Utah Governor's Office *of* Economic Development

BUSINESS • TOURISM • FILM

# ANNUAL REPORT & RESOURCE GUIDE 2016

# GOED Code References

| Description | Code Reference |
|---|---|
| GOED: Title and Definitions | 63N-1-101 |
| "Organization and Duties of GOED, Director, etc." | 63N-1-201 |
| GOED Annual Report | 63N-1-301 |
| Board of Business and Economic Development | 63N-1-401 |
| Governor's Econ. Dev. Coordinating Council | 63N-1-501 |
| Econ. Dev. Tax Increment Financing (EDTIF) | 63N-2-101 |
| Enterprise Zones | 63N-2-201 |
| Targeted Business Tax Credit | 63N-2-301 |
| Recycle Zones | 63N-2-401 |
| New Convention Hotel Tax Credit | 63N-2-501 |
| Utah Small Business Jobs Tax Incentive | 63N-2-601 |
| Alternative Energy Manufacturing Tax Credit | 63N-2-701 |
| Life Science Tax Credit | 63N-2-801 |
| Industrial Assistance Fund | 63N-3-101 |
| TCIP | 63N-3-201 |
| Business Resource Centers | 63N-3-301 |
| Transient Room Tax Fund Act | 63N-3-401 |
| Rural Development Office | 63N-4-101 |
| Rural Disadvantaged Communities | 63N-4-201 |
| Private Activity Bond | 63N-5-101 |
| Utah Capital Investment Board | 63N-6-201 |
| Utah Capital Investment Corporation (Fund of Funds) | 63N-6-301 |
| Board of Tourism | 63N-7-101 |
| Tourism Marketing Performance Account | 63N-7-301 |
| Motion Picture Incentive | 63N-8-101 |
| Office of Outdoor Recreation | 63N-9-101 |
| Title and Definitions: Pete Suazo Commission | 63N-10-101 |
| Pete Suazo Utah Athletic Commission | 63N-10-201 |
| Pete Suazo: Licensing | 63N-10-301 |
| Office of Consumer Health Service (Ave. H) | 63N-11-101 |
| State Advisory Council on Science and Tech | 63N-12-101 |
| STEM Action Center | 63N-12-201 |
| Utah Broadband Outreach Center | 63N-12-301 |
| Govt. Procurement Contracts (PTAC) | 63N-13-101 |
| Govt. Procurement Private Proposal Program | 63N-13-201 |

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# VAL'S TOP TEN HIGHLIGHTS OF 2016

Dear Legislators and Economic Development Partners:

I am happy to report a successful Fiscal Year 2016. I've included my top 10 highlights from the year, and they only scratch the surface of our economic success. The 2016 Annual Report includes the GOED story as well as the required budgetary information and data. I invite you to learn what we have accomplished this past year to enhance Utah's quality of life and to help our great state lead the nation as the best performing economy.

Sincerely,
Q. Val Hale

# VAL'S TOP TEN HIGHLIGHTS OF 2016

**Unprecedented collaboration in developing workforce solutions.** Initiated with the pilot Utah Aerospace Pathways program, we expanded and replicated this innovative model to other industries including diesel technician services, life sciences and technology. In fact, the model will be replicated in other states. Utah leaders have presented the Pathways program as a best practice before Congress and in Switzerland.

**The best-of-the-best team.** I truly believe GOED has one of the best teams in the state. Managing Director Vicki Varela was just named National Tourism Director of the Year. She was awarded the honor before more than 800 of her peers at the U.S. Travel Association's annual conference. Additionally, you'll note some new faces with our staff and changing roles—all aimed at increased effectiveness and real results.

**GOED record-breakers.** We have incentivized the most jobs in GOED history - over 9,000 jobs expected from incentives approved in FY 2016. We approved the most Rural Fast Track grants in a month this May; eight approved for five counties. We broke our own record again, ending the fiscal year with 10 grants approved in our July board meeting.

**Economy diversifies.** We have seen major growth in solar energy, financial-tech services and other innovative sectors this past year. While it's true the Silicon Slopes are booming, all six of Utah's strategic industry markets are thriving. Particularly exciting is how many industry-leading companies are started right here in Utah.

**Infrastructure enhancements.** From exciting broadband expansion in both urban and rural communities, to grant programs for improving recreation infrastructure, we see continual investment in a stable foundation for our growing economy and population. Additionally, GOED is pleased to be involved in the crucial Point of the Mountain Development Commission.

**Utah's new aerospace association.** Aerospace continues to expand rural programs, support innovative manufacturing and contribute to Utah's supply chain. During this year's Aerospace Day on the Hill, Lt. Gov. Spencer J. Cox and industry partners officially established the Utah chapter of the Aerospace States Association.

**International attention.** Our International Trade and Diplomacy Office and partners led three trade missions and facilitated Utah business participation in six international trade shows. But especially important is the international attention from those who visit us. Last year we received 60 diplomatic visits from international delegations including China, Hungary, Nigeria, Hong Kong, France, Germany and the European Union.

**The indie film state.** The Utah Film Commission has really helped put Utah on the map for indie films. Six independent projects were approved for incentives in June alone. Additionally, last year's production of Blood and Oil was the first large network television series filmed in Utah for nearly a decade.

**Tourism reigns.** Life Elevated, The Greatest Snow On Earth ®, and the most recently unveiled "Road to Mighty" campaign contributed to a continually growing tourism economy. Visitors spent upwards of $7.98 billion in Utah in 2014, and the state enjoyed its biggest ski season in history: nearly 4.5 million visitor days at our 15 ski resorts.

**An economic dynasty.** Since 2008, Utah had the no. 1 best economic outlook, and the U.S. Chamber recently declared us the "most fundamentally sound" state in economics. CNBC ranked us the no. 1 state for business after ranking in their top 10 for years. Forbes ranked us no. 1 for business five out of the last six years. Not to mention the numerous accolades we receive for small business friendliness, innovation, startup growth and quality of life. Utah has built an economic dynasty.

**Q. Val Hale**, *Executive Director*, Governor's Office of Economic Development

Val Hale is the executive director of the Utah Governor's Office of Economic Development (GOED), which promotes state growth in business, tourism and film. Hale was appointed to the position in 2014 by Gov. Gary R. Herbert.

Before accepting the position as executive director, Hale served for two years as president and CEO of the Utah Valley Chamber of Commerce. Prior to the chamber, Hale was vice president for university relations (2010-2012), vice president for advancement (2006-2010) and assistant vice president for external affairs (2005-2006) all at UVU, and he played a key role in transitioning Utah Valley State College into Utah Valley University.

Before his career at UVU, Hale worked 22 years for the Brigham Young University (BYU) Athletic Department, ultimately serving as its director beginning in 1999.

He received his bachelor's degree in public relations in 1981 and a master's degree in communications in 1987—both from BYU. A successful leader, Hale has made many cherished contributions to the Utah Valley area throughout his noteworthy career.

Most recently, Hale has drawn from his many years of service to author "Living a Life That Matters: 7 Keys for Purposeful Living." The book was released last year. Hale and his wife have three children and 12 grandchildren.

**Theresa A. Foxley,** *Deputy Director*

As deputy director of the Governor's Office of Economic Development (GOED), Ms. Foxley helps develop the strategic direction of the office. She also oversees corporate recruitment and incentives, Utah's international trade and diplomacy, the State Trade and Export Promotions program, and various other programs designed to help expand Utah's economy. Prior to her appointment at GOED, Ms. Foxley was a business and finance attorney with the Salt Lake office of Ballard Spahr, a law firm with 14 offices nationwide, where she represented a diverse set of clients on corporate and financial matters including mergers and acquisitions. Ms. Foxley received her undergraduate degree from Utah State University and Juris Doctorate from the S.J. Quinney College of Law at the University of Utah.

**Jill Flygare,** *Managing Director of Internal Operations*

Jill Flygare is the managing director of internal operations at GOED. Before joining GOED, Flygare was the finance director at the Utah Department of Heritage and Arts, where she supervised the financial team for the agency. Previously, she was a policy and budget analyst at the Governor's Office of Planning and Budget, where she worked closely with many state agencies on budget issues. Ms. Flygare is also affiliated with numerous

national organizations such as the Association of Government Accountants, where she is the president. She holds multiple master's degrees in accounting, public administration and education. Utilizing her education training, Flygare has held instructional posts at the University of Utah. She has been both an online instructor in distance education and a clinical instructor, supervising pre-service educators in the Salt Lake and Granite School Districts.

**Benjamin Hart,** *Managing Director for Urban and Rural Business Services*

Benjamin Hart is the managing director of Urban and Rural Business Services for the Governor's Office of Economic Development. His responsibilities include overseeing the GOED programs that help Utah businesses grow. Hart is directly involved in coordinating and convening partners to help support the many businesses across the state. He continues to play a critical roll in strategic education alignment related initiatives.

Prior to his position at GOED, Hart served as the director of employer initiatives for the Department of Workforce Services. During his tenure at DWS, Hart oversaw the department's business services portfolio of programs. Hart has also worked for Zions Bank in business underwriting and Layton City, where he was the economic development and community development block grant administrator.

Hart completed both his undergraduate and graduate studies at the University of Utah.

**Vicki Varela,** *Managing Director of Tourism, Film and Global Branding, Utah Office of Tourism*

Vicki Varela is managing director of the Utah Office of Tourism, Film and Global Branding for the state of Utah. She oversees the state's national and international marketing strategy, including the Mighty Five® National Parks and The Greatest Snow on Earth®.

Vicki was named the U.S. Tourism Director of the Year in September 2016 by her peers at the National Council of State Tourism Directors. Vicki's career has been in the persuasion business. She has held many public and private sector leadership roles, including vice president of Kennecott Land, deputy chief of staff and spokesperson for Gov. Mike Leavitt, assistant commissioner of higher education and key driver for Prosperity 2020 and Utah's hosting of the 2002 Olympics. She has two adult sons and one beautiful granddaughter.

## GOED Board Members

**CHAIR**
**Mel Lavitt**
*Needham and Company, LLC*

Lavitt's background is investment banking, focusing on capital market and M&A transactions in emerging growth, high tech, and medical industries.

**Jerry Oldroyd**
*Ballard Spahr LLP*

Oldroyd is a partner in the Business & Finance Department and is a member of the Communications, Energy & Project Finance, and Government Relations Group.

**Jake Boyer**
*The Boyer Company*

President of The Boyer Company. Managed the Gateway Project, a $375 million, 2.1 million square foot development in Salt Lake City.

**Christopher M. Conabee**
*Principal, Paladin Development Partners*

Chris worked for PaineWebber Incorporated from 1983 through 1997. Mr. Conabee went on to be a Founder and Principal of Paladin Development Partners, a noted Park City real estate development firm.

**Brent Brown**
*Brent Brown Automotive Group*

Brown is the owner of Brent Brown Toyota Scion in Orem. He recently served on Toyota's National Dealer Council and was a past recipient of Utah's Ernst & Young Entrepreneur of the Year Award.

**Sam Granato**
*Frank Granato Importing Company*

Granato is the president and owner of Frank Granato Importing Co. and the current Salt Lake County Councilman representing District 4.

**Peter Mouskondis**
*Nicolas Company*

President, CEO, and 3rd generation owner of Nicolas Co., Westminster College Foundation Board Member, IFDA Board Member, Independent Marketing Alliance Board Member, and Markon Board Member.

**Robert Frankenberg**
*NetVentures*

Bob was the chairman & CEO of Novell, the world's largest networking software company from 1994-1996. Bob has received numerous awards including the Silicon Valley Engineering Hall of Fame.

**Margaret Lasecke-Jacobs**
*Sundance Institute Utah Advisory Board*

After leaving Oracle Corporation in 2000, Margaret formed a marketing and public relations consulting firm. She now serves on the Sundance Institute Utah Advisory Board.

**Lorena Riffo-Jenson**
*VOX Creative*

President of VOX Creative. Riffo-Jensen has a decade experience in the public and private sectors.

**Josh Romney**
*The Romney Group*

Josh is the founder of The Romney Group, which owns and operates multifamily office and industrial properties throughout the U.S.

**Bevan K. Wilson**

Wilson is a lifelong public servant, business owner and rancher. Former member of Utah State Transportation Commission, he served 12 years on the Community Impact Board, three terms as Emery County Commissioner and as former president of the Emery County Chamber of Commerce.

**Stefanie H. Bevans**

Bevans is owner and CEO of both Design To Print, Inc. and Steamroller Copies, Inc., printing graphics for organizations such as the NBA and Olympic committees since 1992. Voted "Utah's 100 fastest growing companies." She has served and continues to work on many boards in her Southern Utah community.

**Susan Johnson**
*Futura Industries*

A graduate of Cal Poly, Johnson has worked in many manufacturing capacities, including as a plant manager in the largest steel foundry on the West Coast. Johnson also serves on the Zions First National Bank and University of Utah Hospital boards.

**Annette Meier**
*Co-Founder and COO of Superior Drilling Products*

Meier is co-founder, director, president and chief operating officer at SDPI, having more than 20 years of experience in the oil and gas industry. Meier has been the recipient of numerous awards over the years recognizing her for innovation and leadership.

Utah Governor's Office *of* Economic Development

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# 2016 ANNUAL REPORT

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# Programs

Photo by Tenia Wallace

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# ANNUAL REPORT & RESOURCE GUIDE 2016

# UTAH STRATEGIC INDUSTRY CLUSTERS

*U.C.A. 63N-3-111(1)*

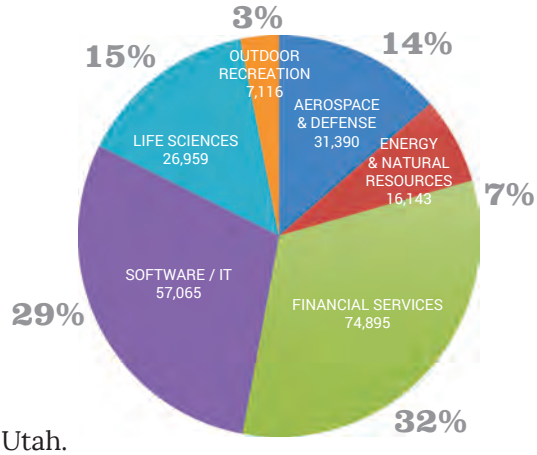
The strategic industry clusters initiative seeks to drive long-term growth by diversifying the economy. Programs such as the Technology Commercialization Innovation Program (TCIP), Corporate Recruitment, International Trade and Diplomacy, and Procurement and Technical Assistance Centers work as significant levers to help these industries expand.

The industry clusters are characterized by workforce infrastructure, capital networks, trade associations, above-average salaries, as well as a significant mass of existing businesses in-state. In conjunction with trade associations, agency partners, educational institutions and other stakeholders, GOED focuses on growing jobs and industry capabilities.

## CLUSTER JOBS – 2015

*Utah's 6 strategic industry clusters account for 231,351 jobs as of Q4 2015.*

*The following chart shows each cluster's contribution to those jobs.*




### Aerospace and Defense:

The aerospace and defense cluster continues to expand in Utah. Composite manufacturing is a key component of the industry as demonstrated by companies such as Boeing, Harris and Janicki. In the commercial aviation space, Duncan Aviation is expanding its presence in the Provo area.

In collaboration with EDCUtah, GOED exhibited at the AUVSI and CAMX trade shows. These major conferences in the unmanned systems and advanced composites industries provide important networking opportunities to advance Utah's aerospace industry.

| Year | Establishments | Employment | Year-Over-Year Growth | Average Annual Wages |
|---|---|---|---|---|
| 2015 | 944 | 31,390 | 2.08% | $ 78,200 |
| 2014 | 917 | 30,750 | 1.23% | $ 77,784 |
| 2013 | 909 | 30,377 | 0.94% | $ 75,290 |

Hill Air Force Base (HAFB) is home to the F-35 Lightning II Program. This is in addition to HAFB being the training and Maintenance Repair and Overhaul (MRO) for other key Air Force programs such as F-22, F-16, A-10, C-130 and an Air Force Center of Excellence for Software maintenance and assurance. Mission growth continues at Dugway Proving Grounds, especially due to the expansion of the Army's unmanned systems testing.

In partnership with high schools, higher education, industry and the Department of Workforce Services, GOED helped launch the Utah Aerospace Pathways program (UAP). The program offers students the opportunity to train and certify in aerospace manufacturing and fill key aerospace jobs. Industry members participating include Boeing, Janicki and ATK.

## Energy:

| Year | Establishments | Employment | Year-Over-Year Growth | Average Annual Wages |
|---|---|---|---|---|
| 2015 | 830 | 16,143 | -10.86% | $ 80,187 |
| 2014 | 876 | 18,110 | 1.78% | $ 79,168 |
| 2013 | 867 | 17,794 | -0.85% | $ 76,279 |

Energy development is of particular importance to the state because of the associated capital investment, job creation and revenue. Equally important is this industry development leads to the low energy prices, providing a foundation for all of Utah's economic successes.

Utah landed among the top 10 states for solar energy development for the first time in 2015. In just one year, Utah's cumulative solar capacity has grown fourteen-fold.

In 2011 the Utah State Legislature created the Office of Energy Development (OED), whose role is to promote and advance the responsible development of the state's energy resources. Please see the partners section of this report for additional information.

## Financial Services:

| Year | Establishments | Employment | Year-Over-Year Growth | Average Annual Wages |
|---|---|---|---|---|
| 2015 | 6,101 | 74,895 | 6.65% | $ 64,787 |
| 2014 | 5,886 | 70,228 | 3.50% | $ 61,224 |
| 2013 | 5,865 | 67,856 | 4.44% | $ 58,728 |

Utah's financial services cluster is anchored by Fidelity Investments, Goldman Sachs, Wells Fargo, Morgan Stanley, Zions Bank, America First Credit Union, Mountain America Credit Union and others. The state is also home to 15 active industrial banks with assets totaling $137 billion.

According to the MountainWest Capital Network Deal Flow Report there was strong deal flow growth in 2015: 279 private placement deals valued at a total of $2.3 billion (up from $1.5 billion in 2014). A reported 242 M&A deals (up from 215) were valued at $6.0 billion. Some 15 public market deals were valued at $1.5 billion. On the venture capital front in 2015, investors placed $732 million in 55 Utah-based deals, according to Price Waterhouse Coopers.

Like other high-tech hubs in the country, Utah is seeing traction in the financial technology space, or "fintech" for short. Emerging companies launching operations in Utah include ZipBooks, SoFi and Entrata.

## Life Sciences:

| Year | Establishments | Employment | Year-Over-Year Growth | Average Annual Wages |
|---|---|---|---|---|
| 2015 | 1,074 | 33,623 | 4.07% | $ 64,385 |
| 2014 | 993 | 32,308 | 4.02% | $ 62,561 |
| 2013 | 975 | 31,060 | 4.10% | $ 58,988 |

Utah's life science industry is broad and diverse, including sub-clusters such as medical device, pharmaceuticals, natural products, diagnostics, equipment and reagents. Specialty contract providers comprise a strong element of the cluster.

The key industry association – BioUtah – had an active year holding seminars, an annual conference, and a conference focused on venture capital. The association also published its first Utah Life Science report.

Today, life science anchors such as Merit Medical, ARUP, Becton Dickenson and Fresenius thrive alongside small newcomers from all corners of the innovation ecosystem, many of whom would not exist without state program support. Programs such as TCIP and USTAR increase innovation across the industry. GOED's TCIP recently awarded grants to 15 life science companies including MesaGen, Mommi and Elute, which represent innovations in cancer diagnosis, nutrition and prevention of bone infections.

## Outdoor Products and Recreation:

| Year | Establishments | Employment | Year-Over-Year Growth | Average Annual Wages |
|---|---|---|---|---|
| 2015 | 198 | 7,116 | 5.64% | $ 40,594 |
| 2014 | 190 | 6,736 | 1.74% | $ 39,548 |
| 2013 | 181 | 6,621 | 2.25% | $ 39,300 |

First of its kind in the nation, the Utah Office of Outdoor Recreation Office was created in 2013. The outdoor industry as a whole continues to grow, with the 20th anniversary of the Outdoor Retailer show in Salt Lake City, and the relocation of Snowsports Industries America to Park City. A rapidly growing Vista Outdoor is a shining example of companies headquartered here.

OOR coordinated a pilot effort to increase community recreational assets. Now called the Utah Outdoor Recreation Grant program, the effort disbursed $400,000 to 19 communities across the state. For additional information, please see the Office of Outdoor Recreation section further in this report.

## Software/IT:

| Year | Establishments | Employment | Year-Over-Year Growth | Average Annual Wages |
|---|---|---|---|---|
| 2015 | 4,201 | 68,184 | 5.96% | $ 77,088 |
| 2014 | 3,823 | 64,349 | 2.94% | $ 75,239 |
| 2013 | 3,797 | 62,509 | 4.84% | $ 71,941 |

Utah's software and information technology industry continues to see unprecedented growth. In the last twelve months, Utah's "Silicon Slopes" has garnered national attention from USA Today, CNBC, TechCrunch, Fast Company and other major media outlets.

The industry is well represented by several industry associations, including the Utah Technology Council and Silicon Slopes, which recently merged with Beehive Startups.

GOED's TCIP funded grants to six software/IT projects, in support of Utah's high-tech entrepreneur community. One awardee is Homie, a peer-to-peer real estate marketplace designed to reduce commission fees. The company has raised more than $4 million in private funding to date.

For additional information about Strategic Industry Clusters visit business.utah.gov or contact **Ben Hart**, Managing Director, at benhart@utah.gov or 801-538-8799

## AVENUE H – OFFICE OF CONSUMER HEALTH SERVICES

*U.C.A 63N-11-101*

Avenue H, Utah's Small Business Health Insurance Marketplace, is Utah's solution to heath care. Since its creation in 2009, Avenue H has helped small businesses (1-50 employees) statewide provide insurance to employees. Avenue H's process lets business owners choose a defined contribution amount for each employee. In addition, employees pick their own health care benefits from a variety of medical, dental and HSA plans. Enrollment is simple, taking place online and allowing employees to compare plans that will best fit their needs.

### FY 2016 Summary

**Technology Enhancements.** We have made significant adjustments to the online portal to improve the employer experience. We have streamlined validation rules for participation eligibility, improved the upload function of quarterly wage and tax information, and eliminated the import of employee data by creating an employee data online entry form. We also consolidated sign-ins between our two technology partners for access to enrollment and billing to one single login. We have improved the consumer shopping experience for employees by adding educational videos, additional comparison tools, and we have translated many of our key documents into Spanish.

