, and 5 townships. With a total population of approximately 1.14 million people, the County hosts 37% of the total population within the State of Utah. The County is part of the Salt Lake City Metropolitan Statistical Area (MSA) that includes both Salt Lake and Tooele Counties. Almost 80% of Utah's population lives in the valley located west of the Wasatch Mountain Range, commonly referred to as the Wasatch Front.

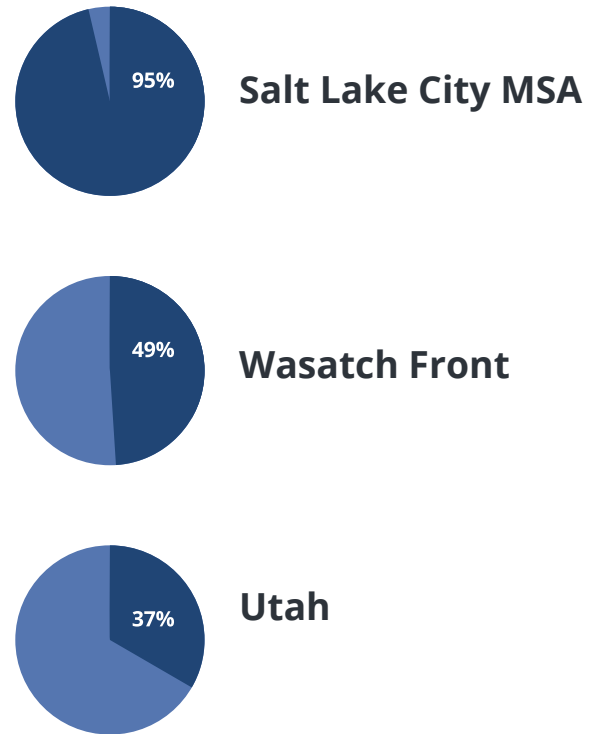
The County, considered to be a part of the Crossroads of the West, is home to a major transportation hub. Hosting air service from the Salt Lake City International Airport, rail service from the Union Pacific Intermodal Terminal, and interstate service from I-15 and I-80, this zone of the region has long been considered the inland port of the state.<sup>7</sup>

6 - Data from the United States Census Bureau.

7 - Utah Governor's Office of Economic Development. (2015). *Business in Utah*.



### SLCo Population Comparisons



At the state level, the Utah Governor’s Office of Economic Development employs an industry cluster strategy that targets sectors with high growth potential. Cluster industries employed more than 193,000 Utahns, with an average wage of \$66,865 in 2014. This wage was significantly above the state average of \$42,180.<sup>8</sup>

### Utah’s Targeted Economic Clusters:

- Aerospace and Defense
- Energy and Natural Resources
- Financial Services
- Life Sciences
- Outdoor Products
- Software Development and Information Technology<sup>9</sup>

8 - Data from the Utah Governor’s Office of Economic Development.  
9 - Sourced from the Utah Governor’s Office of Economic Development.

The following tables display the County's highest employing and paying sectors for the third quarter of 2015:

### Largest Industry Sector by Average Employment<sup>10</sup>

Industry Sector	Average Employment
Health Care and Social Assistance	73,948
Retail Trade (44-45)	69,599
Education Services	56,532
Manufacturing (31-33)	53,797
Admin., Support, Waste Management, Remediation	51,884
Administrative and Support Services	50,553
Professional Scientific and Technical Services	49,892
Accommodation and Food Services	48,233
Finance and Insurance	44,286

### Highest Paying Industry Sectors by Average Monthly Wages<sup>11</sup>

Industry Sector	Average Monthly Wage
Mining	\$6,986
Unclassified Establishments	\$6,183
Professional Scientific and Technical Services	\$6,056
Utilities	\$6,010
Management of Companies and Enterprises	\$5,765
Finance and Insurance	\$5,517
Wholesale Trade	\$5,457
Information	\$5,331
Manufacturing (31-33)	\$4,776

10 - Data from the Utah Department of Workforce Services.

11 - Data from the Utah Department of Workforce Services.

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## **Measuring Our Market**

The research methodology for the market assessment included firm-level surveys with the regional business community and face-to-face interviews. The survey received more than 300 responses and 45 companies were interviewed.