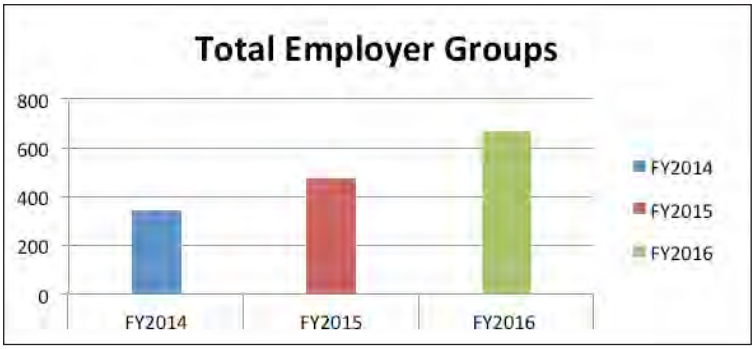
**Business Development and Education.** Avenue H has continued to implement broker credentialing training to the health insurance brokers across the state. In FY 2016, Avenue H trained 463 brokers who are now certified to sell Avenue H and are educated with our resources. Avenue H provides hands-on assistance to brokers throughout all phases of the Avenue H process, from enrollment to ongoing administration.

**Marketing.** In FY 2016, we continued our testimonial campaign, adding new testimonials to specifically target brokers and small business owners. We initiated a new email marketing approach to the broker community to keep them informed. Other marketing highlights include a short animated video providing an overview of Avenue H in an engaging and simple way. We created a broker tool kit including checklists, sales presentation and other marketing materials.

## Outcomes

In 2016, enrollment for Avenue H increased by 265 businesses. As of FY 2016, 14,913 members have coverage, comprised of 801 small businesses offering health benefits to 5,851 enrolled employees.

Our solution helps the state's overall goals of reducing uninsured citizens. More than 60 percent of the businesses enrolled with Avenue H did not offer insurance previously.




## Moving Forward

Healthcare marketplaces across the nation, including Utah's, are seeing decreased participation from private insurance carriers. Congress will need to shore up the Risk Management compensation component of the Affordable Care Act to stabilize the marketplaces and create a competitive environment. The Utah Office of Consumer Health Services (Avenue H) will continue to monitor ACA activities at the federal level and adjust accordingly to ensure the best solutions for Utah employers. Public and private health exchanges have the potential to reshape the employer-sponsored health insurance market. Their success is dependent on future federal action.

For additional information about the
Office of Consumer Health Services – Avenue H
visit business.utah.gov or contact
**Patty Conner**, Director at
pconner@utah.gov or 801-201-0422

# BUSINESS RESOURCES CENTERS: ENTREPRENEURIAL DEVELOPMENT

*U.C.A. 63N-3-301*

Business Resource Centers (BRCs) are convenient "one-stop-shops" to address the needs of new or growing businesses. Through on-site or over-the-phone assessments with clients, BRCs offer comprehensive services and ongoing assistance to help businesses expand.

Formed in partnership with a local college or university, BRCs house various business service providers in a single location and the on-site staff is equipped to answer questions ranging from business planning to finding funding and more. BRC staffs coordinate the resources of local business service provider partners to make the delivery of solutions more effective for the business customer.

BRCs are tailored to the local community they serve and have service providers who are experts in their fields. Some of the partners found at the BRCs include the Small Business Development Center (SBDC) which is sponsored by the U.S. Small Business Administration, Procurement Technical Assistance Center (PTAC) which provides governmental contracting assistance, Manufacturers Extension Partnership (MEP), Service Corps of Retired Executives (SCORE), and the Utah Science Technology and Research (USTAR) agency. In addition, investors, microloan organizations, business incubators, chambers of commerce, local economic development organizations and resources are available at the local educational sponsor. Because BRCs are interconnected statewide, directors can access fellow centers to find a solution for a specific business.

## FY 2016 Summary

In addition to the day-to-day counseling with business owners and connecting them with service providers, BRCs across Utah pursued interesting projects in FY 2016. The San Juan BRC led out in the creation of the Online Artisan Project, a virtual marketplace for talented craftspeople and Native American artisans. The SUU BRC moved to a new

location, allowing it to offer more services and additional business incubator space for small startups, while the Tooele BRC moved ahead with a land purchase and planning for a new building. The Park City BRC had some "purposeful fun" breaking its clients' products in a "Destruction Lab," providing stress testing of outdoor products and prototypes.

## Outcomes

Each month nearly 1,500 individual business customers interact with a BRC for assistance in starting new businesses or creating or retaining jobs in existing firms. All of the BRCs host regular training events as a way to introduce the coordinated services of the BRC partners. These regular seminars bring in new clients for the BRC and partner agencies. Many of the BRCs also host paid training events and larger conferences and seminars on relevant business topics for their local business communities.

## Moving Forward

With the opening of the new Morgan NorthFront BRC, the objective with that location (and others) is to complete staffing in order to remain an effective resource. The BRCs are fulfilling the mandate under which they were created by the legislature in 2008 – to bring together the various agencies, entities, and programs that provide assistance to Utah businesses and offer these services in a coordinated way at one easily accessible location.

For additional information about
Business Resource Centers
visit business.utah.gov or contact
**Larry Shepherd**, Program Coordinator, at
larryshepherd@utah.gov or 801-538-8770

# CORPORATE RECRUITMENT AND INCENTIVES

*U.C.A. 63N-2-101 (EDTIF)*
*U.C.A. 63N-3-103 (IAF)*

Corporate Recruitment accelerates business growth and job creation through sustainable, cluster-focused domestic and international corporate expansion and relocation. Financial incentives are available for business relocation and expansion for select companies that create new, high-paying jobs to help improve the standard of living, increase the tax base, attract and retain top-level management, and diversify the state economy. Incentives are offered as either tax credit rebates or grants. The GOED Board and executive director determine incentive amount and duration based on statutory guidelines and evaluation criteria including the financial strength of the company, number and salary of jobs created, amount of new state tax revenue, long-term capital investment, competition with other locations and whether the company is a headquarter or in a targeted industry cluster.

Incentives are based on the following three pillars of success and sustainability:

1. **Post-performance** – Incentives are disbursed after the company has met contractual performance benchmarks, such as job creation and payment of new state taxes.
2. **Single Taxpayer** – Incentive amounts are based on new state taxes generated by the project.
3. **Competition** – Incentives must make Utah competitive with other locations.

## FY 2016 Summary

FY 2016 was a banner year for Corporate Recruitment. GOED offered $51,611,385 of EDTIF incentives to companies forecasting the creation of 9,636 of jobs, up to $226,419,783 in new state revenue and capital investment in our community of $305,081,000 over the next 15 years. GOED strives to decrease the incentive term lengths and percentages. The FY 2016 averages are the lowest yet, with an average term of 7 years and an average percentage rebate of 20 percent.

## Outcomes

In FY 2016, the GOED Board approved a total of 14 projects for incentives.

## Moving Forward

GOED's corporate recruitment strategy going forward is to:

- identify and nurture cluster-centered, international, and other strategic proactive recruitment opportunities.
- expand collaborative recruiting partnerships and leverage the networks and resources of our various partner organizations and sister agencies.
- lead and engage in planning processes to support existing corporate assets and develop new ones.

For additional information on these incentive programs, visit business.utah.gov or contact **Theresa A. Foxley**, Deputy Director at tfoxley@utah.gov or 801-538-8850

# INTERNATIONAL TRADE AND DIPLOMACY

The International Trade and Diplomacy Office (ITDO) grows Utah's economy by:

- supporting foreign direct investment (FDI) opportunities in Utah through promotion of the state's dedicated workforce and vibrant economy;
- helping Utah businesses secure international business contacts and increase goods and service exports;
- facilitating diplomacy meetings for the state and leveraging diplomatic contacts to develop and expand foreign markets for Utah.

## FY 2016 Summary and Outcomes

Utah is a globally-minded state. According to U.S. Census data, Utah residents speak more than 120 languages in daily business. Our strong international ties serve as a bridge from the Intermountain West to the world. ITDO facilitates diplomacy for the state and leverages diplomatic contacts to develop and expand foreign markets for Utah. The partnerships and alliances developed through diplomatic relations are a key component to the promotion of Utah's business community and the recruitment of foreign direct investment in the state. In FY 2016, the state of Utah hosted approximately 60 diplomatic visits, including, ambassadors and other high-level diplomats. Visiting delegations represented more than 30 countries, as indicated by the dark blue areas in the map below.

As part of the State Trade and Expansion Program, and in cooperation with the U.S. Small Business Administration, ITDO awarded matching grants to 52 companies for participation in international trade shows, trade missions or independent sales trips. Participating companies reported $3.12 million in actual sales at these events in the FY 2016 period.

When attending international trade shows, companies have the option of exhibiting independently or joining a Utah booth hosted by ITDO. State-hosted booths help smaller companies establish a presence, find partners or buyers, and boost their visibility within their industry. In FY 2016, 24 companies attended six international trade shows as part of a Utah booth.

The participating companies represented a broad range of industries, including outdoor recreation and sporting products, aerospace and defense, information technology and software development, manufacturing, hardware and construction products, food products, and mining equipment.

Also in FY 2016, ITDO partnered with Zions Bank and World Trade Center Utah on three international trade missions. Utah companies who traveled as part of the trade missions represented industries including food products, hardware and construction products, real estate, manufacturing, information technology and software development, education and energy.

## Participant Spotlight

Kaddas Enterprises—a second-generation, family-owned business specializing in thermoform plastic manufacturing—has joined GOED on a number of trade missions and trade shows and has tripled international sales since 2013.

Most recently, in conjunction with the Hannover Messe industrial trade show in April, German Chancellor Angela Merkel and President Barack Obama invited CEO Natalie Kaddas to represent small business interests in international trade at a special event for some of the world's top political and business leaders. Kaddas was able to promote a high-quality manufacturing business model and present American-made products as industry-leading examples.

## Moving Forward

During FY 2017, ITDO seeks to:

- focus on re-aligned geographic emphasis and create appropriate support infrastructure;
- develop resources to mentor targets in identified clusters;
- plan and execute targeted processes and activities that will accelerate FDI and exports, including the Global Cities Initiative, trade shows and trade missions;
- continue leveraging key partner groups to widen the state's FDI geographic net, drive leads, and provide a soft landing for international companies.

Visit business.utah.gov/international for additional information about International Trade and Diplomacy Office or contact:
**Brett Heimburger,** Director,
bheimburger@utah.gov or 801-538-8651

## MARKETING AND COMMUNICATIONS

GOED Marketing and Communications (MarComm) is the voice of the state of Utah to the business community. We promote Utah as a premier global business destination and a business friendly environment where companies can grow, engage and prosper.

We provide strategic communication direction to support the GOED programs with public relations, social media, digital and traditional advertising, events and branding. MarComm serves our programs as an in-house service center for public awareness and promotional needs.

### FY 2016 Summary and Outcomes

**Public Relations.** The team facilitated more than 100 interview requests resulting in coverage from CNBC, Fortune Magazine and Fox Business News. We distributed more than 95 press releases and placed nine advertorials and articles.

**Events.** MarComm supported 70 conferences and exhibits throughout the year, including signature events such as the Governor's Economic Summit, Outdoor Recreation Summit, Utah Global Forum, Governor's Women in Business roundtable, and Venture Capital Summit. In aggregate these events reached audiences in excess of 15,000.

**Online Marketing.** MarComm maintains active web, social media and email communication channels. The business.utah.gov website, which includes searchable databases for corporate recruitment and an up-to-date newsroom, anchors these efforts.

Through use of promoted posts, social media followers increased 24.7 percent year-over-year from 7,234 to 9,020. Posts promoted events and services, and highlighted trends and economic accolades. Monthly emails to general business contacts extended awareness-building efforts to 10,551 individuals, up 23 percent from last year's 8,558.

**Clusters.** The team was instrumental in supporting the launch of strategic industry cluster initiatives such as the Aerospace and Diesel Tech Pathways Programs, the Outdoor Recreation Grant Program, and Technology Commercialization and Innovation Program promotion.

**Corporate Recruitment.** A variety of promotional efforts assisted our recruitment partner, the Economic Development Corporation of Utah (EDCU), in engaging with large companies and site selection consultants. These included development and placement of 18 print ads including a Site Selection magazine special section.

GOED print and online advertising generated 140 inquiries which were passed to EDCU and related offices for evaluation.

**Business Support.** Five print and one radio ad with Utah-based publications and stations promoted PTAC, Broadband and other GOED services. A total of 24 sponsorships drove awareness with stakeholders and out-of-state business visitors. Key efforts included the Utah Technology Council, Sundance Film Festival activities, VentureCapital.org and Utah Hispanic Chamber of Commerce.

In addition, the team produced 132 GOED senior management public presentations to local business and community groups. These presentations routinely cover the range of services GOED offers. The team orchestrated GOED's first statewide small business awareness survey, to establish a baseline for future years to evaluate effectiveness of promotional efforts.

## Moving Forward

For FY 2017, the team plans to deploy more video and public relations efforts to drive messaging and storytelling more effectively. The team is working with each internal customer to develop program-specific outreach strategies.

For additional information about MarComm, visit business.utah.gov or contact
**Aimee Edwards,** Communications Director, at Edwards@utah.gov or 801-538-8811
**Michael O'Malley,** Business Marketing Director, at momalley@utah.gov or 801-538-8879

# OFFICE OF OUTDOOR RECREATION

*U.C.A. 63N-9*

The Office of Outdoor Recreation (OOR) embodies the state's ongoing commitment to outdoor recreation as both an economic driver and a way of life. OOR works to promote Utah as the top state for the outdoor products and recreation opportunities that enhance quality of life.

OOR's guiding vision is to ensure that all Utahns can live a healthy, active life through outdoor recreation. The office supports this vision through various speaking engagements, sharing best practices and, most importantly, providing resources to support infrastructure and youth outdoor programs.

## FY 2016 Summary

**Projects.** One major focus in FY 2016 was the Utah Outdoor Recreation Grant (formerly Waypoint Grant), and OOR saw tremendous success in its second year. In collaboration with EDCUtah, OOR was also able to help facilitate the recruitment of outdoor recreation companies to Utah.

**Events.** The Office of Outdoor Recreation participated in both the Summer and Winter Market Outdoor Retailer Shows. By participating in panels and discussing issues within the outdoor recreation industry, the office was able to gather important feedback about the next steps for Utah's success.

**Legislation.** With unanimous support from the House and Senate (HB52), the Utah legislature provided $1 million to the office for the Utah Outdoor Recreation Grant, supporting infrastructure and youth programs statewide.

- The Moab Bouldering Park, a first-round grant recipient, opened this fiscal year. Located just off Highway 191 and Highway 128, the bouldering park provides a safe, easily accessible area for climbers to practice bouldering.

Moab Bouldering Park

## Outcomes

- OOR, in partnership with EDCUtah and GOED's Corporate Recruitment, assisted in recruiting three new outdoor brands to Utah: Selle Royal, Cotopaxi and SIA.
- During FY 2016, at least six non-outdoor companies indicated outdoor recreation as one of the factors in selecting Utah as a business location: SolarCity, Stadler Rail, Alces Technology, SoFi, Peek Travel and Press Ganey.
- OOR convened stakeholders and supported a rapidly growing outdoor recreation industry. According to the Outdoor Industry Association (OIA), Utah's outdoor recreation industry is worth $12 billion and supports approximately 122,000 jobs.
- According to OIA, 82% of Utahns participate in some form of outdoor recreation.

## Moving Forward

With the support of the Utah legislature, the inaugural round of the Utah Outdoor Recreation grant was a rousing success, receiving more than $13 million in total project requests. The office looks forward to working with the state legislature to expand opportunities for the grant to have continued, meaningful impact, particularly in youth programs, in the coming year.

In addition, OOR intends to further develop the Utah Outdoor Recreation Grant and compile initial ideas for the 10-Year Utah Outdoor Recreation Plan. To help solicit input about the content of the Recreation Plan, OOR will hold regional recreation summits (Ogden, Cedar City, Moab), attend speaking engagements, travel statewide and coordinate with the marketing and communications team to raise awareness.

For additional information about the Utah Outdoor Recreation Office visit www.business.utah.gov or contact **Tom Adams**, Director tomadams@utah.gov or 801-538-8873

# PATHWAYS

The Governor's Office of Economic Development has played a key role in implementing pathway programs in Utah. Pathway programs bring education and industry together in unprecedented partnerships to better align education with pressing pipeline needs. Workforce development is a common concern among employers in the state. Pathway programs provide one unique solution: build a robust talent pipeline while helping students better prepare for their careers.

## FY 2016 Summary

Several pathway programs have been implemented in FY 2016. The first and leading model was Utah Aerospace Pathways (UAP). Aerospace companies in Utah collaborated to create a program that qualifies students to receive a certificate in aerospace manufacturing and enter the workforce upon high school graduation. Industry partners worked with GOED, CTE coordinators in local school districts, as well as post-secondary education leaders to create a direct pathway for students to enter the aerospace industry.

## Outcomes

UAP certified 42 high school students in FY 2016. Of those 42 students, 15 are currently employed with an aerospace industry partner. Adults who were under-employed or unemployed also had the opportunity to complete certification. Approximately 15 adult learners at Salt Lake Community College (SLCC) and Davis Applied Technology College (DATC) are currently employed with UAP industry partners, and another 9 are employed with other aerospace companies in the state. We look forward to similar results in Diesel Tech Pathways and Medical Innovations Pathways.

## Moving Forward

UAP set the stage for other industries to follow, and many are developing programs tailored to their distinctive workforce needs. A replication package outlining the steps necessary to create such a program is currently in development. This will be a valuable resource for implementing the pathway model statewide.

For additional information about Pathways programs, visit business.utah.gov or contact **Kimberlee Carlile**, Program Specialist, at kcarlile@utah.gov or 801-538-8669

# PRIVATE ACTIVITY BOND AUTHORITY

The Private Activity Bond Authority Review Board manages the state's volume cap for the following programs: Private Activity Bond Authority Program (PAB) and the Qualified Energy Conservation Bond Program (QECB).

The PAB is Utah's tax-exempt bonding authority to create a lower-cost, long-term source of capital for:

- Promoting the economic health of communities by providing affordable housing;
- Assisting new or existing companies with funding for manufacturing facilities and equipment.

The federal government allocates more than $37 billion per year to states on a per capita basis, with Utah receiving $302.8 million in 2016.

QECBs are taxable bonds issued for a number of energy conservation initiatives including energy reduction in public buildings, mass commuting facilities and energy technology research. The federal government allocated one-time funding of $3.2 billion as part of the 2009 American Recovery and Reinvestment Act (ARRA). Volume cap was allocated to states in proportion to their population, with Utah receiving $28.3 million.

## Summary and Outcomes

*Note: PAB operates on a calendar year. Allocation amounts are from CY 2015, but estimated job creation figures are from CY 2016 when construction commenced on the project.*

## APPROVED PROJECTS FOR CY 2015

| Approved Funding Categories | Volume Cap Allocation Amount | Number of Projects | Number of Loans | Number of Permanent Jobs Created | Number of Construction Jobs Created | Number of Other Temporary Jobs Created |
|---|---|---|---|---|---|---|
| Multi-Family Housing | $27,000,000 | 1 | N/AP | 10 | 250 | 25 |
| Single Family Homes | $126,636,300 | N/A | 3,388 | N/A | 256* | |

** Direct, indirect and induced jobs.*

For additional information about Private Activity Bond visit www.business.utah.gov/pab or contact **Roxanne Graham,** Director, at roxanneg@utah.gov or 801-538-8699

## PETE SUAZO UTAH ATHLETIC COMMISSION

*U.C.A. 63N-10*

Established in July 2001, the Pete Suazo Utah Athletic Commission (PSUAC) regulates professional boxing and other amateur and professional unarmed combat sports including boxing, kickboxing and mixed martial arts (MMA). The commission is named after the late Utah State Senator Eliud "Pete" Suazo, a boxing enthusiast and advocate for youth and minorities in the state. A five-member commission, appointed by the governor and legislature, oversees the commission.

The commission licenses promoters, managers, contestants, seconds, referees and judges. Licensing fees offset the cost of protecting the health and welfare of contestants and regulating events within the state.

The PSUAC regulates and oversees about 50 unarmed combat events per year. Attendance at these events varies from about 200 to more than 8,000 spectators. The vast majority of unarmed combat events held in Utah are MMA.

## FY 2016 Summary and Outcomes

- National media coverage of Resurrection Fighting Alliance vs Showdown Fights (Utah-based promoter). This represents two of the most prestigious Mid-Major Mixed Martial Arts events coming together to co-promote in Orem. This event generated live coverage of the nation's fastest rising MMA stars.
- In June 2016, "Golden Boy Promotions" came to Utah to run 2016 Charity Vision "Round 2." The black-tie event raised more than $1 million to restore sight to people in developing countries worldwide. The match between world-famous boxers Oscar De La Hoya and Mario Lopez generated national media coverage.
- FY 2016 saw the booking of the largest Mixed Martial Arts organization in the world, the UFC (Ultimate Fighting Championship), which made its Utah debut August 6, 2016 at the Vivint Smart Home Arena.

More information about Senator Suazo's life can be found in the article "*La Voz de los Otros*": *An Overview of the Life and Career of Eliud "Pete" Suazo, Utah's First Hispanic State Senator*, 1951-2001, written by Jorge Iber and published in the Spring 2008 Utah Historical Quarterly.

For additional information about the Pete Suazo Utah Athletic Commission, visit www.business.utah.gov or contact **Scott Bowler** at sbowler@utah.gov or 801-538-8876.

# PROCUREMENT TECHNICAL ASSISTANCE CENTERS

*U.C.A. 63N-13-101*

Procurement Technical Assistance Centers (PTAC) help small business successfully compete in the local and global government marketplace by providing knowledgeable and outstanding customer service. PTAC regional managers offer one-on-one and group instruction at seven offices throughout the state. PTAC strives to be the premier resource in helping Utah small companies identify, pursue and win government contracts to grow their business.

## FY 2016 Summary

The 10th annual PTAC Symposium was held on October 20, 2015 at the South Towne Exposition Center in Sandy. Lt. Gov. Spencer Cox addressed more than 400 attendees. In addition to speakers and breakout sessions, the symposium featured a "reverse trade show" with 54 contracting entities to which attendees could present their products.

After serving as deputy director of PTAC since 2005, Chuck Spence was appointed PTAC director in April. Mr. Spence, who is also president of the U.S. Association of Procurement Technical Assistance Centers (APTAC), testified in February before the U.S. House Small Business Committee's Subcommittee on Contracting and the Workforce. The hearing focused on various oversight, compliance and training issues raised in recent audits of defense contracting.

## Outcomes

*Note: PTAC follows the federal fiscal year.*
*In FY 2016:*

- 1,263 contracts awarded
- $230 million awarded to Utah businesses
- 4,576 jobs created/retained*
- 2,087 hours of counseling time
- 71 regional events
- 4,464 attended PTAC workshops

**Based on formula from the Department of Labor of one job created/retained per $50,000 per government contract awarded.*

## Moving Forward

PTAC will continue outreach efforts including tours and events with federal agencies, contracting officers, large defense contractors and resource partners to familiarize them with PTAC's resources and opportunities. PTAC regional managers will continue to expand workshops and provide training in contracting basics such as request for proposals (RFP).

In collaboration with the GOED marketing and communications team, PTAC will increase awareness of outreach events and other important PTAC news. This includes newsletters distributed by regional managers and increased social media content.

For additional information about PTAC visit business.utah.gov/PTAC or contact **Chuck Spence**, Director, at cspence@utah.gov or 801-538-8655

# OFFICE OF RURAL DEVELOPMENT

*U.C.A. 63N-4-101*

The Office of Rural Development (ORD) is dedicated to facilitating business growth and economic vitality in Utah's rural communities. We accomplish this by providing grants and incentives to rural businesses and by partnering with local governments and other organizations to support economic growth activities.

## FY 2016 Summary

**"BEAR Blitz."** ORD visited all 25 rural counties in one month, including counties not currently participating in the Business Expansion and Retention (BEAR) program. The purpose of these face-to-face meetings is to gain insight into each county's economic development goals and objectives and to discuss how to best utilize the available ORD programs.

**Train the Trainer.** In FY 2016, ORD hosted six regional training events designed to teach rural economic development directors, BEAR outreach specialists and local elected officials about the resources available to small businesses in Utah. More than 200 attended these events.

**Rural Legislative Day.** This annual event was co-sponsored by the Utah Association of Counties. It allowed rural Utah residents to mingle with legislators and other state officials, hear updates on current legislation, and interact with other rural leaders.

**Familiarization Tours.** ORD organized five rural familiarization tours in FY 2016. ORD, GOED management and other state department directors joined the lieutenant governor in meeting with local elected officials, business leaders and community members to discuss projects and challenges around economic development.

**Economic Development Planning.** In an effort to encourage all rural communities to have an updated economic development plan, ORD is partnering with EDCUtah, Western Rural Development and the Rural Planning Group to provide affordable planning options. EDCUtah and ORD developed a "building blocks of economic development" readiness tool which has been introduced in six counties.

*Dagget Ambassadors in Training*

## Outcomes

Targeted marketing of BEAR and Rural Fast Track (RFT) programs, along with face-to-face ORD outreach, has supported increased RFT and BEAR program usage levels over the last three years.

- BEAR outreach specialists in 20 rural counties made 2,294 visits to small businesses, resulting in 1,221 unique business resource referrals.
- Due to the BEAR Blitz and Train the Trainer events, applications for FY 2017 BEAR funding requests increased in all 25 rural counties.
- 31 Rural Fast Track Grants were awarded to small businesses to the amount of $1,360,388. This public funding was matched by $4,468,810 in private capital investment. Businesses in 12 counties received awards in 11 unique industry sectors. It is estimated that these investments will create up to 122 jobs that pay at least 110% of the county average wage.

## Moving Forward

ORD will continue stressing high-quality rural outreach service and stewardship of business growth programs and tax incentives. ORD will encourage increased industry diversity, especially in energy and extraction-based economies, in order to create healthy economies in all 25 rural counties.

In order to accomplish these goals, ORD will:

- Provide more group and individual training to each rural county and tribe by restructuring rural staff duties.
- Work with Utah Aerospace States Association to promote rural aerospace supply chain education and opportunities.

For additional information about Rural Development visit www.business.utah.gov or contact **Linda Gillmor,** Director, at lgillmor@utah.gov or 801-538-8804

## STEM ACTION CENTER

*U.C.A. 63N-12-201*

The STEM (Science, Technology, Engineering and Math) Action Center prioritizes STEM education to develop Utah's workforce of the future. The program drives research and implementation of STEM education best practices across Utah by coordinating STEM-related activities, creating and supporting STEM education, facilitating access to education tools, and aligning public STEM education with higher-education STEM activities. In order to advance STEM initiatives, the STEM Action Center Board will use legislative funding to oversee several projects that align with K-16 education and support the Utah State Board of Education and higher education partners.

These programs address issues that support outreach, recruitment, retention and student achievement. Additionally, the STEM Action Center will align technology and innovation with industry needs and higher education initiatives to ensure development of the future workforce. This will safeguard the state's economic prosperity by ensuring there is workforce ready to take on the high-quality, STEM-related careers.

The following projects are part of the STEM Action Center's portfolio, in partnership with the Utah State Board of Education, the Utah System of Higher Education and industry:

- Providing innovative approaches to professional learning for K-12 educators
- Creating an elementary STEM endorsement
- Coordinating a K-16 Computer Science, Education and Talent Development Initiative
- Improving Career and Technical Education programming
- Deploying digital learning math tools in K-12 classrooms
- Supporting industry-recognized STEM certification pathways for high school students
- Implementing a STEM School Designation Certification for STEM schools
- Helping educators and students engage with STEM subjects through hands-on activities

## FY 2016 Summary

- The STEM Action Center provided several micro-grant opportunities that support student participation in fairs, camps and competitions, allowed teachers to develop STEM activities in their classrooms and support organizations that host activities such as robotics and science fairs.
- The center sponsored numerous events including SheTech (a girls robotics camp), STEM Best Practices, several STEMFest events and various award events that recognized student achievement in STEM.
- The micro-grant programs impacted approximately 11,890 students, while sponsored events impacted approximately 63,020 students and family members.

## Outcomes

The numbers of students impacted by STEM Action Center programs in FY 2016:

- Fairs, Camps and Competitions: 1,113
- Classroom Grants: 9,883+
- STEM Certification pathway grants: 6,919
- K-12 Math Technologies: 180,707
- STEMFest: 17,000+
- Organization Grants: 4,519
- Sponsorship (events): 62,500

## Moving Forward

The STEM Action Center will continue to expand awareness and access to STEM education and career pathways. The center will work with all stakeholders to secure resources that help to create an innovative, engaging learning environment for students. The K-16 Computer Science Pathways initiative is a key effort that illustrates the collaborative approach that the center employs to leverage commitment and resources to impact student opportunity and success.

For additional information about the STEM Action Center visit STEM.utah.gov or contact **Tamara L. Goetz**, Executive Director at tgoetz@utah.gov or 801-538-8800

# TECHNOLOGY COMMERCIALIZATION & INNOVATION PROGRAM

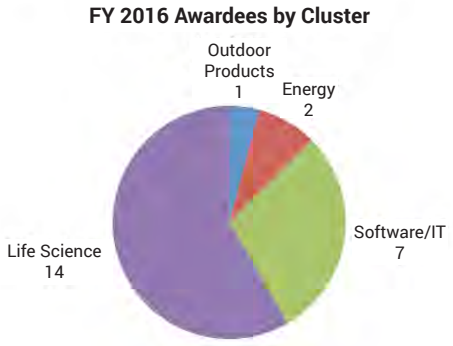
*U.C.A. 63N-3-201*

The Technology Commercialization and Innovation Program (TCIP) supports the growth and commercialization of promising technologies developed by private sector entrepreneurs and by students and faculty of Utah's higher education communities. TCIP provides smaller, frequent funding opportunities to a wide range of projects at critical points in their product life cycle.

To be eligible for a TCIP grant, applicants must either be affiliated with a Utah-based university, or be a small business as defined by the U.S. Small Business Administration and whose principal place of business is Utah. Applications are ranked according to:

- Potential economic development in the state of Utah (number of jobs, average salary, etc.)
- Quality of management and leadership, including experience in startups or commercialization
- Strength of the company's technology and potential for commercialization
- Size and growth of the market for the proposed technology
- Ability to sell and market the technology and credibility of their "go-to-market" strategy
- Strength of the company's overall value proposition and competitive advantage

Grant awards are for $100,000. Qualified applicants may be awarded up to $200,000 in TCIP grants over the life of the technology. Mentorship and entrepreneurial curriculum are made available to award recipients as part of the grant program.




## FY 2016 Summary

In May, past grant recipients participated in a public "demo day." Representatives from companies presented 10-minute pitches on

their technologies and the progress they made since receiving the grant to various members of the startup and technology ecosystem.

More than 150 companies and university teams submitted applications for the FY 2016 grant cycle. Grants were awarded to 24 technologies, for a total of $2.4 million in funding. Grant recipients represented a wide range of industries (see chart).

## Outcomes

Past TCIP grant recipients include successful homegrown companies such as Myriad Genetics, BioFire and Enve Composites. GoReact, a web-based presentation feedback service, spun out of Brigham Young University after receiving a TCIP grant in 2011. Founder and CEO Ken Meyers credits the grant with the company's success in closing a $250,000 seed funding round that same year. GoReact recently closed on $4 million in venture capital funding, and the company has grown to include 30 employees.

iVeena—a company developing drug delivery solutions for treatment of common eye diseases that lead to blindness—received a TCIP grant in 2013. In September 2015, iVeena closed a $2.2 million seed round led by Park City Angels, with contributions from the Salt Lake City Angels, University of Utah Technology Venture Corporation, and several prominent ophthalmologists and physicians. The company plans to conduct a pilot clinical study of their lead product in the first quarter of 2017.

## Moving Forward

Applications for the FY 2017 grant cycle opened Oct. 1 – Oct. 31, 2016. TCIP continues to leverage partner organizations to promote its funding, mentorship and curriculum opportunities among the startup community. In addition, TCIP hopes to raise awareness about the quality of companies that have received grants, demonstrating the program's effective vetting process and ensuring the companies' continued success. As awareness and accessibility increase, we expect to see increased application volume in the coming cycle.

For more information about the Technology Commercialization and Innovation Program visit business.utah.gov/tcip or contact **Clark Cahoon,** Fund Manager, at ccahoon@utah.gov, or 801-538-8895

# UTAH BROADBAND OUTREACH CENTER

*U.C.A. 63N-12-301*

The Utah Broadband Outreach Center works with private sector broadband providers and other stakeholders to encourage the expansion of broadband networks in urban and rural Utah.

The center works to ensure residents and business have broadband access to participate in economic development, education, healthcare, transportation and other vital activities. The center facilitates these efforts by supporting private sector deployment, teaching best practices to local communities, providing guidance to policy makers and making broadband access data available to businesses and the public.

## FY2016 Summary

**Projects:** At the end of FY 2015, the Broadband Outreach Center launched locate.utah.gov, which supports corporate recruitment and business expansion efforts by mapping commercial broadband, utility and transportation resources, and recreation opportunities. In FY 2016, the interactive tool earned an Achievement Award from the Center for Digital Government. Locate.utah.gov site displays information on where Enterprise Zone tax credits are available. The site allows developers and site selectors to evaluate potential locations and customize reports that summarize available infrastructure.

Broadband worked with businesses, cities, counties and private sector providers to refine data, address access issues and provide planning support. The center also evaluated changes to federal policies that would impact Utah's broadband industry and provided comments on federal land permitting, federal funding resources for rural broadband providers, and broadband access for low-income housing, schools and libraries. Finally, the center redesigned and relaunched the Utah Broadband Map with improved functionality.

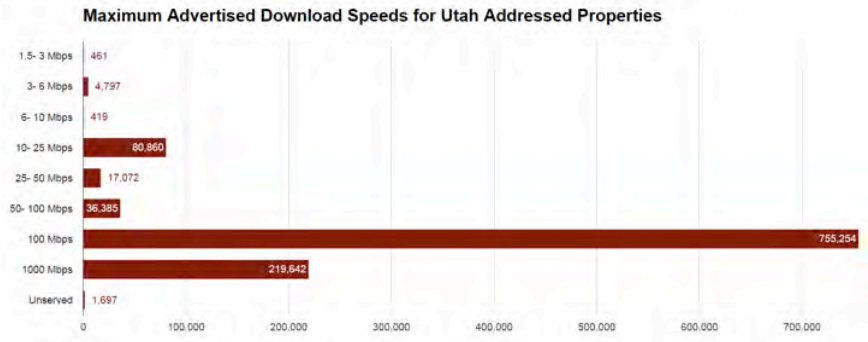
**Events:** Director Kelleigh Cole presented on a White House Panel discussing federal land access issues and policies to enable rural expansion. The center convened an advisory council to collaborate on adoption and deployment. In FY 2016, approximately 31 broadband providers and related businesses, 13 state agencies, four federal agencies, five nonprofits/member organizations, and members of the state legislature participated in the council. The center held the 2015 Broadband Tech Summit to facilitate statewide discussions on economic development, school and library access, federal lands coordination, cybersecurity, network utilization, public safety and federal policy.

## Outcomes

The Utah Broadband Outreach Center successfully helped businesses, communities and providers improve broadband services statewide. Akamai's

First Quarter 2016 State of the Internet report cited Utah as the fastest average Internet connection speed in the West and No. 5 overall.

The following chart shows broadband speeds available to addressed properties in Utah. These services come primarily from private sector providers.




Because the FCC discontinued maintenance of the National Broadband Map, the center's became the sole source for residents and businesses to publicly access broadband availability data. In September 2015, locate.utah.gov was awarded a Digital Government Achievement award in the government-to-business category from the Center for Digital Government.

## Moving Forward

During FY2017, the Broadband Outreach Center seeks to:

- Work with additional communities (particularly cities with rapidly expanding populations) to develop strategies to encourage private sector investment.
- Work with county governments to include broadband-specific language in the resource management plans that were mandated through H.B 323 (2015 General Session).
- Conduct data submission rounds (fall and spring) to update residential and commercial broadband maps.
- Work on a strategy to support corporate recruitment efforts to market Utah's infrastructure to businesses considering expansion and relocation.
- Continue convening the Utah Broadband Advisory Council and Utah Broadband Summit.

For additional information about the Utah Broadband Outreach Center, visit broadband.utah.gov or contact Program Director **Kelleigh Cole** at kcole@utah.gov or 801-538-8831.

# UTAH FILM COMMISSION

*U.C.A. 63N-8-101*

The Utah Film Commission markets the state as a destination for film, television, commercial and digital entertainment production. It promotes the use of Utah locations, local professional crew and talent, local support services, and the Motion Picture Incentive Program (MPIP). The office also serves as liaison to the film industry, facilitating production needs across the state.

## FY 2016 Summary

**Utah's First Film Industry Day.** The Utah Film Commission hosted the first annual Industry Day on December 5, 2015. Industry Day is a conference for 200+ professionals and students from film, digital entertainment and education sectors to network and engage in panels on distribution, education, drones and casting.

**Preparing Rural Utah to be "Film Ready."** Film Ready Utah is a program built for rural communities to promote their areas for film, television and commercial productions. The program consists of specialized film industry training that provides community leaders the tools to attract incoming production companies. Representatives from four counties (Daggett, Iron, Emery and Wayne) are currently working with the Film Commission to complete the training.

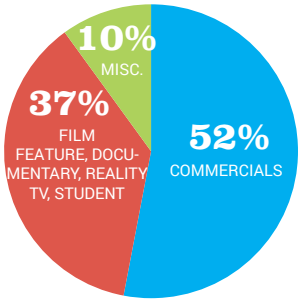
**Digital Content Creators MeetUp.** Utah content creators and filmmakers have a large presence online, and the digital entertainment industry is quickly finding a home in Utah. AdWeek just declared that Utah is "poised to be America's next tech and creative hub". In FY 2016, the Film Commission established a partnership with the Utah Digital Entertainment Network and hosted the First Annual Digital Content Creators MeetUp in order to engage and promote the creative talent in new platforms.

**Utah Women in Film Gathering.** One of the goals of the Utah Film Commission is to grow diversity within the local film industry. In June 2016, we partnered with Utah Women in Film and Avrec Art House to hold a networking event targeted for women working in Utah's film industry.

## Outcomes

- There were 356 reported film permits issued in FY 2016, and 188 of the projects (53 percent) were issued to rural areas.
- 23 films were released in 2016, resulting in Utah landscapes and branding being seen in theaters, at film festivals and on Discovery Channel, Netflix, Amazon, CW, ABC, Lifetime Network and BYUTV.

*Reported Film Permits*



- The largest project was HBO's production of *Mosaic* directed by Steven Soderbergh starring Garret Hedlund, Sharon Stone and Beau Bridges. The production shot in and around Park City and spent an estimated $10 million in the state.
- A Chinese production company built a full-scale western town for their period film, *Jade Pendant*. The film commission worked with private investors to help keep the set in Utah, moving it to a film-friendly ranch in Heber.

- In FY 2016, MPIP produced 21 projects that resulted in an estimated 637 filming days, 1,802 local cast and crew hires and an economic impact of $38.1 million.

## Moving Forward

As the entertainment industry is changing and innovating, the Utah Film Commission is adapting to maximize our state's resources. Utah's film industry foundation is the base from which we will grow as a leader in the production of film, television, family entertainment and interactive technologies.

- **Industry growth.** We will create opportunities to promote potential and established talent (students, professionals, businesses) within Utah's creative sector.
- **Cultivate emerging markets.** The Film Commission will convene Utah's digital community within the existing network of film industry professionals.
- **Establish rigorous measures & metrics.** Working with the Kem C. Gardner Policy Institute, we will capture data about what creative industries brings to Utah. These practices will support our office's decisions and goals around how to best allocate resources.

For additional information about the Utah Film Commission visit film.utah.gov or contact **Virginia Pearce**, Director at vpearce@utah.gov or 801-538-8740

# UTAH OFFICE OF TOURISM

*U.C.A. 63N-7*

The mission of the Utah Office of Tourism (UOT) is to promote tourism to out-of-state travelers and support tourism-based economic development. In addition, UOT works to continually improve the visitor experience and Utah's overall quality of life. To advance these goals, UOT runs year-round marketing, public relations and travel trade programs to inspire domestic and international visitors to visit Utah. They also provide key information to travelers to enhance their experience. In 2014, travelers to Utah spent $7.98 billion, generating $1.09 billion in state and local tax revenues and supporting an estimated 137,192 jobs statewide. Numbers from 2015 are not yet available.

## FY 2016 Summary

**Marketing and Communications.** Two major integrated marketing campaigns provided the structure for UOT's FY 2016 marketing strategy: $4.65 million for The Mighty 5® and $2.66 million for The Greatest Snow on Earth®. The three-season campaign maintained a national presence using network cable and introduced new creative called The Road to Mighty™ into key spot markets. People are still visiting as a result of this campaign, so final ROI has not yet been quantified.

UOT had substantial domestic media coverage in FY 2016, particularly after Fodor's Travel named Utah the top destination in the world to visit in 2016. Utah enjoyed substantial coverage in Lonely Planet U.S. edition, Associated Press, Saveur.com, Travel + Leisure online, among others. In addition, UOT published its first experiential travel magazine, the Utah Explorer's Guide.

**International Travel Trade.** UOT's travel trade team hosted multiple familiarization tours (FAMs) from nine markets for a total of 200 international guests including media and tour operators. 98.2 percent of respondents to a UOT follow-up survey rated their overall FAM experiences at a 4 or 5 out of 5.

UOT increased its participation in top annual trade shows including IPW, World Travel Market in London, OMCA in Canada, National Tourism Association, North American Journeys Summit, Go West Summit, Showcase USA Italy and ITB in Germany. FY 2016 trade shows saw the largest Utah delegation ever. UOT also supported the launch of new international nonstop flights from Amsterdam, London and Toronto.

Utah's top six international markets (Canada, China, France, Germany, Australia and the United Kingdom) remained strong in 2015, including a 37 percent increase in estimated travel spending from the Chinese market since the previous calendar year.

## Outcomes

| Tourism by the Numbers | CY2014 | CY2015 | Percent Change |
|---|---|---|---|
| Transient Room Tax | $44.8 mm | $50.5 mm | 13% |
| National Park Visits | 7.2 mm | 8.4 mm | 15% |
| National Monuments and Recreation Area Visits | 5.5 mm | 5.7 mm | 2% |
| State Parks Visits | 4.1 mm | 4.9 mm | 19% |
| Skier Days - 2014/15 & 2015/16 Seasons | 3.9 mm | 4.5 mm | 13% |
| SLC Airport Total Passengers | 21.1 mm | 22.1 mm | 5% |
| VisitUtah.com Unique Visits | 1.0 mm | 1.4 mm | 40% |
| Welcome Center Visits* | 392,926 | 370,083 | -6% |
| Travel Guides Delivered | 50,995 | 50,440 | -1% |

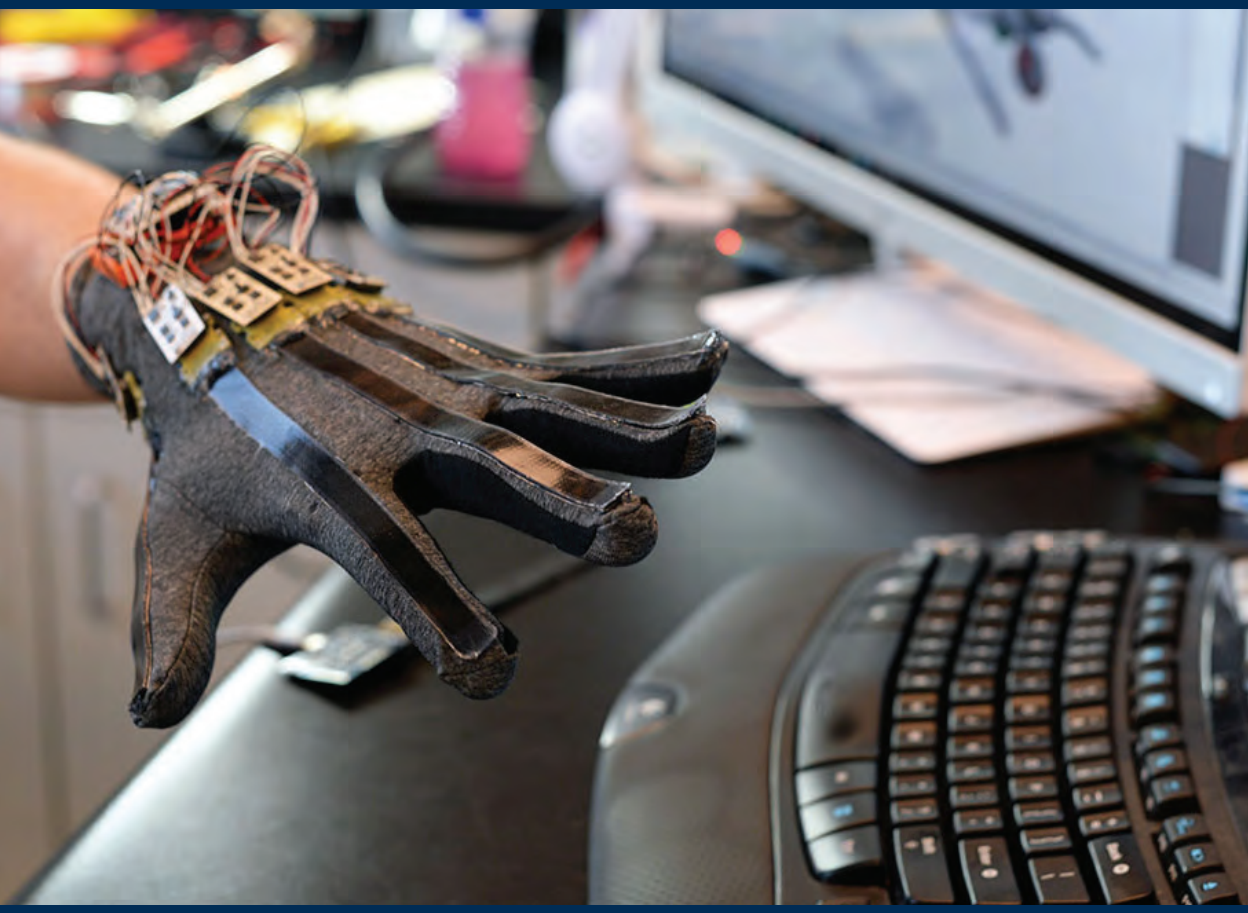
**Not all state welcome centers have submitted complete visitation data.*
*Sources: Utah Tax Commission, National Park Service, SLC Airport, Ski Utah, UOT*

## Moving Forward

The Utah Office of Tourism's integrated marketing effort aims to increase tax revenues generated from $1.09 billion to $1.2 billion by 2020. Along the way, UOT hopes to establish a benchmark measure of customer satisfaction and annual measures for improvement and identify three key public policy issues per year that will drive improvements in tourism and advance concrete goals in each area. Working with the Governor's Office of Management and Budget, UOT aims to develop a SUCCESS standard of operational excellence and efficiency. UOT is building its SUCCESS plan with a goal to become the most measured state tourism agency in terms of its year-round marketing effort.