### **Highlighted Survey Findings:**

- Nearly 60% of respondents did not consider themselves exporters.
- Top export destinations: Canada, China, Australia, Japan, Germany, Korea, and Mexico.
- Top export challenges: foreign government regulations and policies, global sales contracts, and lack of export knowledge.
- Potential services requested: training workshops, mentorship programs, networking opportunities, and individualized export business coaching.

### **Highlighted Interview Findings:**

- All of Utah's targeted economic clusters were represented.
- Several companies had no desire to export.
- Lack of profitability was a commonly mentioned export barrier.
- One company was an industry leader and in more than 80 countries.
- One company launched a crowdfunding campaign leading to international growth.

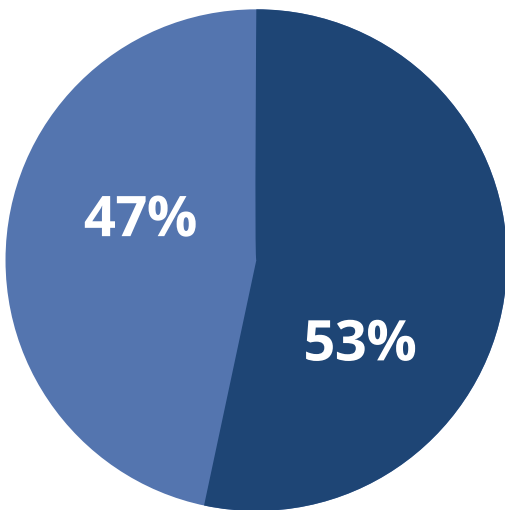
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## ■ Measuring Our Exports

The State of Utah exported \$21.6 billion in 2014, which ranked 30th among all 50 states.<sup>12</sup> The ranking moved up five spots from 2003; however, the state is much stronger than that figure portrays. Utah accounts for 14.5% of the nation's export share of GDP, which ranks 10th and has gone up 26 points in the last 11 years.

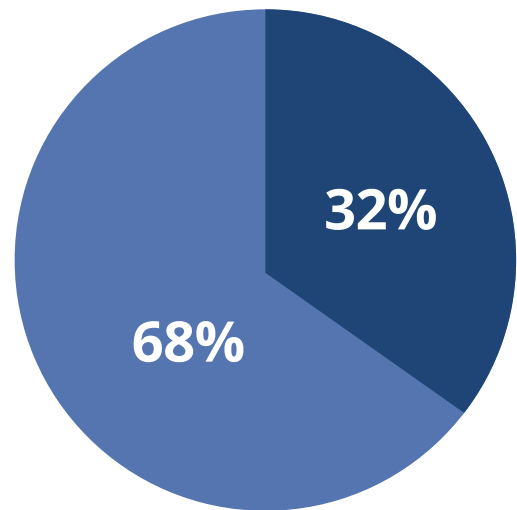
The Salt Lake City MSA had an \$11.42 billion nominal export value in 2014. Salt Lake County, excluding Tooele County, accounted for \$10.24 billion, which represents 47% of the State of Utah's \$21.6 billion export activity. Sixty-eight percent of the County's exports were goods and 32% were services.