For additional information about
the Utah Office of Tourism, Film and Global Branding,
go to visitutah.com or contact
**Vicki Varela,** Managing Director, at
vvarela@utah.gov or 801-538-3395

# Metrics & Data



Utah Governor's Office *of* Economic Development

BUSINESS • TOURISM • FILM

ANNUAL REPORT
RESOURCE GUIDE
2016

Utah Governor's Office *of* Economic Development

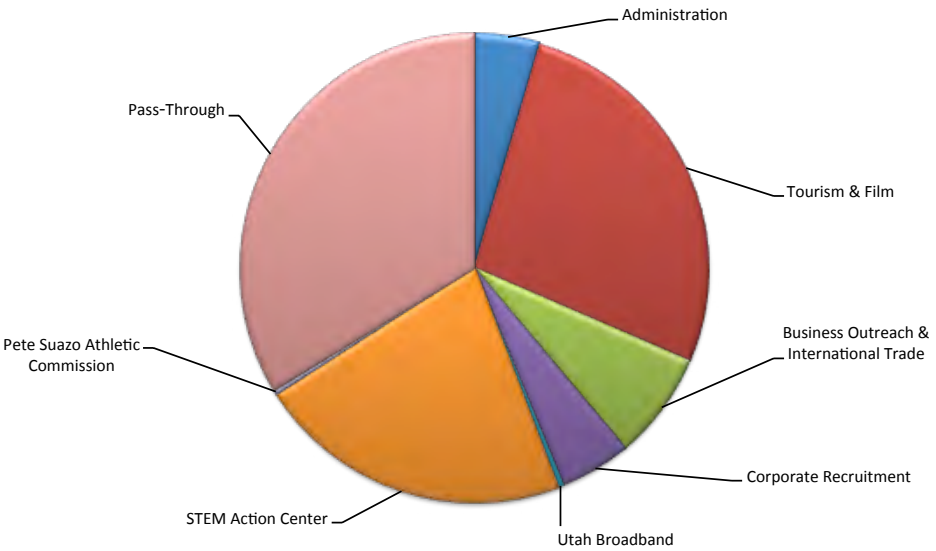
BUSINESS • TOURISM • FILM

# ANNUAL REPORT & RESOURCE GUIDE 2016

## BUDGET, METRICS AND HISTORICAL DATA

To better comply with statutory requirements outlined in 63N-1-301, we have created the following section to highlight budgetary information and historical data for each codified program. In addition, we have captured key performance metrics for some programs for which metrics may not have been included in the narrative. This section, cross-referenced with the Programs section of this report, presents a detailed outline of each of GOED's 15 programs and additional initiatives and activities.

**Budget Overview — $94 Million**



For questions concerning GOED's budget and operations, please contact **Jill Flygare**, Managing Director at jflygare@utah.gov or 801-538-8823

## Fiscal Year 2016 Budget - Governor's Office of Economic Development

| | General Fund Ongoing * | General Fund One-Time | Transportation Fund | Restricted Funds** | Federal Funds | Dedicated Credits | Total Budget |
|---|---|---|---|---|---|---|---|
| Administration | $3,815,000 | ($391,300) | $0 | $0 | $0 | $835,100 | $4,258,800 |
| Tourism & Film | $6,925,700 | $176,000 | $118,000 | $18,000,000 | $0 | $273,000 | $25,492,700 |
| Business Outreach & International Trade | $5,520,700 | $1,129,100 | $0 | $0 | $430,300 | $0 | $7,080,100 |
| Corporate Recruitment & Business Services | $3,600,900 | $11,500 | $0 | $250,000 | $529,300 | $269,500 | $4,661,200 |
| Utah Broadband Outreach Center | $350,000 | $0 | $0 | $0 | $0 | $0 | $350,000 |
| STEM Action Center | $20,046,400 | $700 | $0 | $0 | $0 | $503,000 | $20,550,100 |
| Pete Suazo Athletic Commission | $306,400 | $700 | $0 | $0 | $0 | $52,200 | $359,300 |
| Pass Through | $5,133,800 | $26,732,500 | $0 | $0 | $0 | $0 | $31,866,300 |
| ***TOTAL*** | $ 45,698,900 | $ 27,659,200 | $ 118,000 | $ 18,250,000 | $ 959,600 | $ 1,932,800 | $ 94,618,500 |

** Includes FY 2015 nonlapsing balances*

*** Includes Tourism Marketing Performance Account appropriation and Industrial Assistance Account administration appropriation*

## ALTERNATIVE ENERGY TAX CREDIT *(U.C.A. 63N-2-701)*

As of FY 2016, no credits have been issued.

## AVENUE H (Office of Consumer Health Services) *(U.C.A. 63N-11-101)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $600,000 | $650,000 | $350,000 |
| Dedicated Credits | $364,800 | $661,700 | $835,100 |
| Beginning Balance | $291,100 | $296,200 | $430,100 |
| Closing Balance | $(296,200) | $(430,100) | $(235,100) |
| **Total** | **$959,700** | **$1,177,800** | **$1,380,100** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $470,100 | $582,500 | $515,100 |
| Travel | $800 | $5,800 | $7,500 |
| Current Expense | $478,800 | $568,400 | $816,300 |
| Data Processing/DTS | $10,000 | $21,100 | $11,300 |
| Grants/Pass Through | $ — | $ — | $29,900 |
| **Total** | **$959,700** | **$1,177,800** | **$1,380,100** |

### Historical Data:

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Total Employer Groups | 479 | 652 | 802 |
| Total Employees | 3,970 | 5,224 | 5,698 |
| Total Dependents | 6,914 | 8,403 | 8,841 |
| Total Members | 10,884 | 13,627 | 14,539 |

## BUSINESS EXPANSION AND RETENTION PROGRAM (BEAR Program) *(U.C.A. 63N-3-103)*

The Business Expansion and Retention Program is designed to grow new and existing rural businesses, influence rural job creation, and increase economic diversity in rural regions by enhancing the level of technical services provided. The BEAR initiative is available to rural county economic development offices, Business Resource Centers, Small Business Development Centers and formal partnership consortiums directly involving these entities within the state for business training and skill development.

BEAR actively reaches out to rural businesses and makes the connection between the company and needed existing resources from all agencies, higher education and other resources. BEAR is funded by the Industrial Assistance Fund.

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Beginning Balance | $747,200 | $1,234,600 | $1,094,500 |
| Encumbered | $556,500 | $325,000 | $484,100 |
| Expended | $190,700 | $440,400 | $360,900 |

### Historical Data:

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Total Awarded BEAR Funds | $191,700 | $440,400 | $360,900 |
| Business visits | 2,297 | 3,600 | 2,015 |
| Unique business referrals | 1,220 | 1,970 | 1,721 |

| FY 2016 Grants by County | | | |
|---|---|---|---|
| Sanpete — 6 | Box Elder — 4 | Wayne — 2 | Grand — 1 |
| Cache — 5 | Emery — 2 | Carbon — 1 | Millard — 1 |
| Morgan — 5 | Sevier — 2 | Duchesne — 1 | Uintah — 1 |

## BUSINESS RESOURCE CENTERS *(63N-3-301)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $300,000 | $125,000 | $125,000 |
| Beginning Balance | $262,500 | $272,400 | $272,100 |
| Closing Balance | $(272,400) | $(272,200) | $(136,600) |
| **Total** | **$290,100** | **$125,200** | **$260,500** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Grants/Pass Through | $290,100 | $125,200 | $260,500 |
| **Total** | **$290,100** | **$125,200** | **$260,500** |

### Historical Data:

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| # of individuals served | 7,991 | 7,658 | 19,130 |

In prior years, metrics provided by the BRCs varied greatly from center to center according to the reporting practices of the service providers within the BRCs. We have determined that the primary metric for the BRCs is the number of unique individuals served. This metric recognizes that the BRC is the umbrella entity under which the other providers operate and the main driver of outreach activities and events that promote the services available and attract new clients. Other requested metrics from each center include attendance at training events and online activities.

## CORPORATE RECRUITMENT & INCENTIVES

*Please see EDTIF and IAF for additional budget and data.*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $892,900 | $1,301,600 | $1,125,400 |
| Dedicated Credit | $ — | $100,000 | $100,000 |
| Restricted Funds | $250,000 | $250,000 | $250,000 |
| Beginning Balance | $74,300 | $67,800 | $100,000 |
| Closing Balance | $(67,800) | $(100,000) | $(100,000) |
| **Total** | **$1,149,400** | **$1,619,400** | **$1,475,400** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $572,500 | $594,000 | $470,100 |
| Travel | $9,600 | $22,300 | $26,700 |
| Current Expense | $563,700 | $991,100 | $937,200 |
| Data Processing/DTS | $3,600 | $12,000 | $13,200 |
| Grants/Pass Through | $ — | $ — | $28,200 |
| **Total** | **$1,149,400** | **$1,619,400** | **$1,475,400** |

## ECONOMIC DEVELOPMENT TAX INCREMENT FINANCING (EDTIF) *(U.C.A. 63N-2-101)*

An EDTIF is a post-performance incentive provided as a tax credit rebate. GOED is permitted to grant an incentive of up to 30 percent of new state revenue with a maximum term of 20 years. Each year as the company meets the criteria in its contract with the state, it may earn a portion of the tax credit rebate. To qualify for an EDTIF post-performance tax credit rebate, a company must meet the following requirements:

- Incented jobs must pay at least an aggregate 110 percent of the county average wage
- Demonstrate company stability and profitability
- Secure commitment from local community to provide a local incentive
- Demonstrate competition with other locations
- Enter into an incentive agreement with GOED that specifies performance milestones

In the spirit of constant improvement and in partnership with the legislature, GOED has continually enhanced state recruitment practices since EDTIF began in 2006. Currently we are working with the Center for Regional Economic Competitiveness to improve data sharing and collection among stakeholders. In addition, EDTIF agreements have increasingly low percentages and terms. The state's proactive recruitment practices grow Utah businesses, diversify the economy and help communities statewide achieve their economic development goals.

In an effort to deliver the most accurate annual report possible, we publish only those figures that have been confirmed via internal audit. Given our internal audit cycle, all EDTIF data in GOED's 2016 Annual Report is based on CY 2014, ending Dec. 31, 2014. Additionally, GOED outlines all new EDTIF agreements in our monthly reports, in compliance with statute, and provides the legislature in-progress data on approved projects and outstanding agreements. The most recent GOED Board approvals are posted at business.utah.gov/programs/incentives/dashboard/companies.

**CY 2014 Data:**

- New Approved Incentives Projects: 23
- New High-Paying Jobs: 5,013
- New High-Paying Jobs that Received Incentives: 1,021
- Actual Reported New State Revenue in 2014: $67,244,583.03
- Actual Amount of Tax Credit Commitments Paid in 2014: $17,197,608
- Outstanding Commitments from 2014 Projects: $51,107,575

Most companies must achieve at least 50 percent of the projected new incremental jobs before an incentive is paid. Therefore, the minimum required job creation prior to an incentive being paid would be a combined 2,807* jobs for the 23 new approved projects in 2014.

**The 23 projects employed a combined 23,283 at the beginning of their EDTIF agreements. Per their contracts with the state, job numbers were projected to grow to 28,896—meaning the minimum required total employee projection for 2014 EDTIF projects was 5,613. Fifty percent of that projected job growth is 2,807. Thus, 2,807 jobs are required before incentive payout.*

## Historical Data:

*Data covers the life of EDTIF (beginning 2006) up to Dec. 31, 2014.*

| | |
|---|---|
| Projected New Sales and Use Revenue | $256,861,542 |
| Projected New Corporate Tax Revenue | $1,265,172,146 |
| Projected WTH Tax Revenue | $1,085,394,094 |
| **Projected NSR** | **$2,607,427,782.00** |
| **Projected Jobs** | **36,856** |

| | |
|---|---|
| Total Awards Approved by the Board (prior to 12/31/2014) | $948,650,924.00 |
| **Total EDTIF Rebates Issued** | **$91,197,137.88** |
| **Outstanding Tax Commitments** | **$857,453,786.12** |
| **Active Projects** | **91** |

*Note: An EDTIF project is classified as "active" when it has outstanding tax commitments. Once an incentive is paid out in full, or once a company reaches the agreed term without meeting requirements, a project and its accompanying data is closed.*

## Total outstanding EDTIF Commitments (balance of contractually obligated payments through FY 2016):

- Cash rebates up to $90,263,626 representing two companies (discontinued program with outstanding commitment)
- Tax credits up to $481,093,448 representing 93 companies

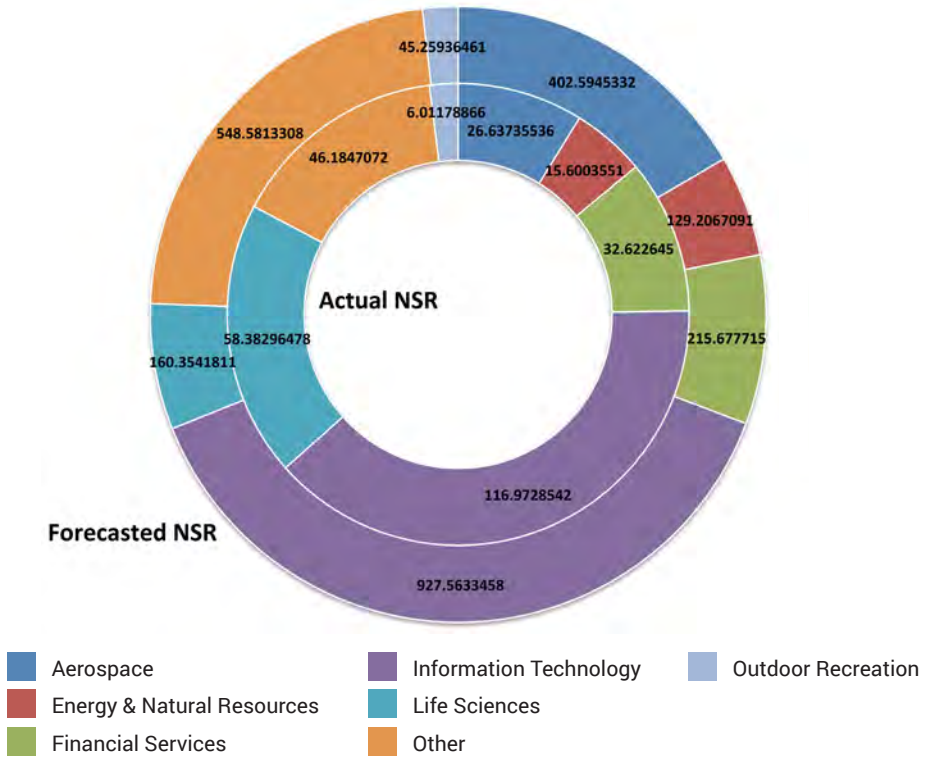
## Actual Partial Rebates for CY 2014

- Two projects with actual payouts totaling $2,010,619 (discontinued program with outstanding commitment)

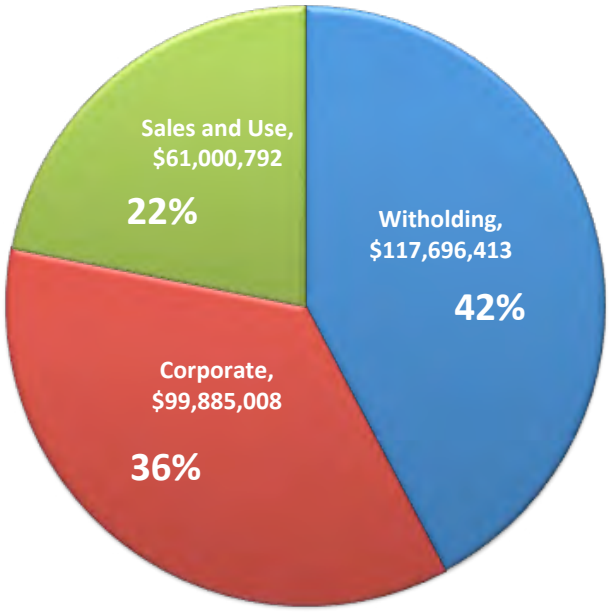
## Actual Tax Credits for CY 2014

- 44 projects with issued tax credits totaling $11,888,714

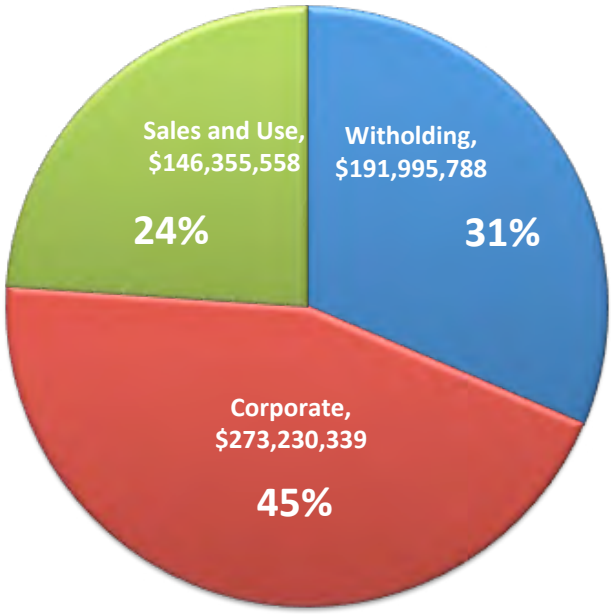
## Cumulative New State Revenue by Cluster (in millions)

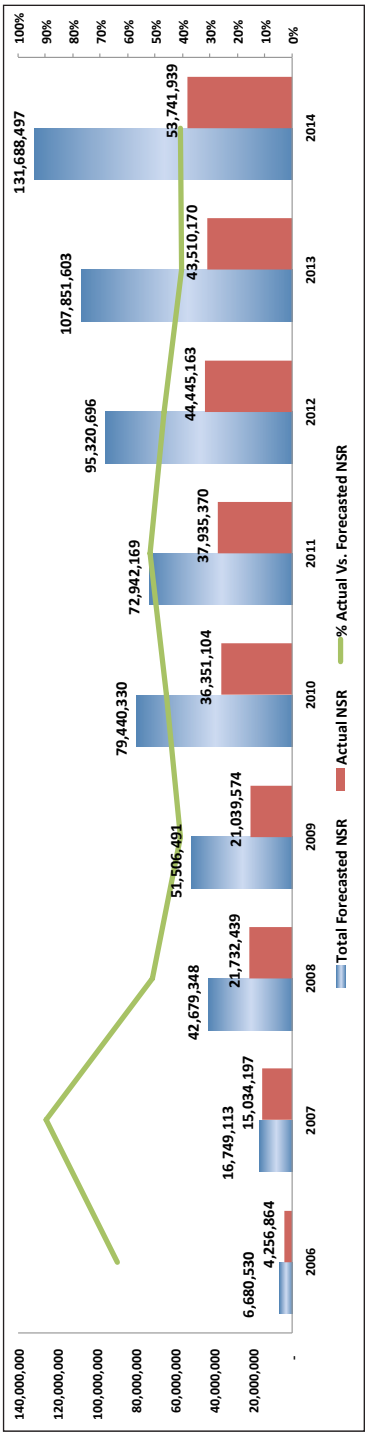


## Cumulative Actual New State Revenue

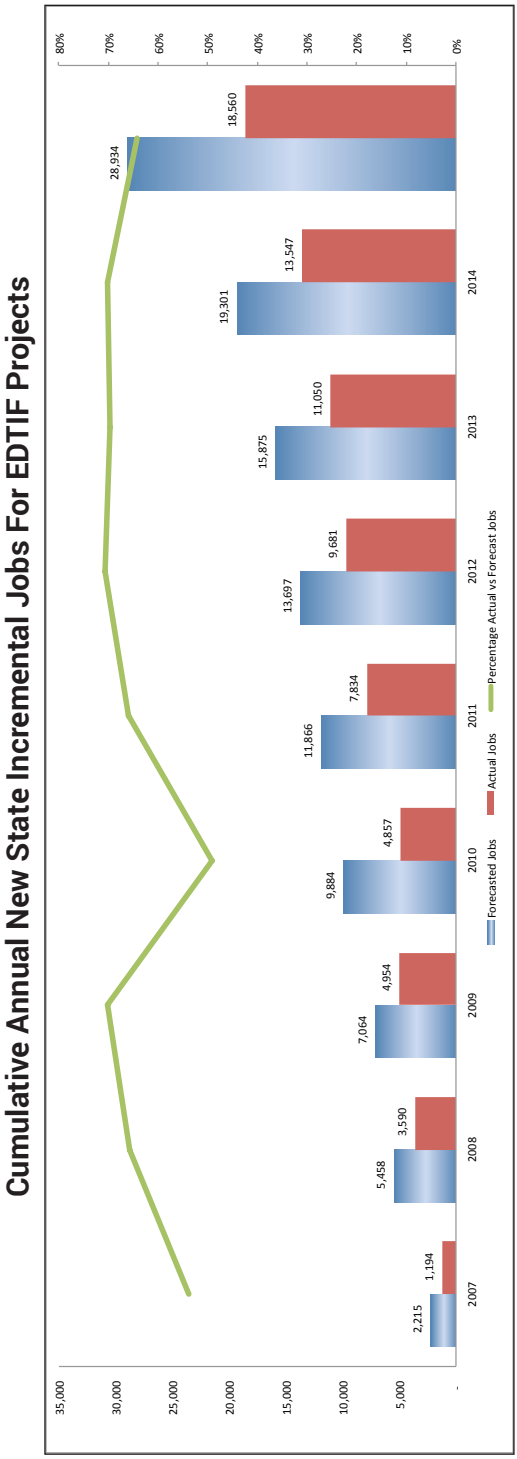



## Cumulative Forcasted New State Revenue






As part of the EDTIF applications process, companies forecast the amount of new state revenue their expansion or relocation project will create in the state of Utah. Applicants may inadvertently over-project the new state revenue a project may generate or there may be changes in the tax code that have the effect of reducing a company's tax liability to the state. Regardless of what a company forecasts, it is only ever granted a tax credit on the new state revenue it actually generates.