**Total  
Utah Exports**



■ Salt Lake County   ■ All Others

**Salt Lake MSA Goods  
& Services Exports**



■ Goods   ■ Services

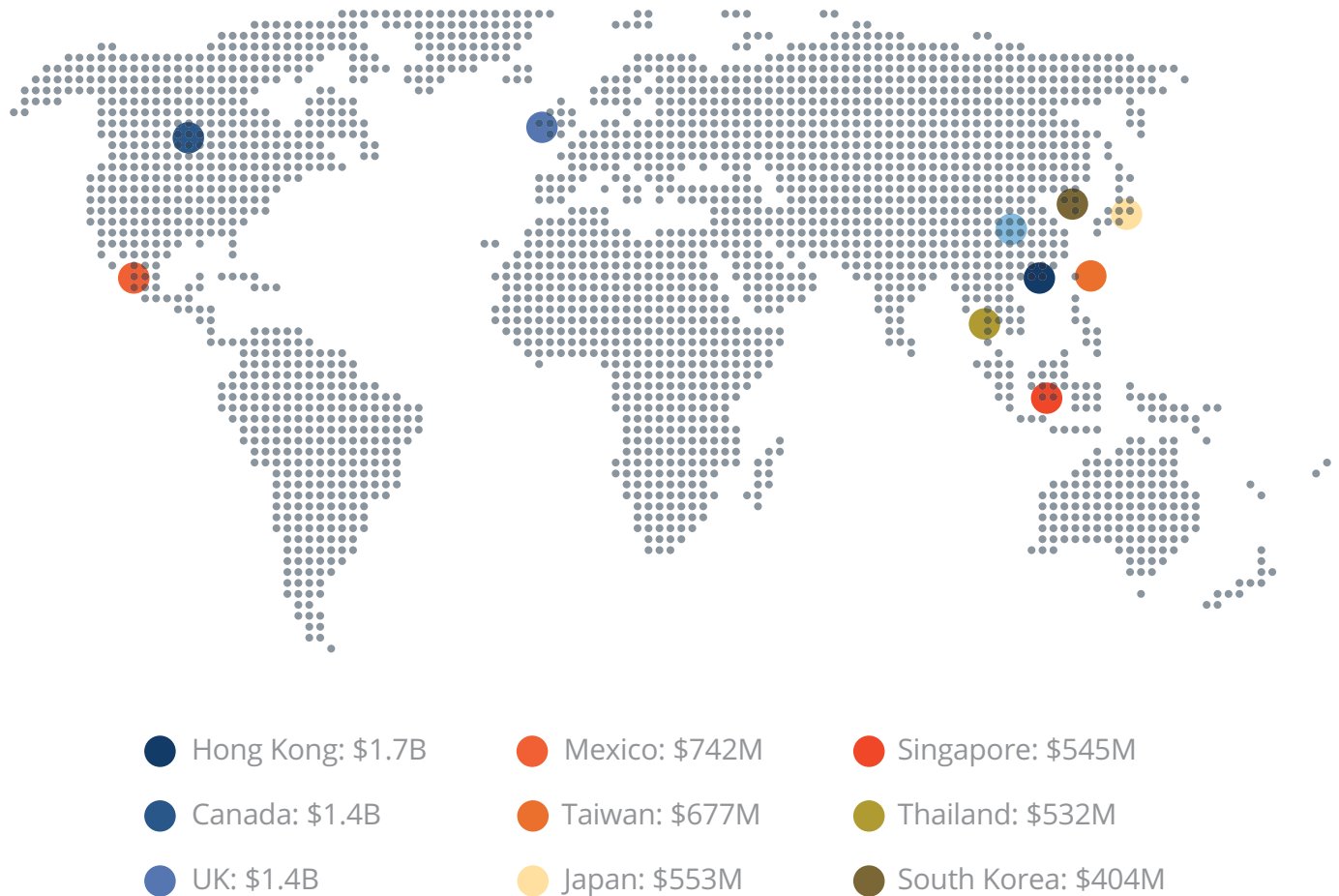
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<sup>12</sup> - Data from the Brookings Institution.

## Export Destinations

The Port of Hong Kong is Utah's largest export destination.<sup>13</sup> The majority of Utah exports enter the Chinese market through this port before moving inland. This concentration leaves much upside for future diversification into other foreign markets.

### Top 10 Destinations for Utah Goods Exports by Country<sup>14</sup>



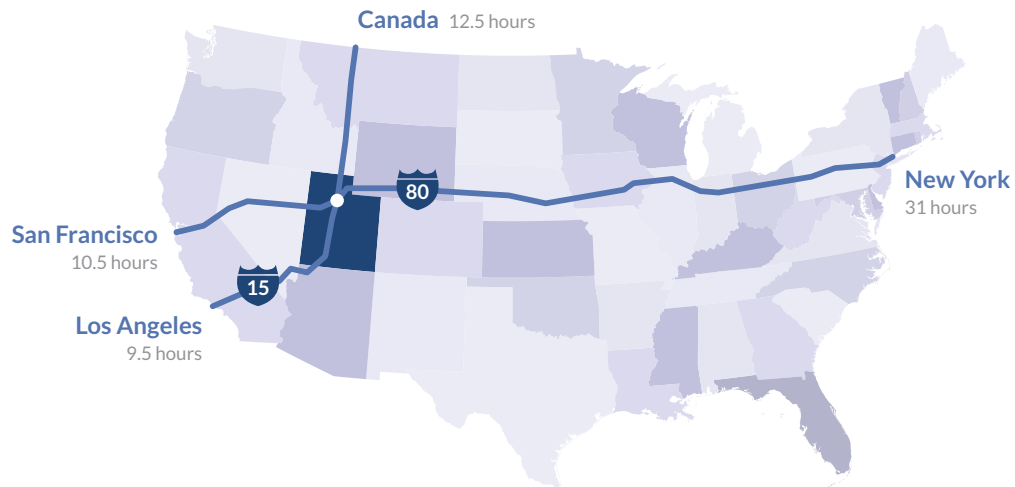
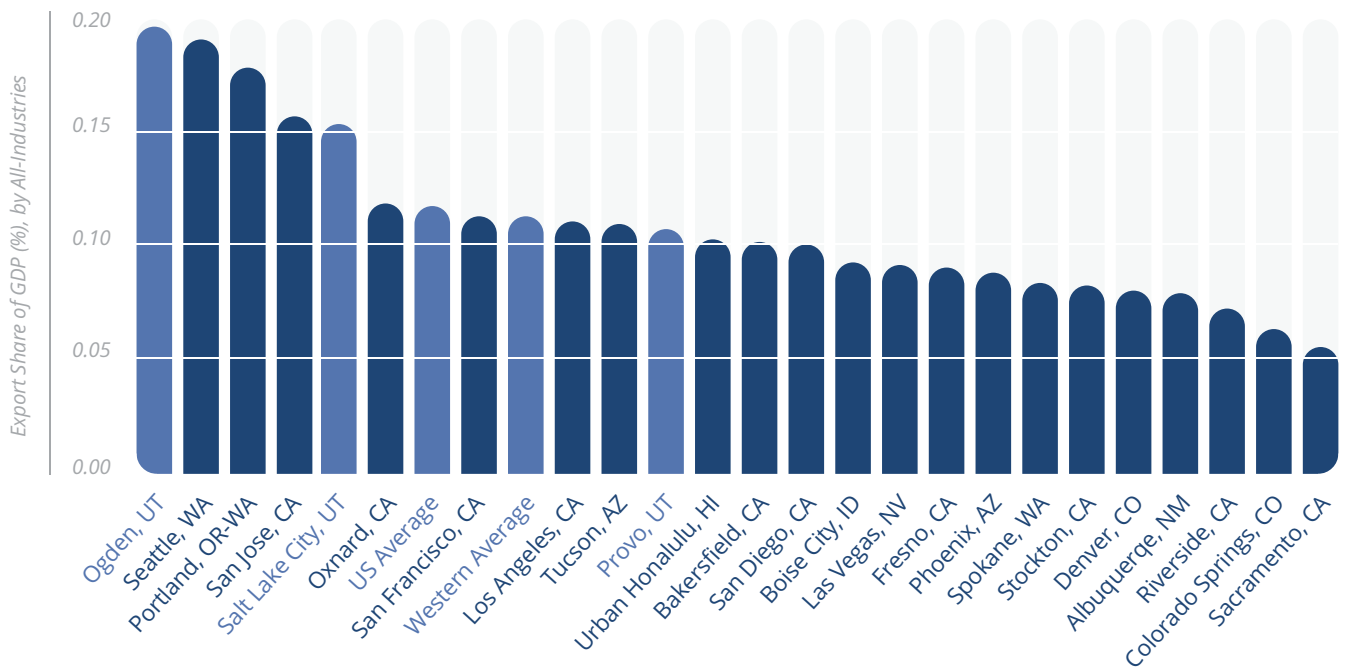
13 - Data from the United States Census Bureau Foreign Trade Division.

14 - Data from the United States Census Bureau Foreign Trade Division.

## Peer Performance

The chart below displays where the region ranks in export intensity (i.e., the ratio of exports to sales) against the national average and other western U.S. metropolitan areas. Neighboring Ogden, Utah, also located in the Wasatch Front, has a higher export intensity than the Salt Lake Metro. This is likely attributed to Ogden’s focused recruitment of outdoor product companies, including Amer Sports - the producer of Salomon, Wilson, Atomic, Arc’teryx, Mavic, Suunto, and Precor.