Cumulative Annual New State Incremental Jobs For EDTIF Projects
35,000
30,000
25,000
20,000
15,000
10,000
5,000
-
80%
70%
60%
50%
40%
30%
20%
10%
0%
2,215
1,194
5,458
3,590
7,064
4,954
9,884
4,857
11,866
7,834
13,697
9,681
15,875
11,050
19,301
13,547
28,934
18,560
2007
2008
2009
2010
2011
2012
2013
2014
Forecasted Jobs
Actual Jobs
Percentage Actual vs Forecast Jobs

## EDTIF Performance - Fiscal Year 2006 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Allegheny Technologies | Tooele Co. | EDTIF | 10 | 150 | $ 14,346,000 | $ 300,000,000 | $ 73,364,000 | $ 3,250,000 |
| Cephalon I | Salt Lake City | EDTIF | 5 | 365 | $ 11,071,000 | $ 100,000,000 | $ 24,900,000 | $ 2,100,000 |
| Extra Space Storage | Salt Lake Co. | EDTIF | 10 | 90 | $ 3,233,000 | $ - | $ 67,400,000 | $ 1,000,000 |
| Heritage Plastics | Milford | EDTIF | 10 | 100 | $ 9,657,000 | $ 5,300,000 | $ 25,075,000 | $ 1,500,000 |
| IM Flash Technologies Inc. | Lehi | EDTIF | 5 | 1,850 | $ 48,795,000 | $ 3,000,000,000 | $ 488,000,000 | $ 14,639,000 |
| KraftMaid Cabinetry | West Jordan | EDTIF | 10 | 1,333 | $ 16,217,000 | $ 107,000,000 | $ 400,300,000 | $ 3,243,000 |
| Nucor | Brigham City | EDTIF | 10 | 225 | $ 7,844,500 | $ 27,000,000 | $ 97,640,000 | $ 2,353,350 |
| Qwest | Logan | EDTIF | 10 | 574 | $ 16,734,000 | $ 25,806,267 | $ 207,342,000 | $ 2,500,000 |
| Rossignol/Quicksilver | Park City | EDTIF | 10 | 100 | $ 7,365,000 | $ - | $ 71,900,000 | $ 2,500,000 |
| Silicon Valley Bank | Salt Lake Co. | EDTIF | 5 | 300 | $ 8,136,000 | $ 7,000,000 | $ 135,626,000 | $ 990,000 |
| Varian Medical Systems | Salt Lake City | EDTIF | 10 | 100 | $ 9,593,000 | $ 15,000,000 | $ 57,508,000 | $ 1,000,000 |
| West Liberty Foods | Tremonton | EDTIF | 10 | 500 | $ 6,920,000 | $ 50,000,000 | $ 131,400,000 | $ 2,000,000 |
| Williams International | Ogden | AATIF | 20 | 153 | $ 63,058,400 | $ 43,900,000 | $ 78,449,061 | $ 18,917,520 |
| **FY 2006: Subtotals** | | **13** | **9.6** | **5840** | **$ 222,969,900** | **$ 3,681,006,267** | **$ 1,858,904,061** | **$ 55,992,870** |

## EDTIF Performance - Fiscal Year 2007 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| US Food Service | Ogden | EDTIF/ IAF | 10 | 200 | $ 8,314,000 | $ 29,000,000 | $ 73,096,000 | $ 2,000,000 |
| Charlotte Pipe | Cedar City | EDTIF | 10 | 40 | $ 2,858,000 | $ 36,000,000 | $ 22,958,000 | $ 857,000 |
| Dannon | West Jordan | EDTIF | 10 | 295 | $ 51,438,000 | $ 175,000,000 | $ 96,050,000 | $ 8,350,000 |
| Amer Sports | Ogden | EDTIF/ IAF | 10 | 230 | $ 26,451,000 | $ 3,250,000 | $ 132,962,000 | $ 7,935,000 |
| ICU Medical | Taylorsville | EDTIF | 10 | 378 | $ 10,879,000 | $ 18,850,000 | $ 68,974,000 | $ 3,000,000 |
| Syracuse Castings | Tooele | EDTIF | 10 | 89 | $ 1,950,000 | $ 1,590,000 | $ 20,863,000 | $ 585,000 |
| Malnove | Clearfield | EDTIF | 10 | 63 | $ 953,000 | $ 5,000,000 | $ 19,560,000 | $ 286,000 |
| Air Liquide | Salt Lake City | EDTIF | 10 | 43 | $ 3,704,000 | $ 21,000,000 | $ 27,863,000 | $ 1,111,000 |
| **FY 2007: Subtotals** | | **8** | **10.0** | **1338** | **$ 106,547,000** | **$ 289,690,000** | **$ 462,326,000** | **$ 24,124,000** |

## EDTIF Performance - Fiscal Year 2008 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| FiberTek | Nephi | EDTIF/IAF | 10 | 99 | $ 13,612,000 | $ 32,500,000 | $ 36,589,000 | $ 4,000,000 |
| Thermo Fisher Scientific | Logan | EDTIF | 10 | 196 | $ 9,118,000 | $ 21,100,000 | $ 68,054,000 | $ 2,735,000 |
| Barnes Aerospace | Ogden | EDTIF | 15 | 474 | $ 7,927,000 | $ 11,800,000 | $ 150,221,000 | $ 2,000,000 |
| Procter & Gamble | Box Elder Co. | EDTIF | 20 | 1,185 | $ 280,739,000 | $ 540,000,000 | $ 1,278,000,000 | $ 85,000,000 |
| Hershey | Ogden | EDTIF | 10 | 123 | $ 13,009,000 | $ 38,000,000 | $ 48,860,000 | $ 2,600,000 |
| Goldman Sachs | Salt Lake City | EDTIF | 20 | 375 | $ 81,762,999 | $ 20,200,000 | $ 886,727,000 | $ 20,000,000 |
| Disney Interactive | Salt Lake City | EDTIF | 10 | 565 | $ 16,989,000 | $ 15,100,000 | $ 330,678,000 | $ 5,250,000 |
| Oracle I | West Jordan | EDTIF | 12 | 100 | $ 50,415,374 | $ 260,000,000 | $ 73,574,249 | $ 15,124,000 |
| eBay (Datacenter) | South Jordan | EDTIF | 10 | 50 | $ 109,110,945 | $ 436,000,000 | $ 23,799,980 | $ 27,277,000 |
| Cementation | Sandy | EDTIF | 10 | 422 | $ 16,585,538 | $ 5,500,000 | $ 130,226,301 | $ 3,317,000 |
| Fresenius | Ogden | EDTIF | 10 | 1,111 | $ 16,630,445 | $ 340,000,000 | $ 303,339,000 | $ 4,157,611 |
| **FY 2008: Subtotals** | | **11** | **12.5** | **4700** | **$ 615,899,301** | **$ 1,720,200,000** | **$ 3,330,068,530** | **$ 171,460,611** |

## EDTIF Performance - Fiscal Year 2009 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Boart Longyear | Salt Lake City | EDTIF | 10 | 200 | $ 12,144,430 | $ 3,000,000 | $ 222,535,427 | $ 3,036,000 |
| Reckitt Benckiser | Tooele Co. | EDTIF | 10 | 141 | $ 9,506,507 | $ 35,000,000 | $ 49,289,036 | $ 1,901,000 |
| Jet Aviation | Ogden | EDTIF/IAF | 15 | 650 | $ 27,716,041 | $ 6,900,000 | $ 420,759,000 | $ 8,315,000 |
| Cephalon II | Salt Lake City | EDTIF | 10 | 60 | $ 6,732,756 | $ 18,000,000 | $ 37,267,447 | $ 1,683,200 |
| Quality Bicycle Products | Weber | EDTIF | 10 | 71 | $ 10,861,159 | $ 5,700,000 | $ 33,426,126 | $ 2,172,232 |
| SA International** | Salt Lake City | EDTIF | 10 | 129 | $ 7,130,805 | $ 370,000 | $ 63,963,000 | $ 1,782,701 |
| Top Ten Reviews | Ogden | EDTIF | 7 | 165 | $ 3,658,878 | $ - | $ 45,287,172 | $ 731,775 |
| Duncan Aviation | Provo | EDTIF | 15 | 657 | $ 22,144,311 | $ 58,000,000 | $ 336,840,838 | $ 6,643,293 |
| Nelson Laboratories | Taylorsville | EDTIF | 10.5 | 393 | $ 9,982,877 | $ 13,745,000 | $ 157,538,750 | $ 1,996,600 |
| Sun Products Corporation | Salt Lake City | EDTIF/IAF | 10 | 80 | $ 34,022,025 | $ 14,600,000 | $ 276,114,553 | $ 2,513,600 |
| Keystone Aviation HondaJet | Salt Lake City | EDTIF | 10 | 72 | $ 8,701,701 | $ 4,000,000 | $ 18,830,731 | $ 1,740,300 |
| ATK Aerospace Structures | Clearfield | EDTIF | 20 | 848 | $ 109,108,187 | $ 250,000,000 | $ 1,664,771,288 | $ 32,732,500 |
| Dynamic Confections | Draper | EDTIF | 10.5 | 110 | $ 4,119,277 | $ 4,000,000 | $ 70,198,304 | $ 823,856 |
| Great Salt Lake Minerals | Ogden | EDTIF | 10.5 | 50 | $ 1,024,253 | $ 42,000,000 | $ 27,313,426 | $ 153,638 |
| Verisys Corporation | South Jordan | EDTIF | 7 | 100 | $ 4,177,496 | $ 10,000,000 | $ 18,719,026 | $ 835,000 |
| eBay (Customer Service) | Draper | EDTIF | 10 | 200 | $ 6,879,345 | $ 40,500,000 | $ 70,106,217 | $ 1,719,800 |
| **FY 2009: Subtotals** | | **16** | **11.0** | **3926** | **$ 277,910,048** | **$ 505,815,000** | **$ 3,512,960,341** | **$ 68,780,495** |

## EDTIF Performance - Fiscal Year 2010 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Mozy, Inc. | Pleasant Grove | EDTIF | 10 | 91 | $2,716,229 | $2,200,000 | $45,401,339 | $543,200 |
| Edwards Lifesciences | Draper | EDTIF/IAF | 15 | 1,300 | $ 50,943,077 | $ 14,500,000 | $ 776,525,500 | $ 10,381,000 |
| Goldman Sachs | Salt Lake City | EDTIF | 20 | 690 | $ 157,611,363 | $ 51,000,000 | $ 1,713,742,314 | $ 47,283,409 |
| Haemonetics | Draper | EDTIF | 6 | 220 | $ 1,699,299 | $ 17,000,000 | $ 26,147,393 | $ 169,900 |
| eBay (Customer Service) | Draper | EDTIF | 10 | 207 | $ 8,512,554 | $ 81,000,000 | $ 61,375,816 | $ 2,128,139 |
| Fairchild Semiconductor | West Jordan | EDTIF/IAF | 4 | 538 | $ 5,374,453 | $ 49,500,000 | $ 122,053,164 | $ 86,700 |
| Merit Medical Systems | South & West Jorda | EDTIF | 10 | 392 | $ 25,667,302 | $ 11,000,000 | $ 95,729,691 | $ 4,360,000 |
| MediConnect Global Inc. | Ephraim City | EDTIF | 10 | 306 | $ 7,019,316 | $ 470,000 | $ 45,500,000 | $ 1,754,800 |
| Lofthouse | Ogden | EDTIF | 5 | 115 | $ 692,171 | $ 22,500,000 | $ 15,130,735 | $ 138,434 |
| Janicki Industries | Layton | EDTIF | 10 | 50 | $ 1,581,374 | $ 19,500,000 | $ 20,532,500 | $ 316,275 |
| Royal Bank of Scotland | Taylorsville | EDTIF | 15 | 260 | $ 34,429,044 | $ 6,270,000 | $ 389,488,515 | $ 8,607,261 |
| **FY 2010: Subtotals** | | **11** | **10.5** | **4169** | **$ 296,246,182** | **$ 274,940,000** | **$ 3,311,626,967** | **$ 75,769,118** |

## EDTIF Performance - Fiscal Year 2011 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Adobe Systems Inc. | Holladay | EDTIF | 20 | 927 | $ 134,130,418 | $ 298,000,000 | $ 1,631,697,764 | $ 40,239,126 |
| Black Diamond Equipment | Lehi | EDTIF | 10 | 55 | $ 1,977,659 | $ - | $ 32,765,324 | $ 395,500 |
| ATK Aerospace Systems | Clearfield | EDTIF | 20 | 802 | $ 62,993,537 | $ 390,000,000 | $ 939,920,000 | $ 18,898,061 |
| Litehouse | Hurricane | EDTIF | 10 | 162 | $ 2,512,353 | $ 11,200,000 | $ 37,624,584 | $ 502,400 |
| Overstock | Provo | EDTIF | 10 | 150 | $ 4,494,496 | $ - | $ 95,480,000 | $ 1,123,600 |
| Czarnowski | St. George | EDTIF/IAF | 7 | 50 | $ 915,344 | $ 7,000,000 | $ 18,459,664 | $ 137,300 |
| CSN Stores | Ogden | EDTIF | 10 | 868 | $ 8,472,757 | $ 1,500,000 | $ 188,989,700 | $ 548,500 |
| JBS USA Holdings, Inc. | Hyrum | EDTIF | 10 | 420 | $ 8,797,836 | $ 30,000,000 | $ 115,569,462 | $ 1,759,500 |
| Liberty Safe and Security Products | Payson | EDTIF | 7 | 50 | $ 2,281,968 | $ 8,000,000 | $ 10,251,032 | $ 342,000 |
| Air Products | Tooele | EDTIF | 5.5 | 57 | $ 1,042,683 | $ 40,000,000 | $ 19,344,879 | $ 208,500 |
| ITT Corporation | West Valley/Jorda | EDTIF | 15 | 2,707 | $ 112,000,000 | $ 120,000,000 | $ 1,300,000,000 | $ 33,656,000 |
| IM Flash Technologies Inc. | Lehi | EDTIF | 15 | 200 | $ 7,068,833 | $ 1,500,000,000 | $ 167,686,106 | $ 45,900,000 |
| EMC Corporation | W. Valley, Draper, | EDTIF | 10 | 500 | $ 12,476,673 | $ 7,600,000 | $ 313,600,626 | $ 3,513,700 |
| **FY 2011: Subtotals** | | **13** | **11.5** | **6948** | **$ 359,164,557** | **$ 2,413,300,000** | **$ 4,871,389,141** | **$ 147,224,187** |

## EDTIF Performance - Fiscal Year 2012 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Morgan Stanley Smith Barney | South Jordan | EDTIF | 5 | 80 | $ 446,900 | $ 2,800,000 | $ 11,478,802 | $ 89,000 |
| eBay (Customer Service) | Draper | EDTIF | 20 | 2,200 | $ 127,186,975 | $ 80,000,000 | $ 2,737,441,997 | $ 38,156,092 |
| Fiberspar | Salt Lake/Tooele | EDTIF | 10 | 276 | $ 7,374,613 | $ 23,600,000 | $ 80,452,430 | $ 1,474,900 |
| SAIC** | Salt Lake/Utah/Da | EDTIF | 10 | 294 | $ 8,769,153 | $ 10,000,000 | $ 127,686,410 | $ 2,192,288 |
| Home Depot | Ogden | EDTIF | 10 | 691 | $ 2,609,334 | $ 12,000,000 | $ 67,365,753 | $ 521,867 |
| Lifetime Products | Clearfield | EDTIF | 20 | 482 | $ 12,774,362 | $ 46,000,000 | $ 221,136,866 | $ 3,193,591 |
| Incomm | Salt Lake County | EDTIF | 5 | 101 | $ 1,703,878 | $ - | $ 21,771,000 | $ 340,775 |
| Pepperidge Farm | Richmond | EDTIF | 10 | 54 | $ 2,115,977 | $ 45,000,000 | $ 11,667,527 | $ 475,032 |
| L-3 | Salt Lake County | EDTIF | 10 | 500 | $ 22,106,729 | $ 6,100,000 | $ 389,782,590 | $ 5,526,682 |
| Hexcel Corporation | Salt Lake County | EDTIF | 10 | 616 | $ 31,071,845 | $ 650,000,000 | $ 348,019,091 | $ 7,767,961 |
| Futura | Davis County | EDTIF | 8 | 143 | $ 11,982,206 | $ 23,155,000 | $ 57,886,740 | $ 1,694,786 |
| Workday | Salt Lake | EDTIF | 10 | 250 | $ 13,815,759 | $ - | $ 156,978,924 | $ 2,763,151 |
| Family Dollar | St. George | EDTIF | 20 | 450 | $ 15,058,314 | $ 90,000,000 | $ 297,464,933 | $ 3,764,578 |
| Schiff Nutrition | Salt Lake | EDTIF/Training | 6 | 400 | $ 1,540,933 | $ 1,500,000 | $ 17,659,408 | $ 308,186 |
| Xactware | Provo | EDTIF | 20 | 859 | $ 129,051,958 | $ 130,000,000 | $ 756,844,710 | $ 32,262,990 |
| FLSmidth | Midvale | EDTIF | 10 | 124 | $ 11,734,578 | $ 16,000,000 | $ 86,817,275 | $ 2,933,645 |
| Peterbilt | Salt Lake | EDTIF | 5 | 145 | $ 2,590,691 | $ 3,475,000 | $ 43,606,015 | $ 518,138 |
| EMC Corporation | Salt Lake | EDTIF | 12 | 750 | $ 20,695,868 | $ 4,000,000 | $ 475,109,938 | $ 5,173,967 |
| Rock West Composites | West Valley | EDTIF | 5 | 93 | $ 875,711 | $ 700,000 | $ 15,605,000 | $ 175,142 |
| **FY 2012: Subtotals** | | **19** | **10.8** | **8508** | **$ 423,505,784** | **$ 1,144,330,000** | **$ 5,924,775,409** | **$ 109,332,771** |

## EDTIF Performance- Fiscal Year 2013 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Xi3 | Salt Lake | EDTIF | 5 | 250 | $ 98,005,932 | $ 32,244,000 | $ 169,733,873 | $ 2,045,825 |
| Vexxel | | EDTIF | 5 | 101 | $ 1,687,885 | $ 4,000,000 | $ 21,082,477 | $ 377,577 |
| BioFire Diagnostics, Inc | Salt Lake | EDTIF | 20 | 657 | $ 97,747,955 | $ 50,000,000 | $ 718,135,774 | $ 24,436,989 |
| Boeing | Salt Lake | EDTIF/Training | 20 | 104 | $ 5,505,016 | $ 219,000,000 | $ 146,800,428 | $ 1,376,254 |
| ENVE Composites, Inc. | Weber | EDTIF/Training | 7 | 342 | $ 5,345,694 | $ 20,000,000 | $ 63,315,427 | $ 1,336,424 |
| Orange Soda, Inc. | | EDTIF/Training | 10 | 100 | $ 2,679,244 | $ 5,000,000 | $ 44,500,541 | $ 535,849 |
| GAF | Cedar City | EDTIF | 15 | 50 | $ 3,546,847 | $ 40,000,000 | $ 38,272,300 | $ 886,712 |
| Qualtrics | Provo | EDTIF | 7 | 1,080 | $ 43,123,085 | $ 2,400,000 | $ 295,308,110 | $ 10,780,771 |
| Royal Bank of Scotland | Taylorsville | EDTIF | 15 | 310 | $ 21,100,497 | $ 2,642,908 | $ 286,603,064 | $ 5,275,124 |
| Workday | Salt Lake | EDTIF | 15 | 500 | $ 54,072,074 | $ 20,000,000 | $ 719,396,231 | $ 8,370,052 |
| Orbit Irrigation Products, Inc. | North Salt Lake | EDTIF/Training | 15 | 60 | $ 22,251,565 | $ 36,990,000 | $ 68,391,417 | $ 2,408,896 |
| Instructure, Inc. | Cottonwood Heigh | EDTIF | 7 | 655 | $ 9,464,847 | $ 2,100,000 | $ 238,429,143 | $ 1,892,969 |
| DoTerra | Draper | EDTIF | 10 | 330 | $ 83,279,072 | $ 60,000,000 | $ 136,436,894 | $ 16,655,814 |
| 1-800 Contacts | Draper | EDTIF | 15 | 654 | $ 35,205,239 | $ 59,000,000 | $ 455,652,989 | $ 8,801,310 |
| Capital Access Networks | Salt Lake City | EDTIF | 7 | 108 | $ 8,113,435 | $ 1,915,000 | $ 38,460,168 | $ 2,028,359 |
| FireEye | Lehi/Draper | EDTIF | 10 | 250 | $ 14,412,621 | $ 3,000,000 | $ 152,798,326 | $ 3,603,155 |
| Blu | Salt Lake | EDTIF | 7 | 73 | $ 2,312,681 | $ 6,000,000 | $ 49,263,500 | $ 462,536 |
| Solarwinds | Draper | EDTIF | 20 | 1,040 | $ 109,548,587 | $ 50,000,000 | $ 1,436,554,953 | $ 32,864,576 |
| Metalcraft, dba SyberJet | Cedar City | EDTIF | 20 | 1,200 | $ 127,865,080 | $ 400,000,000 | $ 1,028,742,210 | $ 31,966,269 |
| MasterControl | Salt Lake City | EDTIF | 5 | 197 | $ 4,180,294 | $ 15,000,000 | $ 54,120,978 | $ 836,059 |
| HireVue | Salt Lake City | EDTIF | 7 | 540 | $ 10,090,489 | $ 30,000,000 | $ 172,876,211 | $ 1,513,573 |
| Emery Refining Contacts | Green River | EDTIF | 12 | 125 | $ 63,561,103 | $ 231,885,000 | $ 99,162,222 | $ 12,712,221 |
| **FY 2013: Subtotals** | | **22** | **11.5** | **8726** | **$ 823,099,242** | **$ 1,291,176,908** | **$ 6,434,037,236** | **$ 171,167,314** |