### Peer Export Intensity<sup>15</sup>



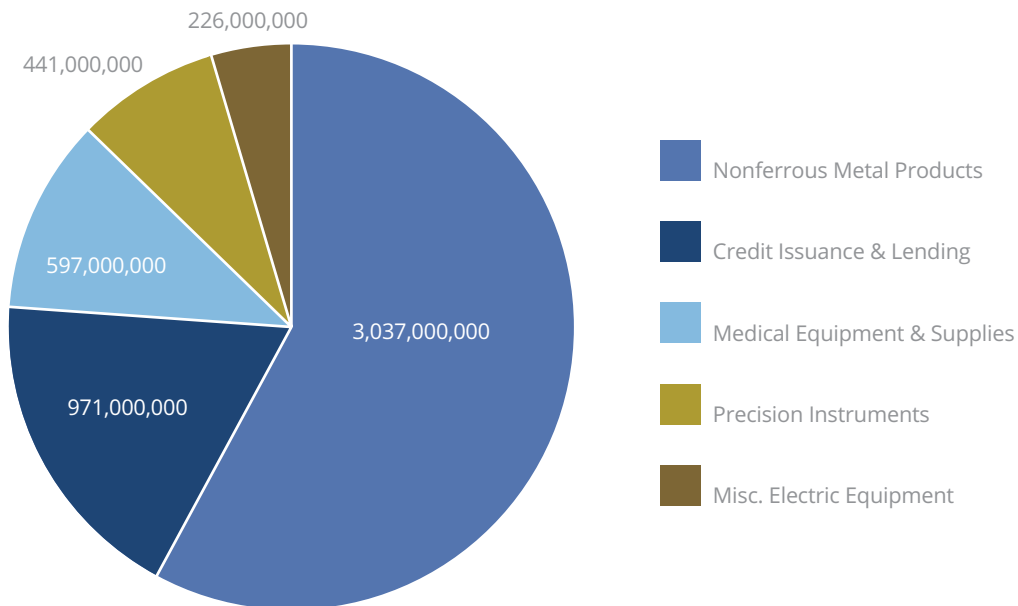
15 - Data from the Brookings Institution.

## 1

### **One-third of the region's export portfolio is one industry sector, while the remainder is comprised of a diverse set of industries.**

The Primary Metal Manufacturing (PMM) industry sector accounts for the majority of the region's exports. This sector has built a strong export foundation for the region, but export diversification is needed to achieve market stabilization and sustainability. The pie chart below highlights the region's top five industry sectors with a location quotient greater than 1.5. As an example, a location quotient of 1.0 in mining means that the region and the nation are equally specialized in mining; while a location quotient of 1.5 or greater means that the region has a higher concentration in mining than the nation.<sup>16</sup> Generally, these industries create jobs that pay higher wages. Diversifying this existing portfolio is important to sustaining and growing the region's trade economy and job growth.

#### **Total Export Value (\$) of Industry Sectors that Specialize in the Regional Economy**



16 - Sourced from the U.S. Department of Commerce Bureau of Economic Analysis.



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## 2

### **Businesses are content with domestic market and exporting is an afterthought.**

The market assessment revealed that a majority of companies in the region do not identify as exporters even in cases where they are selling to other countries. Nearly every company was satisfied to be operating their business locally. Quality of life, ease of doing business, the state's competitive tax structure, and connectivity to state and local political leaders were cited as the main reasons to remain domestic. These companies also expressed strong concerns about dealing with rules and regulations in foreign markets.

#### **Top reasons for not exporting:**

- Companies lack basic knowledge about exporting fundamentals and opportunities.
- The strength of the domestic market makes exporting seem undesirable.
- Smaller companies lack bandwidth and/or financial resources.

## 3

### **Smaller regional companies have higher barriers to exporting.**

Expanding to foreign markets is easier for larger firms in the region because they have the resources to address language, cultural, governmental, and contractual issues. Exporting is more challenging for smaller companies.

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## Challenges in home market:

- Low unemployment rates make it difficult for companies to find talent.
- Software companies, specifically, are struggling to fill workforce needs.
- Regulations in foreign markets are burdensome and expensive for smaller companies.
- Access to capital needed for expansion is limited, especially for companies looking to grow from the \$100 million to \$1 billion range.
- It is difficult for younger companies to access debt financing.

## Challenges in foreign market:

- Companies are not experienced with international government relations.
- Burdensome regulations such as product registration, CE marking, lack of regulation uniformity, and associated increased costs of expanding into new markets.
- Currency fluctuations and limited purchasing power of international buyers.
- Business costs driven up by duties and taxes.
- Upgrading or finding new distributors is time consuming.

The companies that are already exporting were oftentimes influenced by factors placed on them from foreign markets. Typically, foreign involvement was reactionary, rather than proactive.

## International market factors:

- Demands of customers pulled business into international markets.
- International market was more viable for businesses product offering(s).
- Reactionary response to demand.
- Business had relationship with international stakeholder (or domestic partner with understanding of foreign markets).
- Marketing strategy pushed business into international markets.
- Domestic sales and relationships turned into international sales through word of mouth and reputation.