## EDTIF Performance - Fiscal Year 2014 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Tech Media Network | Weber | EDTIF | 10 | 75 | $ 3,051,269 | $ 3,400,000 | $ 32,953,072 | $ 610,254 |
| Cardon Healthcare Network | Sandy | EDTIF/Training | 15 | 308 | $ 9,151,570 | $ 5,300,000 | $ 215,071,341 | $ 1,830,314 |
| ATK | Clearfield | EDTIF/Training | 20 | 200 | $ 71,025,781 | $ - | $ 1,154,113,172 | $ 19,307,734 |
| OOCL | Salt Lake City | EDTIF/Training | 20 | 300 | $ 19,079,215 | $ 6,800,000 | $ 534,801,697 | $ 4,769,804 |
| Indus Valley Partners | Cottonwood Heigh | EDTIF | 11 | 200 | $ 5,362,085 | $ 500,000 | $ 91,909,000 | $ 1,072,417 |
| Yosemite Meat | Brigham City | EDTIF | 10 | 261 | $ 6,987,258 | $ 35,000,000 | $ 93,629,653 | $ 1,397,452 |
| School Improvement Network | Salt Lake City | EDTIF | 10 | 810 | $ 80,299,263 | $ 8,000,000 | $ 753,611,307 | $ 3,114,789 |
| Allstate Corporation | Ogden | EDTIF/Training/EO | 20 | 700 | $ 23,214,289 | $ 15,000,000 | $ 610,036,250 | $ 5,803,572 |
| Frontier Communications | Provo | EDTIF/IAF | 10 | 550 | $ 10,914,561 | $ 7,000,000 | $ 245,223,278 | $ 2,182,912 |
| Exeter Finance | Provo | EDTIF | 10 | 550 | $ 11,388,221 | $ 2,100,000 | $ 259,944,118 | $ 2,277,644 |
| Lin Manufacturing | | EDTIF | 7 | 150 | $ 1,744,798 | $ 4,000,000 | $ 27,697,126 | $ 261,720 |
| Beijer Electronics | Salt Lake City | EDTIF | 10 | 71 | $ 5,396,111 | $ 600,000 | $ 37,887,296 | $ 1,079,222 |
| Varian Medical Systems | Salt Lake City | EDTIF | 15 | 705 | $ 35,888,285 | $ 40,000,000 | $ 460,416,221 | $ 7,177,657 |
| Otto Bock | Salt Lake City | EDTIF | 7 | 55 | $ 1,960,096 | $ 1,000,000 | $ 16,219,299 | $ 392,019 |
| Cabelas | Tooele | EDTIF | 10 | 85 | $ 3,465,988 | $ 66,000,000 | $ 33,311,851 | $ 693,198 |
| Jive Communications | Lehi | EDTIF | 5 | 576 | $ 6,255,476 | $ 6,400,000 | $ 130,946,265 | $ 938,321 |
| Environmental Stoneworks | St. George | EDTIF | 10 | 124 | $ 2,571,519 | $ 2,000,000 | $ 40,887,535 | $ 514,304 |
| Houweling Nurseries Oxnard, Inc | Juab | EDTIF/IAF | 20 | 282 | $ 18,160,898 | $ 79,000,000 | $ 267,891,772 | $ 4,648,270 |
| Wilson Electronics | St. George | EDTIF | 5 | 150 | $ 1,775,413 | $ 2,700,000 | $ 22,440,128 | $ 266,312 |
| Pactiv | Salt Lake County | EDTIF | 10 | 60 | $ 5,806,731 | $ 52,000,000 | $ 28,885,160 | $ 871,010 |
| Airgas | Tooele | EDTIF | 10 | 25 | $ 533,260 | $ 8,000,000 | $ 1,475,181 | $ 106,652 |
| Oracle II | Lehi or SCL | EDTIF | 10 | 351 | $ 11,318,408 | $ 6,142,500 | $ 238,959,392 | $ 2,829,602 |
| **FY 2014: Subtotals** | | **22** | **11.6** | **6588** | **$ 335,350,495** | **$ 350,942,500** | **$ 5,298,310,114** | **$ 62,145,179** |

## EDTIF Performance - Fiscal Year 2015 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Advice Media | Park City | EDTIF | 5 | 100 | $ 1,385,347 | $ 1,000,000 | $ 17,571,355 | $ 207,802 |
| Maritz CX | South Jordan | EDTIF | 7 | 425 | $ 10,270,795 | $ 1,250,000 | $ 268,110,000 | $ 2,054,159 |
| American Automobile Association | Ogden | EDTIF | 7 | 290 | $ 5,750,968 | $ 20,000,000 | $ 112,946,673 | $ 862,645 |
| Armada Skis | Park City Utah | EDTIF | 8 | 56 | $ 1,774,596 | $ 500,000 | $ 31,718,980 | $ 354,919 |
| Vista Outdoors | Clearfield | EDTIF | 7 | 90 | $ 6,723,802 | $ 10,000,000 | $ 125,160,000 | $ 1,344,760 |
| Black Diamond Inc. | Salt Lake City | EDTIF | 7 | 160 | $ 2,354,979 | $ 7,760,000 | $ 48,404,120 | $ 353,247 |
| CHG Healthcare | Salt Lake City | EDTIF | 10 | 503 | $ 8,533,833 | $ 9,281,086 | $ 219,032,816 | $ 1,706,767 |
| Connolly | Salt Lake city | EDTIF | 5 | 145 | $ 2,601,753 | $ 385,000 | $ 48,266,900 | $ 520,351 |
| Consumer United | | EDTIF | 7 | 400 | $ 5,268,757 | $ 900,000 | $ 121,744,108 | $ 1,053,751 |
| CSM Bakery | Ogden | EDTIF | 6 | 100 | $ 1,567,620 | $ 30,400,000 | $ 12,582,742 | $ 313,524 |
| JSI Store Fixtures | Payson | EDTIF | 6 | 87 | $ 3,723,341 | $ 1,050,000 | $ 15,981,063 | $ 558,501 |
| Oemeta | Salt Lake City | EDTIF | 7 | 58 | $ 567,232 | $ 5,250,000 | $ 12,664,552 | $ 113,447 |
| Overstock | Salt Lake City | EDTIF | 10 | 333 | $ 11,406,214 | $ 2,650,644 | $ 300,843,588 | $ 2,281,243 |
| Prosper Funding LLC | Salt Lake City | EDTIF | 5 | 539 | $ 4,628,766 | $ 10,000,000 | $ 118,653,203 | $ 925,753 |
| Young Living | Spanish Fork | EDTIF | 7 | 445 | $ 43,769,871 | $ 89,000,000 | $ 174,461,476 | $ 8,753,974 |
| The Goldman Sachs Group, Inc. | Salt Lake City | EDTIF | 20 | 350 | $ 43,524,587 | $ 40,000,000 | $ 1,111,558,393 | $ 13,057,377 |
| The Proctor & Gamble Company | Bear River City | EDTIF | 20 | 200 | $ 37,155,384 | $ 400,000,000 | $ 197,854,508 | $ 11,146,615 |
| Traeger Grills | Springville | EDTIF | 7 | 164 | $ 2,517,685 | $ 5,204,125 | $ 44,613,464 | $ 503,537 |
| Health Catalyst | Salt Lake City | EDTIF | 5 | 291 | $ 3,530,888 | $ 7,600,000 | $ 67,335,446 | $ 706,178 |
| Prime Inc | Salt Lake City | EDTIF | 5 | 129 | $ 2,083,405 | $ 40,000,000 | $ 36,146,090 | $ 312,511 |
| Viracon | St. George | EDTIF | 10 | 300 | $ 7,091,964 | $ 2,200,000 | $ 118,628,713 | $ 1,418,393 |
| EMC Corporation | Salt Lake City | EDTIF | 10 | 700 | $ 15,492,764 | $ 62,000,000 | $ 365,290,554 | $ 3,873,191 |
| **FY 2015: Subtotals** | | **22** | **8.2** | **5865** | **$ 221,724,551** | **$ 746,430,855** | **$ 3,569,568,744** | **$ 52,422,645** |

## EDTIF Performance - Fiscal Year 2016 Approved Projects

| Project | Location | Incentive Type | Term | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Solar City | Utah County | EDTIF/IAF | 10 | 4000 | $ 110,768,773 | $ 94,000,000 | $ 2,438,130,484 | $ 24,441,053 |
| Vivint Solar | Utah County | EDTIF/IAF | 10 | 3143 | $ 49,389,474 | $ 91,000,000 | $ 1,088,371,798 | $ 12,347,369 |
| Kihomac | Davis County | EDTIF | 5 | 70 | $ 816,362 | $ 9,000,000 | $ 14,916,129 | $ 121,525 |
| Eldon James | Utah County | EDTIF | 6 | 115 | $ 5,080,138 | $ 5,000,000 | $ 34,385,217 | $ 762,021 |
| Crank Brothers | Weber County | EDTIF | 7 | 65 | $ 1,360,515 | $ 4,081,000 | $ 16,195,500 | $ 272,103 |
| RAM Company | Washington Coun | EDTIF | 8 | 139 | $ 1,864,405 | $ 11,000,000 | $ 25,618,891 | $ 372,881 |
| Health Equity | Salt Lake County | EDTIF | 6 | 200 | $ 2,497,397 | $ 10,000,000 | $ 66,597,253 | $ 569,907 |
| Stadler Rail | Salt Lake/Tooele C | EDTIF/IAF | 15 | 1001 | $ 40,275,601 | $ 30,000,000 | $ 575,819,608 | $ 10,068,900 |
| Honeyville | Weber County | EDTIF | 8 | 115 | $ 2,601,306 | $ 23,000,000 | $ 35,982,547 | $ 520,261 |
| SoFi | Salt Lake County | EDTIF | 5 | 400 | $ 5,778,076 | $ 8,000,000 | $ 108,913,804 | $ 1,155,615 |
| Entrata Property Solutions | Utah County | EDTIF | 5 | 191 | $ 1,631,800 | $ 6,000,000 | $ 38,135,356 | $ 326,360 |
| Peek | Salt Lake | EDTIF | 5 | 100 | $ 1,374,770 | $ 3,000,000 | $ 17,248,103 | $ 206,215 |
| Press Ganey | Utah County | EDTIF | 5 | 97 | $ 2,981,166 | $ 11,000,000 | $ 15,359,375 | $ 447,175 |
| **FY 2016: Subtotals** | | **13** | **7.3** | **9636** | **$ 226,419,783** | **$ 305,081,000** | **$ 4,475,674,065** | **$ 51,611,385** |

Projects are based on board approval. Some projects may not be converted to contracts.

# Economic Development Tax Increment Fund

As of FY 2016

## Required Minimum Incremental Job Creation Before Incentive Payment

**Grand Total — 4,484**

| Incentive Project | Incremental Required Employees |
|---|---|
| 2004-0089 | 0 |
| 2005-0001 | 0 |
| 2005-0004 | 0 |
| 2005-0041 | 73 |
| 2005-0042 | 0 |
| 2005-0061 | 0 |
| 2006-0002 | 0 |
| 2006-0007 | 0 |
| 2006-0016 | 0 |
| 2006-0039 | 0 |
| 2006-0043 | 0 |
| 2006-0065 | 0 |
| 2006-0085 | 0 |
| 2006-0086 | 0 |
| 2007-0003 | 0 |
| 2007-0008 | 0 |
| 2007-0013 | 0 |
| 2007-0087 | 0 |
| 2007-0088 | 0 |
| 2008-0040 | 0 |
| 2008-0052 | 20 |
| 2008-0053 | 12 |
| 2008-0054 | 0 |
| 2008-0091 | 0 |
| 2009-0020 | 78 |
| 2009-0029 | 23 |
| 2009-0051 | 173 |

| Incentive Project | Incremental Required Employees |
|---|---|
| 2009-0073 | 16 |
| 2010-0027 | 75 |
| 2010-0050 | 20 |
| 2010-0068 | 112 |
| 2010-0075 | 25 |
| 2010-0076 | 27 |
| 2010-0079 | 29 |
| 2011-0006 | 9 |
| 2011-0009 | 54 |
| 2011-0011 | 29 |
| 2011-0024 | 338 |
| 2011-0030 | 196 |
| 2011-0031 | 200 |
| 2011-0056 | 119 |
| 2011-0058 | 283 |
| 2011-0066 | 422 |
| 2011-0067 | 13 |
| 2011-0081 | 21 |
| 2011-0082 | 76 |
| 2011-0092 | 38 |
| 2012-0193 | 175 |
| 2012-0197 | 82 |
| 2012-0198 | 113 |
| 2012-0200 | 86 |
| 2012-0201 | 30 |
| 2012-0202 | 27 |
| 2012-0204 | 19 |

| Incentive Project | Incremental Required Employees |
|---|---|
| 2012-0205 | 150 |
| 2012-0207 | 5 |
| 2012-0208 | 165 |
| 2013-0210 | 44 |
| 2013-0211 | 35 |
| 2013-0212 | 50 |
| 2013-0213 | 35 |
| 2013-0214 | 50 |
| 2013-0215 | 50 |
| 2013-0216 | 52 |
| 2013-0217 | 10 |
| 2013-0218 | 30 |
| 2013-0220 | 38 |
| 2013-0224 | 110 |
| 2013-0225 | 165 |
| 2013-0226 | 98 |
| 2013-0227 | 63 |
| 2013-0228 | 57 |
| 2013-0248 | 66 |
| 2014-0231 | 18 |
| 2014-0233 | 15 |
| 2014-0234 | 132 |
| 2014-0235 | 7 |
| 2014-0237 | 6 |
| 2014-0238 | 20 |

## ENTERPRISE ZONES *(U.C.A. 63N-2-201)*

Businesses within an Enterprise Zone can claim state income tax credits for investing in plant and depreciable machinery and equipment, creating new, above average wage jobs, and the rehabilitation of older facilities. During the 2016 session, the Utah Legislature passed H.B. 31 granting GOED full compliance oversight for this program. With this change, we anticipate providing more detailed data for Enterprise Zones in FY 2017.

## GOVERNOR'S ECONOMIC COUNCIL *(U.C.A. 63N-1-501)*

Activities of the Governor's Economic Council are reported in the partners section on page 87. There is no relevant historical data to report.

## HOTEL CONVENTION TAX CREDIT *(U.C.A. 63N-2-501)*

As of FY 2016, no credits have been applied for or issued.

## INDUSTRIAL ASSISTANCE FUND (IAF) *(U.C.A. 63N-3-103)*

*See BEAR, Office of Outdoor Recreation and Rural Fast Track for detailed budgets and data.*

The State Industrial Assistance Fund (IAF) is a post-performance appropri¬ated fund used for the creation of high paying jobs and qualifying economic opportunities in the state. IAF funds are awarded in conjunction with EDTIF and are used to fund BEAR, RFT, Economic Opportunity Grants, Outdoor Recreation Grants and other programs associated with significant economic impact.

**Budget:**

**Industrial Assistance Fund (Aggregate)**

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Beginning Balance | $31,075,600 | $30,886,200 | $27,362,500 |
| Encumbered | $11,135,800 | $11,123,200 | $12,592,300 |
| Expended | $2,720,700 | $3,436,700 | $3,887,700 |
| Current Available Balance | $17,219,100 | $16,306,300 | $10,882,500 |

## Budget Breakdown:

### Economic Opportunity Grants

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Beginning Balance | $6,235,600 | $7,088,700 | $6,857,400 |
| Encumbered | $2,551,100 | $1,597,700 | $3,538,100 |
| Expended | $1,569,500 | $1,158,000 | $1,024,600 |
| Current Available Balance | $2,115,000 | $4,333,000 | $2,294,700 |

### Post-Performance Grants

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Beginning Balance | $17,686,600 | $15,397,900 | $12,525,200 |
| Encumbered | $7,178,700 | $7,112,600 | $6,154,200 |
| Expended | $316,100 | $954,000 | $1,401,000 |
| Current Available Balance | $10,191,800 | $7,331,300 | $4,970,000 |

### Smart Schools

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Beginning Balance | $173,000 | $76,300 | $1,399,400 |
| Encumbered | $76,300 | $ — | $1,179,600 |
| Expended | $96,700 | $76,300 | $219,900 |

## FY 2016 Total IAF Commitments (balance of contractually obligated payments through FY 2016)

- Economic Opportunities: $3,538,084 representing 25 organizations (includes 17 Waypoint grant recipients)
- Rural Fast Track: $1,236,415 representing 37 companies
- BEAR Funding: $484,066 representing 18 organizations
- Smart Schools: $1,179,569
- Post-Performance Grants: $6,154,174 representing 20 companies

## IAF Approved Projects

| Project | Location | Incentive Type | GOED Board Approved Date | Projected Number of Jobs Over Term | Projected New State Tax Revenue Over Term | Projected Capital Investment in Facility | Projected New State Wages | Maximum Cap Incentive Earned Over Term |
|---|---|---|---|---|---|---|---|---|
| Viracon | St. George | IAF | 17-Feb-06 | 250 | $ 4,118,000 | $ 25,000,000 | $ 32,599,000 | $ 750,000 |
| DBT America | Huntington | IAF | 17-Feb-06 | 12 | $ 613,000 | $ 4,000,000 | $ 5,593,065 | $ 45,000 |
| West Desert High Astro | Millard Co. | Opportunity Grant | 17-Mar-06 | 28 | | $ 19,000,000 | $ 9,553,000 | $ 350,000 |
| Smith Sport Optics | Clearfield | IAF | 12-Dec-06 | 64 | $ 755,000 | $ 1,700,000 | $ 13,815,000 | $ 300,000 |
| Cedar City Fiber Optic | Cedar City | Opportunity Grant | 18-May-07 | | | $ 2,655,608 | | $ 400,000 |
| OR - SL County | Salt Lake City | Opportunity Grant | 15-Jun-07 | | | | | $ 250,000 |
| Delta Air Lines | Salt Lake City | Opportunity Grant | 23-Aug-07 | | | | | $ 250,000 |
| Southern Classic Foods | Ogden | IAF | 19-Oct-07 | 94 | $ 1,262,000 | $ 10,260,000 | $ 22,332,000 | $ 300,000 |
| Barnes Bullets | Mona | IAF | 14-Dec-07 | 42 | $ 446,000 | $ 5,000,000 | $ 13,370,000 | $ 200,000 |
| Delta Air Lines - Tokyo | Salt Lake City | Opportunity Grant | 9-Oct-08 | | | | | $ 250,000 |
| Edwards Lifesciences | Salt Lake City | IAF | 13-Aug-09 | | | | | $ 1,140,000 |
| Fairchild Semiconductor | Salt Lake City | IAF | 10-Dec-09 | | | | | $ 1,182,500 |
| Newell Window Furnishings | Ogden | IAF | 7-Oct-10 | 465 | $ 3,845,108 | $ 800,000 | $ 82,007,804 | $ 150,000 |
| Sundance Institute | Park City | Opportunity Grant | 10-Nov-10 | | | | | $ 150,000 |
| Czarnowski | St. George | IAF | 9-Dec-10 | | | | | $ 50,000 |
| ITT Corporation | West Valley/Joprd | IAF | 9-Jun-11 | | | | | $ 88,000 |
| Utah Sports Commission | Salt Lake City | Opportunity Grant | 20-Jun-11 | | | | | $ 100,000 |
| Visit Salt Lake | Salt Lake | Opportunity Grant | 22-Mar-12 | | | | | $ 482,510 |
| Family Dollar | St. George | IAF | 30-Mar-12 | | | | | $ 500,000 |
| Schiff Nutrition | Salt Lake City | IAF | 10-May-12 | | | | | $ 300,000 |
| iSchools | | Opportunity Grant | 9-Aug-12 | | | | | $ 3,000,000 |
| Boeing | Salt Lake | IAF | 23-Aug-12 | | | | | $ 325,000 |
| Orange Soda, Inc. | Ut. County | IAF | 11-Oct-12 | | | | | $ 150,000 |
| Enve Composites, Inc. | Weber County | IAF | 11-Oct-12 | | | | | $ 100,000 |
| Orbit Irrigation | North Salt Lake | IAF | 6-Dec-12 | | | | | $ 90,000 |
| Visit Salt Lake | Salt Lake | Opportunity Grant | 10-Jan-13 | | | | | $ 2,660,572 |
| Startup Ogden | Ogden | Opportunity Grant | 10-Jan-13 | 6 | $ 192,250 | | $ 4,500,000 | $ 100,000 |
| Sundance | Park City | Opportunity Grant | 14-Mar-13 | | | | | $ 300,000 |
| UAV | | Opportunity Grant | 14-Mar-13 | | | | | $ 180,000 |
| OOCL | Salt Lake City | IAF | 23-May-13 | | | | | $ 953,961 |
| Cardon Healthcare Network | Sandy | IAF | 27-Jun-13 | | | | | $ 200,000 |
| ATK | Clearfield | IAF | 5-Aug-13 | | | | | $ 2,000,000 |
| Allstate | | IAF/OE | 17-Oct-13 | | | | | $ 1,160,715 |
| Frontier Communicaitons | Weber County | IAF | 23-Oct-13 | | | | | $ 330,000 |
| Houweling Nurseries Oxnard, Inc. | | IAF/OE | 6-Feb-14 | | | | | $ 650,000 |
| Daggett County Economic Opp Grant | | Opportunity Grant | 10-Jul-14 | | | | | $ 40,000 |
| Taiwanese Scenic Tour Of Utah | | Opportunity Grant | 14-Aug-14 | | | | | $ 25,000 |
| Ut Automatic Geographic Reference Center (AGRC) | | Opportunity Grant | 11-Dec-14 | | | | | $ 68,000 |
| Envision Utah | | Opportunity Grant | 9-Jan-15 | | | | | $ 500,000 |
| Garfield County | | Opportunity Grant | 12-Feb-15 | | | | | $ 10,000 |
| Visit Salt Lake Economic Opp Grant | Salt Lake | Opportunity Grant | 14-May-15 | | | | | $ 271,290 |
| Solar City | Utah County | IAF | 7/31/2015 | 4000 | $ 110,768,773 | $ 94,000,000 | $ 2,438,130,484 | $ 200,000 |
| Vivint Solar | Utah County | IAF | 7/31/2015 | 3143 | $ 49,389,474 | $ 91,000,000 | $ 1,088,371,798 | $ 200,000 |
| Stadler Rail | Salt Lake County | IAF | 12/10/2015 | 1001 | $ 40,275,601 | $ 30,000,000 | $ 575,819,608 | $ 500,000 |
| SIA | Summit County | Opportunity Grant | 6/9/2016 | 97 | $ 2,981,166 | $ 11,000,000 | $ 15,359,375 | $ 100,000 |
| **Totals** | | | | **9,202** | **$ 214,646,372** | **$ 294,415,608** | **$ 4,301,451,134** | **$ 21,352,548** |

Blank data for incentive type "IAF" or "IAF/OE" indicates that the Metrics of Jobs, NSR, Capital Investment or State Wages has been reported in the EDTIF section. If there are performance forecasts in this section, only an IAF grant was approved.