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## 4

### **Advanced Industry clusters in the regional economy produce higher wages for workers.**

Advanced Industries in the County pay \$21,630 more than the average (\$48,780) across all industries and are growing 3.5% compared to the national average of 2.7%. Advanced Industry workers receive 30% higher wages than the region's median income for all industries. Also, Advanced Industries provide 11% of all jobs in the region and contribute \$11 billion in total output.<sup>17</sup>

#### **Advanced Industries include:**

- Medical Equipment & Supplies
- Aluminum Products
- Metal Ore Mining
- Precision Instruments
- Misc. Electrical Equipment
- Magnetic & Optical Media
- Audio & Video Equipment
- Miscellaneous Goods
- Misc. Nonmetallic Mineral Products

## 5

### **Export support services are not understood and opportunities go unrecognized.**

Businesses are often unaware of export services provided, and accessing these services is difficult because of agency overlap and lack of knowledge about exporting opportunities. The majority of companies interviewed were not aware of the resources available to help them expand internationally. They were generally confused about who they should talk to or what programming is available regarding education and services. Most companies interviewed had never taken advantage of government and/or nonprofit export services.

# 6

## The region has a multitude of available hard and soft assets to support export-related activities.

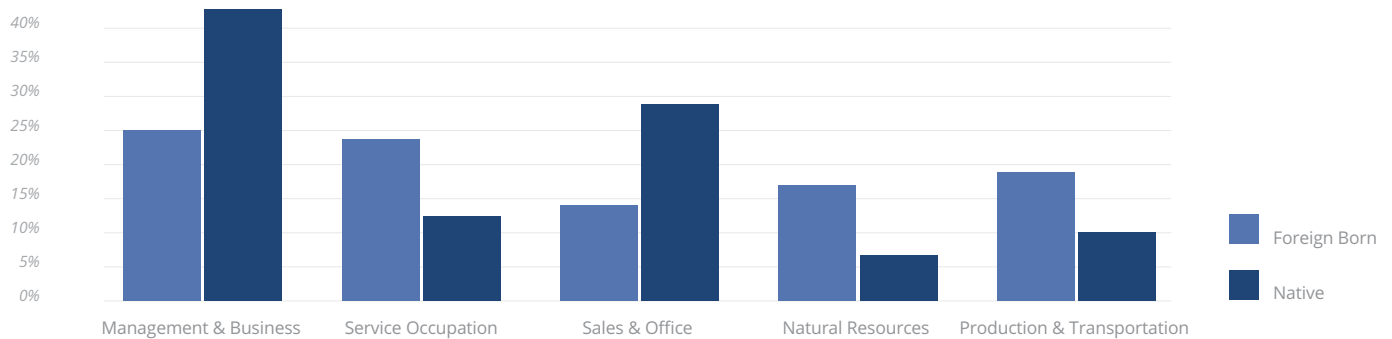
The County's hard infrastructure assets provide a foundation to support both existing export activities and expanded efforts. The region is often referred to as the "Crossroads of the West" because of the convergence of multiple forms of transportation that service commercial activities throughout the Intermountain West.

### Regional hard assets:

- Interstates 15 and 80
- Union Pacific Intermodal Terminal
- Salt Lake City International Airport
- Foreign Trade Zone #30
- Broad range of industrial, warehousing, and distribution facilities

Along with an established transportation infrastructure system, the regional economy has other attributes to assist in expanding its global position. Per capita, Utah is the most linguistically diverse region in the U.S.<sup>18</sup> In addition to the more than 120 languages spoken, the County has a growing immigrant population entering the workforce. More than 132,000 County residents are foreign born. Approximately 43% have had at least some college or postsecondary education and more than 10,000 are currently enrolled in a college or university. Approximately 70% of the County's foreign born residents are currently in the labor force and approximately 7% are starting their own businesses.<sup>19</sup> This burgeoning population further adds to the international connectedness of the region, thus increasing the opportunities for export related business activities.

### Salt Lake County Employment by Industry



18 - Sourced from Time, Inc.

19 - Data from the Salt Lake County Office of Community Innovation.