## INTERNATIONAL TRADE AND DIPLOMACY

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $984,300 | $1,014,800 | $1,130,700 |
| Federal Funds | $245,100 | $228,300 | $430,300 |
| Beginning Balance | $104,400 | $153,800 | $76,100 |
| Closing Balance | $(153,800) | $(76,100) | $(264,000) |
| **Total** | **$1,180,000** | **$1,320,800** | **$1,373,100** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $694,600 | $543,900 | $515,200 |
| Travel | $79,400 | $118,800 | $55,800 |
| Current Expense | $276,700 | $524,900 | $448,300 |
| Data Processing/DTS | $1,200 | $11,700 | $5,500 |
| Grants/Pass Through | $128,200 | $121,400 | $348,300 |
| **Total** | **$1,180,100** | **$1,320,700** | **$1,373,100** |

### Historical Data

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Number of Diplomatic Visits | 22 | 56 | 60 |
| Number of Trade Missions | 6 | 3 | 4 |
| Number of Trade Shows | 0 | 3 | 5 |
| Number of Companies Participating in Trade Missions/Shows | 72 | 36 | 62 |

## LIFE SCIENCE TAX CREDIT *(U.C.A. 63N-2-801)*

Investors in a Utah life science company are eligible for a non-refundable, post-performance tax credit of up to 35 percent of their investment, paid over three years.

In 2012 and 2013, GOED approved 10 investors for up to $204,750 in post-performance tax credits to be distributed over three years. These 10 investors make up $585,000 in direct investment in three life science companies. There is no data to report beyond 2013.

## MOTION PICTURE INCENTIVES PROGRAM *(U.C.A. 63N-8-101)*

**Budget:**

### Film Incentives — MPIP

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Tax Credit Allowance | $6,793,700 | $6,793,700 | $6,793,700 |
| Tax Incentive Balance | $15,538,500 | $15,988,300 | $8,103,300 |
| | | | |
| Tax Credits Issued | $5,431,200 | $5,816,500 | $3,988,900 |
| **Remaining encumbered** | **$912,800** | **$8,862,200** | **$9,781,900** |
| | | | |
| **New Tax Incentive Balance** | **$15,988,200** | **$8,103,300** | **$1,126,200** |

### Film Incentives — Cash

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Balance July 1 | $1,353,300 | $595,000 | $240,500 |
| Cash Credits | $758,300 | $354,500 | $119,300 |
| Available Balance June 30 | $595,000 | $240,500 | $121,200 |

### Historical Data

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Number of projects approved | 24 | 22 | 21 |
| Projects produced by local companies | 12 | 15 | 9 |
| Total Utah hires | 2,026 | 2,074 | 1,724 |
| Total Utah spend | $26,500,000 | $42,400,000 | $50,300,000 |
| Total spent in rural Utah | $11,900,000 | $23,300,000 | $18,100,000 |
| Total incentives approved | $6,100,000 | $9,800,000 | $12,300,000 |
| Total economic impact | $20,400,000 | $32,600,000 | $38,100,000 |

## MOTION PICTURE INCENTIVES PROGRAM (cont.)

**Data:**

### FY 2016 MPIP breakdown by project:

| Production Title | Projected Economic Impact | Projected Local Production Days | Projected Local Cast & Crew Hires |
|---|---|---|---|
| A Few Minor Distractions | $2,362,500 | 33 | 140 |
| Brigsby Bear | $1,875,000 | 27 | 85 |
| Confession | $1,478,132 | 21 | 91 |
| Damsel | $1,083,405 | 26 | 32 |
| Deidra and Laney Rob a Train | $1,362,737 | 25 | 97 |
| Drop Off | $172,000 | 21 | 59 |
| Kindig Customs: Season 3 | $1,470,036 | 50 | 20 |
| Mosaic | $7,774,005 | 48 | 129 |
| Phobic | $168,000 | 18 | 40 |
| Presidents & Patriots | $994,875 | 60 | 26 |
| Saturday's Warrior | $816,927 | 35 | 38 |
| Shadow Wolves | $1,650,000 | 22 | 69 |
| Six Below | $1,875,000 | 30 | 67 |
| Small Town Crime | $2,633,779 | 35 | 128 |
| The Elving Project | $188,000 | 34 | 52 |
| The Jade Pendant | $2,953,831 | 30 | 93 |
| The Stray | $509,793 | 21 | 61 |
| Valley of the Gods | $863,672 | 14 | 65 |
| We Love You, Sally Carmichael! | $180,000 | 14 | 58 |
| Westworld: Season 1 | $1,385,847 | 13 | 15 |
| Wind River | $6,375,000 | 60 | 135 |
| **TOTALS PRODUCTIONS: 21** | **$38,172,539** | **637** | **1,500** |

## NEW MARKET TAX CREDIT (SMALL BUSINESSES JOBS TAX CREDIT) *(U.C.A. 63N-2-601)*

The Utah State Legislature enacted the Utah Small Business Jobs Act to attract additional investment in the most severely distressed areas of the state. The act created a tax credit program more commonly referred to as the Utah New Market Tax Credit Program. The program is a state

corollary of the federal New Market Tax Credit Program, and is designed to use $50 million raised by venture capital firms, designated by the IRS as Community Development Entities ("CDE"), to make investments into small businesses within distressed areas. A prospective CDE applies to the state to be authorized to raise their respective portion of the total $50 million. Once approved by the state the CDE raises its authorized amount by issuing 58 percent income tax credits provided by the state to the investors who invest in each CDE's respective funds. The tax credits are funded through the premium tax collected on all insurance premiums in the state and are credit claimed against premium taxes owed to the state. Once each CDE has raised its authorized portion of the $50 million, it must invest 85 percent of the funds raised into eligible small businesses throughout the state with no one business receiving more than $4 million in investments. To be considered eligible a business must:

- be located in a distressed or severely distressed census tract according to the 2010 census
- fit the Small Business Association's ("SBA") definition of a small business
- not derive more than 15 percent of its profits from the sale of real estate.

Each CDE must invest the funds it raises within 12 months. The investments are then monitored by the state for the next seven years to ensure compliance and track the success of each respective investment. Additionally, the statute requires that each CDE reinvest portions of the interest or dividends earned from the investments made into additional qualified small business in the state. This will result in 150 percent of the original allocation amount awarded to each CDE being invested by the end of seven years.

Advantage Capital, Enhanced Capital, and Stonehenge Capital each received authorization in 2014 to raise 1/3 of the $50 million total award. The three CDEs had until December 2015 to invest at least 85 percent of their respective funds (or $14.2 million) with a six month cure period if they do not meet this deadline. Moreover, each CDE will be required to reinvest 50 percent more of this allocation amount (or an additional $8.3 million) into additional qualified small businesses.

As of the end of FY 2016, participating CDEs have invested $45.6 million of the $50 million amount into 21 small businesses, which are expected to create 711 jobs across the state.

## OFFICE OF OUTDOOR RECREATION *(U.C.A. 63N-9)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $265,700 | $252,700 | $231,600 |
| **Total** | **$265,700** | **$252,700** | **$231,600** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $232,800 | $225,400 | $209,700 |
| Travel | $9,300 | $7,900 | $6,700 |
| Current Expense | $14,200 | $11,700 | $12,200 |
| Data Processing/DTS | $1,900 | $4,700 | $3,000 |
| Grants/Pass Through | $7,500 | $3,000 | $ — |
| **Total** | **$265,700** | **$252,700** | **$231,600** |

### Historical Data:

| | FY 2016 |
|---|---|
| # of grants submitted | 24 |
| Grants awarded | 19 |
| Total dollar value | $515,000 |
| Total project value | $3,100,000 |

### Metrics:

- Nearly 30,000 miles traveled in site visits and meetings
- 20+ company and industry stakeholder meetings
- 73 outdoor-centered social media posts in FY 2016 and outdoor-centered Facebook posts had an average reach of 1,283 (42% greater than the GOED-wide average of 904)
- A GOED-produced eight article series on women in the outdoor recreation industry had an average reach of 3,585—among the most popular of FY 2016.
- More than 400 attended the Outdoor Summit in 2015
- Generated media coverage including ABC News, KRCL, iHeartRadio, KSL, KUTV, Salt Lake Tribune

## PETE SUAZO UTAH ATHLETIC COMMISSION *(U.C.A. 63N-10)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $154,500 | $157,900 | $161,500 |
| Dedicated Credit | $58,400 | $61,600 | $52,200 |
| Beginning Balance | $120,900 | $133,000 | $145,600 |
| Closing Balance | $(133,000) | $(145,600) | $(93,600) |
| **Total** | **$200,800** | **$206,900** | **$265,700** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $139,000 | $139,800 | $180,100 |
| Travel | $21,100 | $23,400 | $33,400 |
| Current Expense | $37,900 | $39,700 | $46,700 |
| Data Processing/DTS | $2,800 | $4,000 | $5,500 |
| **Total** | **$200,800** | **$206,900** | **$265,700** |

### Historical Data:

| | CY 2014 | CY 2015 | CY 2016* |
|---|---|---|---|
| Number of events | 41 | 29 | 32 |
| Number of licenses issues | 1,048 | 892 | 792 |
| Total revenue | $31,400 | $26,800 | $23,800 |

**YTD – data is based on calendar year. Additional events are scheduled to be held.*

## PRIVATE ACTIVITY BOND AUTHORITY *(U.C.A. 63N-5-101)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Dedicated Credits | $113,300 | $141,400 | $169,500 |
| **Total** | **$113,400** | **$141,400** | **$169,500** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $109,300 | $131,300 | $155,100 |
| Travel | $100 | $5,000 | $2,500 |
| Current Expense | $3,800 | $5,000 | $11,200 |
| Data Processing/DTS | $200 | $100 | $700 |
| **Total** | **$113,400** | **$141,400** | **$169,500** |

### Historical Data:

| | CY 2013 | CY 2014 | CY 2015 |
|---|---|---|---|
| **Single Family Homes** | | | |
| Volume Cap Allocation Amount | $122,587,500 | $124,666,500 | $126,636,300 |
| Number of Projects | N/A | N/A | N/A |
| Number of Loans | 3,492 | 3,329 | 3,388 |
| Number of Permanent Jobs Created | N/A | N/A | N/A |
| Number of Construction Jobs Created | 350* | 253* | 256* |
| Number of Other Temporary Jobs Created | N/A | N/A | N/A |
| **Multi-Family Housing** | | | |
| Volume Cap Allocation Amount | $66,200,000 | $17,600,000 | $27,000,000 |
| Number of Projects | 5 | 1 | 1 |
| Number of Loans | N/A | N/A | N/A |
| Number of Permanent Jobs Created | 27 | 8 | 10 |
| Number of Construction Jobs Created | 1125 | 200 | 250 |
| Number of Other Temporary Jobs Created | 85 | 25 | 50 |
| **Manufacturing** | | | |
| Volume Cap Allocation Amount | $2,000,000 | 0 | 0 |
| Number of Projects | 1 | 0 | 0 |
| Number of Loans | N/A | N/A | N/A |
| Number of Permanent Jobs Created | 30 Add'l | 0 | 0 |
| Number of Construction Jobs Created | N/A | N/A | N/A |
| Number of Other Temporary Jobs Created | N/A | N/A | N/A |

** direct, indirect and induced jobs*

## PROCUREMENT TECHNICAL ASSISTANCE CENTERS

*(U.C.A. 63N-13-101)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $463,700 | $463,700 | $463,700 |
| Federal Funds | $302,500 | $323,000 | $529,300 |
| Beginning Balance | $86,300 | $60,300 | $16,000 |
| Closing Balance | $(60,300) | $(16,000) | $(75,600) |
| **Total** | **$792,200** | **$831,000** | **$933,400** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $602,400 | $618,800 | $680,200 |
| Travel | $27,700 | $33,800 | $25,200 |
| Current Expense | $160,100 | $162,900 | $226,100 |
| Data Processing/DTS | $1,400 | $14,900 | $1,900 |
| Grants/Pass Through | $600 | $600 | $ — |
| **Total** | **$792,200** | **$831,000** | **$933,400** |

### Historical Data:

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Amount of contracts awarded | $697,181,332 | $389,709,552 | $230,143,804 |
| Number of Jobs created/retained* | 14,010 | 7,755 | 4,576 |
| Number of counseling hours | 2,876 | 2,579 | 2,087 |
| Number of participating events | 69 | 75 | 71 |

**Based on formula from the Department of Labor of one job created/retained per $50,000 per government contract awarded.*

## RECYCLING MARKET DEVELOPMENT ZONES *(U.C.A. 63N-2-401)*

Businesses within a Recycling Zone can claim state income tax credits of 5 percent on the investment in eligible equipment for the handling and/or consumption of recycled materials. Currently recycling zones are located in 12 of the 29 counties. Fifty companies within these zones have

invested more than $372 million in machinery and equipment since 1997. In 2013, 15 companies have invested more than $18.1 million and received tax credits totaling $900,000. Tax credits have halted for the past three fiscal years. Data will be reported in coming annual reports as the program resumes.

## RURAL FAST TRACK (RFT) *(U.C.A. 63N-3-104)*

Rural Fast Track grants are post-performance matching funds available to small businesses in qualifying Utah counties. Aimed at creating high-paying jobs, RFT grants provide an efficient way for rural non-retail companies to purchase necessary equipment, create new positions or reach other goals to grow their business. Rural and semi-rural counties qualify for the RFT program based on the area's population size and median household wage. A business can qualify for a matching grant not to exceed $50,000 if it:

- has been established for at least two years.
- employees at least two full time employees.
- demonstrates how the business development project will promote economic development in the county.

### Budget:

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Beginning Balance | $6,235,600 | $5,671,000 | $5,485,900 |
| Encumbered | $773,300 | $689,400 | $1,236,400 |
| Expended | $550,000 | $808,800 | $881,200 |

### Historical Data:

| | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Total Awarded RFT Grants | $550,000 | $808,800 | $881,200 |
| Number of grants approved | 21 | 28 | 31 |
| Projected FTE | 115 | 61 | 122 |
| Total projected grant amount | $789,500 | $1,081,300 | $4,574,800 |
| Total private investment | $17,653,600 | $4,574,800 | $4,468,800 |

## STATE SCIENCE ADVISORY COUNCIL *(U.C.A. 63N-12-101)*

After a few years' hiatus, a new state science advisor will be named. Information will be available for report in FY 2017.

## STEM ACTION CENTER *(U.C.A. 63N-12-201)*

The STEM Action Center receives significant ongoing funding, and provides its own in-depth annual report to the legislature. Please refer to it for detailed metrics and data. A fiscal year summary and descriptive overview of the program can be found on page 36 of this report.

## TARGETED BUSINESS TAX CREDIT *(U.C.A. 63N-2-301)*

Initial tax credits were awarded this fiscal year. Data will be reported in FY 2017.

## TECHNOLOGY COMMERCIALIZATION AND INNOVATION PROGRAM *(U.C.A. 63N-3-201)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $1,598,900 | $1,598,900 | $2,598,900 |
| Beginning Balance | $1,520,200 | $1,755,700 | $1,247,100 |
| Closing Balance | $(1,755,700) | $(1,247,100) | $(2,126,400) |
| **Total** | **$1,363,400** | **$2,107,500** | **$1,719,600** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Current Expense | $1,400 | $132,100 | $175,500 |
| Data Processing/DTS | $200 | $ – | $ – |
| Grants/Pass Through | $1,361,800 | $1,975,400 | $1,544,100 |
| **Total** | **$1,363,400** | **$2,107,500** | **$1,719,600** |

### Historical Data:

| Awards by Cluster | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Life Science | 12 | 10 | 14 |
| IT/Software | 7 | 5 | 7 |
| Aerospace & Defense | 3 | 1 | 0 |
| Energy/Nature Resources | 2 | 3 | 2 |
| Outdoor Recreation | 0 | 0 | 1 |
| **Total** | **24** | **19** | **24** |

| | FY 2015 | FY 2016 |
|---|---|---|
| Cumulative Incremental Revenue | $1,066,100 | $1,222,400 |
| Cumulative Capital Raised | $2,184,000 | $6,057,500 |
| Cumulative New FTE | 28 | 61 |

## TOURISM MARKETING PERFORMANCE FUND *(U.C.A. 63N-7-301)*

### Budget:

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Restricted Funds | $12,000,000 | $15,000,000 | $18,000,000 |
| Beginning Balance | $1,279,900 | $2,078,900 | $2,438,300 |
| Closing Balance | $(2,078,900) | $(2,438,300) | $(2,878,000) |
| **Total** | **$11,201,000** | **$14,640,600** | **$17,560,300** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Current Expense | $8,091,600 | $10,182,300 | $13,024,200 |
| Grants/Pass Through | $3,109,400 | $4,458,300 | $4,536,100 |
| **Total** | **$11,201,000** | **$14,640,600** | **$17,560,300** |

### Historical Data:

*Note: marketing campaign data is based on a calendar year.*

| Tourism Marketing and Performance Fund (TMPF) | FY 2015 | FY 2016 |
|---|---|---|
| **Total Appropriation** | $15.0 mm | $18.0 mm |
| Co-op Marketing (20%) | $3.0 mm | $3.6 mm |
| Sports Commission (10%) | $1.5 mm | $1.8 mm |
| Advertising (70%) | $10.5 mm | $12.6 mm |
| Three-season | $6.8 mm | $8.2 mm |
| Winter | $3.7 mm | $4.4 mm |

### Advertising Campaigns

| Three-Season | CY 2014 | CY 2015 |
|---|---|---|
| Economic Impact | $591.5 mm | $1,956.6 mm* |
| Tax Revenue | $47.0 mm | $155.6 mm |
| State ROI (per $1 spent) | $6.82 | $15.90 |
| Local ROI (per $1 spent) | $4.72 | $11.00 |
| **Winter** | **CY 2014-15** | **CY 2015-16** |
| Economic Impact | $198.2 mm | $246.0 mm |
| State and Local Tax Revenue | $15.8 mm | $19.6 mm |
| State ROI (per $1 spent) | $3.26 | $4.34 |
| Local ROI (per $1 spent) | $2.26 | $3.00 |

**The large increase in economic impact is due to implementation of national cable advertising in 2015 in addition to a regional campaign.*

## BOARD OF TOURISM DEVELOPMENT *(U.C.A. 63N-7)*

***Please see TMPF for related budget and data.***

### Budget:

#### Administration

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $1,121,700 | $1,265,800 | $1,161,800 |
| Beginning Balance | $37,300 | $200 | $400 |
| Closing Balance | $(200) | $(400) | $(15,200) |
| **Total** | **$1,158,800** | **$1,265,600** | **$1,147,000** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $619,900 | $709,100 | $710,600 |
| Travel | $56,300 | $47,200 | $55,900 |
| Current Expense | $434,400 | $447,000 | $344,100 |
| Data Processing/DTS | $37,300 | $41,500 | $36,400 |
| Grants/Pass Through | $10,900 | $20,800 | $ — |
| **Total** | **$1,158,800** | **$1,265,600** | **$1,147,000** |

#### Operations

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $2,104,900 | $2,502,700 | $2,156,900 |
| Transportation Funds | $118,000 | $118,000 | $118,000 |
| Dedicated Credit | $266,500 | $266,400 | $273,000 |
| Beginning Balance | $129,500 | $28,200 | $114,200 |
| Closing Balance | $(28,200) | $(114,200) | $(195,000) |
| **Total** | **$2,590,700** | **$2,801,100** | **$2,467,100** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $756,700 | $853,800 | $922,200 |
| Travel | $37,800 | $58,100 | $54,600 |
| Current Expense | $1,634,800 | $1,824,300 | $1,376,800 |
| Data Processing/DTS | $18,300 | $22,700 | $12,000 |
| Grants/Pass Through | $143,100 | $42,200 | $101,500 |
| **Total** | **$2,590,700** | **$2,801,100** | **$2,467,100** |

## BOARD OF TOURISM DEVELOPMENT *(CONTINUED)*

### Historical Data:

***Note: tourism data is based on the calendar year.***

| | FY 2012 | FY 2013 | FY 2014 |
|---|---|---|---|
| Traveler spending (millions) | $7,499 | $7,606 | 7,982 |
| Travel-related tax (millions) | $989 | $1,017 | 1,094 |
| Unique website user | $197,210 | $679,969 | 946,022 |

### Top Targeted International Markets

**Estimated International Card Spending as Percentage of Total Card Spending**

| Country of Origin | CY 2014 | Rank | CY 2015 | Rank |
|---|---|---|---|---|
| Canada | 25.9% | 1 | 23.9% | 1 |
| China | 7.8% | 2 | 10.7% | 2 |
| United Kingdom | 6.1% | 5 | 6.7% | 3 |
| France | 6.7% | 3 | 6.4% | 4 |
| Germany | 6.2% | 4 | 5.5% | 5 |
| Australia | 4.1% | 6 | 4.0% | 6 |
| **Total** | **56.8%** | | **57.2%** | |

*Sources: Utah Tax Commission, National Park Service, SLC Airport, Ski Utah.*

*Note: Utah Office of Tourism estimates are based on and extrapolated from aggregate depersonalized card usage data provided by VisaVue® Travel for the calendar years 2011 to 2015.*

## UTAH CAPITAL INVESTMENT BOARD AND CORPORATION (Fund of Funds) *(U.C.A. 63N-6-201 AND U.C.A. 63 N-6-301)*

Pursuant to statute requirement, Utah Capital has prepared and presented a separate report to the legislature. Please refer to it for detailed metrics and data. A summary of Utah Capital can be found in GOED's partners section on page 93.