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## Regional soft assets:

- Seventeen active industrial bank charters
- Cross-sectoral dedication to global positioning and economic development
- Multilingual workforce
- Well established international connectivity

These assets have yet to be employed in a collective fashion to support a unified export plan despite efforts dating as far back as 1989 when the County completed the *Salt Lake County Inland Port Authority Feasibility Study*. The recommendation was to establish an inland port authority that could play a key role in the marketing and promotion of trade and transportation-related services and facilities.

## 7

### Middle market firms represent strong potential for export growth.

Research from the Brookings Institution has shown that under-exporting companies with \$20 to \$500 million of annual revenue stand to benefit the most from exporting. These companies are positioned to take on the risk, and leverage their economies of scale and internal resources to expand into new markets. During the market assessment, more than 600 middle market companies were identified to have strong export potential in the County.<sup>20</sup>

*“Engaging in global markets dramatically expands a firm’s strategic options for future growth. An exporting company can do the following: cultivate new business partnerships (suppliers, distributors, etc.), become more valuable suppliers to their multinational customers, enter into international joint ventures or pursue acquisitions abroad, obtain access to new technology or process innovations, become the U.S. distributor for other products made abroad and attract strategic foreign investors or even outright buyers. More than five million people in the U.S. work for foreign-owned firms.”*

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Marek Gootman et al.<sup>21</sup>

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20 - Data from the Utah Department of Workforce Services.

21 - Gootman et al. (2014). *Accelerating Exports in the Middle Market: Global Opportunities for U.S. Firms and Metro Areas*.

## Goals:

The goal of the *Salt Lake County Regional Export Plan* is to expand and diversify the regional economy by educating and growing small and medium enterprise export activities. The intent is to strengthen existing jobs, while also creating new high paying jobs within the region. This will be done in alignment with the Salt Lake County “Future We Choose” strategy, which focuses on building a healthy community made up of healthy people, healthy places, expanded opportunities, and responsive government.

## Objectives:

- Increase awareness of export activity by catalyzing a cultural shift toward stronger global fluency.
- Identify and assist small and medium businesses within the region to expand their products and services into new international markets.
- Increase Advanced Industries regional export intensity by 5% annually.
- Collectively and systematically utilize regional assets to expand export opportunities.



## Core Strategies

The core strategies and tactics provided in this section were derived through a comprehensive market analysis and planning effort that involved the steering committee and other community stakeholders. The key findings (Section 4) highlight both opportunities and deficiencies within the region's export ecosystem. Focusing on these strengths and weaknesses provides a framework for the following strategies and tactics:

### 1

## Identify and expand global competitiveness for middle market threshold exporters.

Further defining the County's 600 plus middle market companies, and engaging them on export-related opportunities, will provide a targeted approach to outreach and resource deployment.

### Tactics

- Partner with the Utah Department of Workforce Services to have export-focused questions included in annual company research.
- Continue one on one interviews with small and medium enterprises to identify expansion opportunities.
- Build a pipeline of qualified companies that can make immediate use of existing export resources.
- Engage regional foreign born workforce to facilitate global connectedness.
- Expand existing and establish new public-private partnerships to provide organizational and operational structure — focusing on professional resources, funding sources, programmatic resources, export tools, and regional export zones for existing and potential exporters.

### Potential services include:

- Private equity and venture capital
- Governmental services
- Debt financing
- Legal services
- Real estate and development services
- Federal, state, and regional programs
- Inland port services and other infrastructure requirements

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## 2

### **Create a global positioning strategy for targeted Advanced Industry clusters.**

Coordinate with the Utah Governor's Office of Economic Development's existing cluster program that focuses on: aerospace and defense, energy and natural resources, financial services, life sciences, outdoor products, and information technology to identify the top two region-specific clusters poised for global expansion.

#### **Tactics**

- Align with existing state branding and marketing efforts.
- Create a regional branding strategy for the identified industry clusters.
- Establish a global incubator and knowledge transfer program.
- Actively recruit, retain, and expand firms associated with identified clusters.
- Target existing and create new incentives for cluster expansion.
- Support technology that reduces barriers to global markets and partner with providers of Internet-enabled small and medium-sized enterprises.

## 3

### **Expand and use the established export services ecosystem.**

Financially and programmatically align with World Trade Center Utah to make use of their role as coordinator of export services within the state.

#### **Tactics**

- Partner with the World Trade Center Utah to deliver services.
- Create a regional export advisory committee to guide activities.



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- Streamline and coordinate existing export services offered by the State of Utah, United States Commercial Service, Small Business Administration, Export Import Bank of the United States, and local universities.
  - Create new programs to enhance or fill gaps in the existing regional export support ecosystem.
  - Create a communication and outreach strategy:
    - Increase fundamental global awareness and overcome parochial views to inspire exporting, cultivate international connections, and spur regional investment in trade support activities.
    - Develop a readiness assessment system that will allow companies to self-assess and can be used by support professionals to help their clients assess their readiness for international markets.

## 4

### **Build innovative mentorship opportunities for existing regional businesses.**

Align with existing resources in the region to create mentorship opportunities for targeted industries by utilizing talent within organizations, such as: local chambers, ethnic resource groups, government agencies, nonprofits, business associations, and colleges/universities.

#### **Tactics**

- Develop mentorship teams with executive-level expertise.
- Leverage existing mentorship groups provided by existing organizations in the region.
- Create industry-specific programming, while also targeting at-risk and/or disadvantaged populations.

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## 5

### **Enhance and improve the region's transportation and freight infrastructure.**

The region is rich with hard infrastructure, support services, financial resources, and a well-educated and diverse workforce. When collectively deployed, these assets will provide the foundation for a future that is well-equipped to respond to market fluctuations within the U.S. and abroad.

#### **Tactics**

- Leverage legislative authority to establish an inland port system.
- Develop coast and inland point relationships for export-related trade.
- Market ancillary facilities and services nationally and internationally.
- Further employ Foreign Trade Zone #30 to amplify exporting activities.

## 07

### **Implementation and Performance**

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The *Salt Lake County Regional Export Plan* was developed in partnership with several key strategic stakeholders, and their assistance is vital in assuring the successful implementation and evaluation of this plan. The World Trade Center Utah served a significant role in the development of this plan, and the County has appropriated 2016 budget funds to engage their expertise in implementing the strategies and tactics outlined.

World Trade Center Utah's work will include providing export services to companies within the County. Evaluation and reporting mechanisms will be developed from the research tools employed during the planning process in order to monitor the overall performance of this initiative. The collected information from service providers, companies, and other parties will be compiled into a reporting tool that will be made available to the public at large. The County will also form a standing committee to provide guidance and input to partners and staff responsible for the outcomes of this effort.

Salt Lake County is well-positioned to focus on an export strategy aimed at providing high-paying jobs to the growing population. The policy recommendations below were derived during the planning process for the *Salt Lake County Regional Export Plan*. These policies will support existing and new exporters within the region.

## Recommendations

- Minimize redundancy and develop an efficient network of professional support services for regional exporters by leveraging existing institutional, governmental, and NGO resources.
- Establish regional finance programs specifically for exporters within the County.
- Redesignate and expand Foreign Trade Zone #30.
- Establish a regional inland port authority within the County.
- Encourage the passage of the Trans-Pacific Partnership.
- Improve small and medium enterprise data collection methods and tools (qualitative and quantitative) on the state and regional level.
- Collaborate with organizations like the Partnership for a New American Economy to designate the County as a welcoming community to its foreign born population.



Salt Lake County, in partnership with World Trade Center Utah, the business community, and our regional and state partners will lead the implementation effort of the *Salt Lake County Regional Export Plan*. Our regional partners will meet regularly to assess progress and monitor compliance of all formal partnerships and agreements in accordance with this effort.

## Special Thanks To:

### Lead Agency:

Salt Lake County Office of Regional Development

### Core Partners:

Salt Lake County Council  
JPMorgan Chase  
Brookings Institution  
World Trade Center Utah

### Champion Partners:

Governor's Office of Economic Development  
Economic Development Corporation of Utah  
Salt Lake Chamber  
Kem C. Gardner Policy Institute at the University of Utah

### Steering Committee:

Air & Sea International  
Beehive Startup  
BioUtah  
CAO Group

Connor Sport Court

David Eccles School of Business at the University of Utah

Dyatronics Corporation

eBay

IM Flash Technologies

inthinc Technology Solutions, Inc.

Kaddas Enterprise Inc.

Kirton | McConkie Attorneys at Law

MDG Sales LLC

Parr Brown Gee & Loveless

Price Real Estate

Rio Tinto

Salt Lake City Corporation

Salt Lake Community College

Sorenson Genomics

U.S. Commercial Service Utah

U.S. Small Business Administration – Utah

U.S. Translation Company – Peru

Utah Bankers Association

Utah Manufacturers Association

Utah State Legislature

Wells Fargo Commercial Bank

Zions Bank

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