## UTAH BROADBAND OUTREACH CENTER *(U.C.A. 63N-12-301)*

### Budget:

| Revenue | FY 2015 | FY 2016 |
|---|---|---|
| General Fund | $75,000 | $350,000 |
| Beginning Balance | 0 | $300 |
| Closing Balance | $(300) | $(24,000) |
| **Total** | **$74,700** | **$326,300** |

| Expenditures | FY 2015 | FY 2016 |
|---|---|---|
| Personnel | $40,500 | $155,300 |
| Travel | $2,600 | $11,100 |
| Current Expense | $29,500 | $155,800 |
| Data Processing/DTS | $2,100 | $4,100 |
| Grants/Pass Through | 0 | 0 |
| **Total** | **$74,700** | **$326,300** |

### Historical Data:

*Percentage of Utah Property with Broadband Access**

| | CY 2014 | CY 2015 | CY 2016 |
|---|---|---|---|
| Unserved | 0.16% | 0.13% | 0.15% |
| above 25 Mbps | 9.35% | 7.52% | 7.19% |
| 25 Mbps - 50 Mbps | 2.64% | 1.49% | 1.74% |
| 50 Mbps - 100 Mbps | 11.00% | 3.28% | 3.28% |
| 100 Mbps - 1000 Mbps | 66.89% | 73.18% | 66.22% |
| 1000+ Mbps | 9.96% | 14.41% | 21.43% |

**As reported by industry.*

### Metrics:

In FY 2016, the Utah Broadband Outreach Center:

- Worked with 54 private sector providers to map data in the most refined form available on broadband.utah.gov/map
- Worked with 11 businesses to address access issues, facilitate provider meetings and provide broadband availability data.
- Worked with nine cities and five counties to provide infrastructure planning assistance.

## UTAH STRATEGIC INDUSTRY CLUSTERS *(U.C.A. 63N-3-111{1})*

*Please see page 11 for detailed data on industry clusters.*

### Budget:

### Cluster Development

| Revenue | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| General Fund | $661,300 | $858,300 | $830,300 |
| Beginning Balance | $41,300 | $41,600 | $75,000 |
| Closing Balance | $(41,600) | $(75,000) | $(75,000) |
| **Total** | **$661,000** | **$824,900** | **$830,300** |

| Expenditures | FY 2014 | FY 2015 | FY 2016 |
|---|---|---|---|
| Personnel | $536,000 | $611,900 | $546,900 |
| Travel | $42,600 | $42,800 | $33,600 |
| Current Expense | $46,300 | $141,200 | $179,200 |
| Data Processing/DTS | $100 | $4,000 | $45,600 |
| Grants/Pass Through | $36,000 | $25,000 | $25,000 |
| **Total** | **$661,000** | **$824,900** | **$830,300** |

# Partners

Utah Governor's Office of Economic Development

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# ANNUAL REPORT & RESOURCE GUIDE 2016

# GOVERNOR'S ECONOMIC COUNCIL

*U.C.A 63N-1-501*

The Governor's Economic Council (GEC) is a public-private partnership created to address issues that impact Utah's economic development. The council convenes leaders from a variety of industries and organizations to ensure the state's sustainable growth and secure residents' quality of life. Council member appointment is based upon their current contributions to economic development in the state.

In FY 2016 the council met to find solutions to industry alignment in education and workforce development. Additional issues addressed in the past include air quality and infrastructure planning.

## Council Members

**Q.Val Hale,** Chair
Executive Director, Governor's Office of Economic Development

**Mel Lavitt,** Needham & Co.
Board Chair, Governor's Office of Economic Development

**Greg Bell,** Utah Hospital Association
Board Chair, USTAR Governing Authority

**Steve Styler,** Styler Daniels
Co-Chair, Governor's Rural Partnership Board

**D. Scott Peterson,** Mattson Technology, Inc.
Board Chair, Utah Capital Investment Corporation for the Utah Fund of Funds

**Scott Anderson,** Zions Bank
Board Chair, World Trade Center Utah

**Dean Luikart,** Wells Fargo
Board Chair, Economic Development Corporation of Utah

**Col. Scotty Nowlin**
Hill Air Force Base

**Vance Checketts**
EMC Corporation

***At Large***

**Randy Shumway**
President, Cicero Group

**Natalie Gochnour**
Associate Dean,
David S.Eccles
School of Business

## ECONOMIC DEVELOPMENT CORPORATION OF UTAH

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edcUTAH
ECONOMIC DEVELOPMENT
CORPORATION OF UTAH

Economic Development Corporation of Utah (EDCUtah) serves as a catalyst for quality job growth and increased capital investment by assisting in-state companies with growth and recruiting out-of-state companies to expand and relocate into Utah. We accomplish this by working with companies that contact us directly for assistance in their expansion or relocations process, and also by proactively targeting companies we feel would be a good fit in the state's economy. Our close partnership with GOED has been essential to the strong economic success Utah continues to enjoy.

In FY 2016 EDCUtah's Business Development team assisted 20 companies in their relocation or expansion into Utah. These companies plan to create more than 13,000 new jobs over the life of their projects. Additionally, these projects will result in the retention of more than 1,500 jobs already in the state.

Over the same period of time, EDCUtah's Global Strategy & Outreach program proactively initiated conversations with nearly 70 high-growth businesses that are interested in Utah as a potential future expansion or relocation destination. The organization will continue to develop those relationships and looks to add those leads to their project roles in FY 2017.

EDCUtah's Marketing and Research teams lead our efforts to improve the organization's promotional platforms, providing better data and information to interested companies via their website, industry specific collateral and targeted relationship building events.

## MANUFACTURING EXTENSION PARTNERSHIP

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mep.org

MEP.ORG
PROFITABILITY IN MANUFACTURING

The Manufacturing Extension Partnership of Utah (MEP) provides companies with services and access to public and private resources that enhance profitability and growth, improve productivity and develop companies into sustainable enterprises. The MEP focuses on five critical areas: Continuous Improvement, Sustainability (green), Technology Acceleration, Workforce Development and Supplier Development.

MEP's mission is to help small and mid-sized manufacturers improve performance, growth and profitability. With access to a wealth of resources, MEP is able to deliver results by becoming a strategic advisor within their businesses. MEP uses a Discovery Assessment that helps manufacturers identify the important issues facing their operation. This allows them to develop a program that is specific to the clients' needs and allows them to determine how they want to proceed.

The most recent Implan® study prepared by the Department of Applied Economics at Utah State University, based on data collected from MEP Utah clients by the U.S. Census Bureau, verified that in the state of Utah, the MEP Program provided services to 64 manufacturing companies resulting in quantifiable impact, which:

- Created or retained 2,485 manufacturing jobs
- Produced $130.4 million in additional employee wages
- Generated $13.9 million in additional state tax revenue

GOED and MEP as partners have not lost sight of the overall importance of manufacturing to the state. MEP will continue to be a resource to small and medium-sized manufacturers throughout the state and help the entrepreneurial spirit of Utah companies succeed in an ever-changing economy.

## OFFICE OF ENERGY DEVELOPMENT

*U.C.A 63M-4*

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energy.utah.gov

The Governor's Office of Energy Development (OED) is responsible for implementing the policies and programs established under the Utah Energy Act, and delivering on the Governor's goals for the state's energy and minerals sectors. OED is focused on the responsible development and utilization of the state's diverse energy resources, and on the preservation of a reliable and affordable energy system to fuel Utah's continued growth and success.

### Industry Assistance

OED administers four post-performance tax incentives to encourage investment in alternative and distributed resources, as well as in the infrastructure necessary for rural economic development. OED provides additional assistance by creating partnerships and facilitating new opportunities for Utah's energy and minerals industry.

### Planning & Policy

OED consistently gives voice to industry concerns regarding a variety of federal actions dealing with carbon regulation, public lands management, threatened and endangered species, etc. It also coordinates with regional officials and regulators on issues of regional importance, and advises the governor and the legislature on critical energy issues.

### Outreach & Education

OED develops curriculum, scholarships and other educational opportunities for Utah's K-12 students, and provides research funding and other support to Utah's post-secondary institutions. OED also educates the public through regular mini-documentaries on energy and minerals, as well as through newsletters. OED's outreach also includes events such as the Governor's Utah Energy Development Summit, a premier regional event.

## SMALL BUSINESS DEVELOPMENT CENTER NETWORK

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Utah SBDC *network*
Small Business Development Centers

Small businesses in Utah create most of the jobs and economic growth in the state. The SBDC program is a tool to help increase the rates of new small business growth and decrease the rates of their failure. SBDCs provide management assistance and training to new or existing business owners in critical areas such as marketing, planning and financial management. They also provide entrepreneurs access to capital by connecting them with banks and lending institutions as well as to other services including e-station or incubator facilities for fledgling new businesses. In addition, most centers are connected to the Governor's Office of

Economic Development's rural business outreach programs which help local officials direct resources to small businesses needing assistance. Together with other local and state economic development resources, SBDCs help local public and private institutions create entrepreneurial communities and an economic engine for growth and development.

The Utah SBDC is currently hosted by Utah State University and operated through USU Extension. Director Michael Finnerty oversees 14 SBDC centers located at various colleges and universities statewide. His primary responsibility includes creating and managing a $2.5 million budget funded by the U.S. Small Business Administration, GOED and other participating partners. The new state SBDC office is located at USU's Brigham City Regional Campus.

The SBDC network is the largest government-funded small business management and technical assistance program in the United States. The program currently includes 63 lead centers and more than 900 service delivery points throughout the United States and its territories.

| **2015-16 Utah SBDC Impact Data:** | |
|---|---|
| Business Starts | 155 |
| Capital Infusion | $50,522,000 |
| Job Creation | 521 |
| Sales Increase | $52,948,000 |
| Total Clients | 2,542 |
| Average Hours per Client | 5.95 |
| Counseling Hours | 12,105 |

## UTAH CAPITAL

*U.C.A 63N-6-301*

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www.utahcap.com

Utah Capital is an investment fund created to help Utah entrepreneurs gain access to diversified sources of capital. The fund is aligned with GOED's strategic industry clusters of software development & IT, life sciences, energy and natural resources, financial services, outdoor recreation and aerospace. Utah Capital plays an active role in guiding Utah-based companies–from helping early-stage Utah companies craft strategy and gain access to investment capital to assisting more established businesses in evaluating expansion plans and financing options.

### Highlights:

- **77** Utah companies received investment capital from Utah Capital portfolio funds since fund inception (30 companies no longer owned by Utah Capital fund managers)
- **6,526** new Utah jobs added by Utah companies since fund inception (1,356 jobs were reported as part-time jobs)
- **$931 million** invested in Utah companies by Utah Capital portfolio funds since fund inception
- **$18 million** invested by Utah Capital in Utah companies
- **37** consulting sessions during reporting period
- **67** events promoting Utah's entrepreneurs and companies
- **11** community events supported during reporting period

## UTAH SCIENCE TECHNOLOGY & RESEARCH INITIATIVE

*U.C.A. 63M-2*

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USTAR Executive Director
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The Utah Science Technology and Research Initiative (USTAR) was established in 2006 through the leadership and vision of the Utah Legislature and the Governor to leverage science and technology innovation to expand and diversify the state's economy. USTAR conducts its technology based economic development mission through a diverse portfolio of programs and services focused in three areas: principal researchers, competitive grant programs and technology entrepreneurship services.

USTAR has assisted the University of Utah and the Utah State University in recruiting over 40 principal researchers recognized for their research contributions and potential for developing commercially viable technology. Competitive grants provide funding at critical stages in technology development. Finally, USTAR provides services, specialized equipment and training through its regional outreach program. This includes incubation programs for startup businesses, assistance in accessing the Federal SBIR/STTR programs, mentoring and training for technology entrepreneurs across the state.

In 2015 USTAR had an independent assessment of its programs and the state's innovation ecosystem that resulted in the development of four competitive grant programs. Technology entrepreneurs can compete for grant funding to accelerate the development of their technology through prototyping through the USTAR TAP program. Existing companies in the state can access USTAR match making and funding to leverage the intellectual capital at Utah's institutions of higher education through the Industry Partnership Program to address their technology gaps. Researchers at Utah's colleges and universities can compete for grant funding to accelerate technology development or funds for exploring new ideas with high potential for federal funding. All of these programs target Utah's strategic economic clusters.

## UTAH SPORTS COMMISSION

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The Utah Sports Commission is a 501(c)3 and 501(c)6 organization whose mission is to be a catalyst for Utah in its Olympic legacy efforts and help the state's sports industry and its communities grow economically through sport. Sporting events and sports related travel generate hundreds of billions of dollars each year in the United States.

The Utah Sports Commission's strategies and initiatives continue to brand Utah as an international winter sports hub, further the state's strong Olympic legacy, and position Utah globally as a year-round sports destination, all of which build equity around Utah's sport brand, **Utah: The State of Sport.**

The Utah Sports Commission has partnered with Utah's venues, local sports chapters, communities, public entities and private organizations to attract, host and support almost 700 regional, national, and international sporting events since its creation.

### 2015-2016 Highlights

During FY 2016, the Utah Sports Commission partnered with 39 events bringing an estimated $110 million to Utah's economy and providing $30 million in broadcast media value.

Key events included USA Weightlifting Olympic Trials, Golden Gloves National Championship, CONCACAF Olympic Qualifying, Red Bull Rampage, National Veterans Wheelchair Games, Web.com Tour Utah Championship, XTERRA USA Championship, Ironman 70.3, Freestyle World Cup, Freeskiing Grand Prix, Tour of Utah, and Huntsman World Senior Games.

The Sports Commission's efforts in 2015-2016 laid the groundwork for an exciting and impactful 2016-2017 with AMA Supercross, Nitro World Games, UFC, US Fencing Summer Nationals, Archery World Cup, USA Judo, USA Climbing and many others events filling the state's sports calendar.

## WORLD TRADE CENTER UTAH

Contact: **Derek B. Miller**,
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801-532-8080
www.wtcutah.com

The mission of World Trade Center Utah is to help Utah companies think, act and succeed globally. As the export promotion arm of the state, WTC Utah accomplishes this mission through three key objectives:

- Motivate and educate Utah businesses to expand their global presence through training seminars, regional forums and newsletters focused on international business development, trade issues and export opportunities.
- Build capacity of Utah businesses for international trade through B2B consultations to identify expansion goals, assess current capabilities, determine overseas opportunities and connect companies with market experts and potential partners.
- Expand global network of Utah businesses through trade missions and networking with foreign trade officials.

### FY 2016 Highlights

- Celebrated 10 Year Anniversary with event keynoted by Gov. Jon M. Huntsman, Jr.
- Co-produced the 2nd annual Utah Global Forum
- Led trade missions to China/Hong Kong, Mexico and France, and supported a trade mission to Switzerland
- Hosted four international business forums in rural Utah: Cedar City, Brigham City, Price and Richfield
- Advised approximately 100 Utah companies through WTC Utah's trade services division
- Hosted 24 diplomatic visitors from around the world
- Hosted a Thought Leader Symposium headlined by Gov. Mike Leavitt
- Organized educational seminars on the topics of T-TIP, doing business in North America, international arbitration, and leveraging online platforms to name a few.

# Resources

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www.bearriverchamber.org

**Beaver Valley Chamber of Commerce**
25 North Main Street
PO Box 272
Beaver, UT 84713
(435) 438-5081
(435) 438-2036
chamber@beaverutchamber.com
www.beaverutchamber.com

**Blanding Chamber of Commerce**
Harold Lyman
12 N. Grayson Parkway
PO Box 792
Blanding, UT 84511
(435) 678-3662
(435) 678-2791
www.blandingutah.org

**Brian Head Chamber of Commerce**
Nancy Leigh
56 North Hwy # 143
PO Box 190325
Brian Head, UT 84719
(435) 677-3661
nleigh@bhtown.utah.gov
brianheadtown.utah.org

**Brigham City Area Chamber of Commerce**
Monica Holdaway
6 North Main Street
Brigham City, UT 84302
(435) 723-3931
(435) 723-4761
monica@brighamchamber.com
www.brighamchamber.com

**Cache Chamber of Commerce**
Sandy Emile
160 North Main Street
Logan, UT 84321
(435) 752-2161
semile@cachechamber.com
www.cachechamber.com

**Carbon County Chamber of Commerce**
Tiffany Furner
81 N. 200 E. Suite 3
Price, UT 84501
(435) 637-2788
cccc@carboncountychamber.net
www.carboncountychamber.net

**Cedar City Area Chamber of Commerce**
Denise Allred
510 W 800 S
Cedar City, UT 84720
(435) 586-4484
(435) 586-4310
cmccormick@cedarcitychamber.org
www.cedarcitychamber.org

**Chamber West**
Barbara Riddle
3540 S 400 W Suite 240
West Valley City, UT 84120
(801) 977-8755
(801) 977-8329
alan@chamberwest.org
www.chamberwest.org

**Davis Chamber of Commerce**
Angie Osguthorpe
450 South Simmons Way, # 220
Kaysville, UT 84037
(801) 593-2200
(801) 593-2212
daviscc@davischamberofcommerce.com
www.davischamberofcommerce.com

**Delta Area Chamber of Commerce**
Tammy Bunker
75 West Main Street
Delta, UT 84624
(435) 864-4316
(435) 864-4313
daccinfo@deltautahchamber.com
http://deltautahchamber.com/

**Draper Area Chamber of Commerce**
William Rappleye
1160 East Pioneer Road
PO Box 1002
Draper, UT 84020
(801) 553-0928
wrappleye@integraonline.com
www.draperchamber.com

## Chambers of Commerce

**Duchesne County Chamber of Commerce**
Irene Hansen
50 East 200 South
Roosevelt, UT 84066
(435) 722-4598
(435) 722-4579
info@uintabasin.org
www.uintabasin.org

**Escalante Chamber of Commerce**
Sue Mosier
280 West Main Street
PO Box 175
Escalante, UT 84726
(435) 826-4810
www.escalanteut.com

**Flaming Gorge Chamber**
Dutch John, UT 84023
(435) 889-3773
(435) 784-3433
craig.fgresort@yahoo.com
www.flaminggorgeresort.com

**Heber Valley Chamber of Commerce**
Ryan Starks
475 North Main Street
Heber City, UT 84032
(435)654-3666
(435) 654-3667
ryanstarks@gohebervalley.com
www.gohebervalley.com

**Holladay Chamber**
Kathryn Christiansen
PO Box 17263
Holladay, UT 84117
(801) 979-5500
kathryn@holladaychamberofcommerce.org
www.holladaychamberofcommerce.org

**Hurricane Valley Chamber of Commerce**
Lana Hone
63 South 100 West
Hurricane, UT 84737
(435) 635-3402
(435) 635-3402
office@hvchamber.com
www.hvchamber.com

**Kanab Area Chamber of Commerce**
Stan Benaldreman
78 South 100 East
Kanab, UT 84741
(435) 689-1422
stowell@kanab.net
www.kanabchamber.com

**Lehi Area Chamber of Commerce**
Mark Welcker
225 East State Street
PO Box 154
Lehi, UT 84043
(801) 901-6664
officeadmin@lehiareachamber.com
www.lehiareachamber.org

**Magna Chamber of Commerce**
Dan Peay
8952 West Magna Main Street
Magna, UT 84044
(801) 250-5690
info@magnachamber.com
www.magnachamber.com

**Manti City**
Kent Barton - City Manager
50 South Main St.
Manti, UT 84642
(435) 835-2401
(435) 835-2632
kentbarton@manticity.com
manticity.com

**Midvalley Chambers/Chamber East**
Marie Marshall
73349 South 900 East, #7
Midvale, UT 84047
marie@chambereast.com
www.chambereast.com

**Moab Area Chamber of Commerce**
Jodie Hugentobler
217 East Center Street, #250
Moab, UT 84532
(435) 259-7814
(435) 259-8519
info@moabchamber.com
www.moabchamber.com

**San Juan Chamber of Commerce (Monticello)**
217 S. Main Street
Monticello, UT 84535
www.sanjuancountychamber.com

**Murray Area Chamber**
Stephanie L. Wright
5250 South Commerce Drive, #180
Murray, UT
(801) 263-2632
stephanie@murraychamber.net
www.murraychamber.org

**Nephi Chamber of Commerce**
Jason Morrell
PO Box 219
Nephi, UT 84648
(435) 610-1428
www.nephichamber.com

## Chambers of Commerce

**Ogden/Weber Chamber of Commerce**
Lori McCillan
2380 Washington Blvd Suite 290
Ogden, UT 84401
(801) 621-8300
chamber@odgenweberchamber.com
http://ogdenweberchamber.com

**Pacific Islander Chamber of Commerce**
Ben Au
565 S 1920 W
SLC, UT 84058
(801) 721-7026
au.ohanallc@gmail.com

**Page-Lake Powell Chamber of Commerce**
Judy Franz
5 South Lake Powell Blvd., Unit #3
PO Box 727
Page, AZ 86040
(928) 645-2741
(928) 645-3181
chamber@pagechamber.com
www.pagechamber.com

**Panguitch Chamber**
25 South 200 East
PO Box 75
Panguitch, UT 84759
(435) 676-8585
(435) 676-2758
lori.panguitchcity@gmail.com
www.panguitch.com

**Park City Chamber of Commerce**
Bill Malone
1850 Sidewinder Drive. Ste 320
PO Box 1630
Park City, UT 84060
(435) 649-6100
(435) 649-4132
bill@visitparkcity.com
www.visitparkcity.com

**Payson Chamber of Commerce**
Carolyn Bowman/Mike Hardy
814 S. 1050 W.
Payson, UT 84651
(801) 465-2634
(801) 465-5173
paysonchamber@yahoo.com
www.paysoncitychamber.com

**Piute County Chamber of Commerce**
Kelli Cummings
99 North Main
PO Box 1
Marysvale, UT 84740
(435) 326-4405
www.piutecounty.org

**Richfield Chamber of Commerce**
Lorraine Gregerson
250 N Main St. Ste. B16
Richfield, UT 84701
(435) 896-4241
(435) 896-4313
lorraine@richfieldareachamber.com
www.richfieldareachamber.com

**Salina Chamber of Commerce**
Sherry Sampson, UT Independent Bank
55 South State Street
PO Box 113
Salina, UT 84654
(435) 529-7459
(435) 529-7884
http://www.salinacity.org/salina-area-chamber-of-commerce/

**Salt Lake Chamber of Commerce**
Heidi Walker
175 East 400 South, Suite #600
Salt Lake City, UT 84111
(801) 364-3631
(801) 328-5098
info@saltlakechamber.org
www.slchamber.com

**Sandy Area Chamber of Commerce**
Gaylen Nate
35 E 9270 S
Sandy, UT 84070
(801) 566-0344
(801) 566-0346
Sandychamber@sandychamber.com
www.sandychamber.com

**South Jordan Chamber**
Shelley Potts
11565 South District Main Drive #600
South Jordan, UT 84095
(801) 253.5200
(801) 253-5201
mychamber@southjordanchamber.org
www.southjordanchamber.org

**Economic Development Department, City of Orem**
Ryan Clark
56 North State Street
Orem, UT 84057
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(801) 229-7178
rlclark@orem.org
www.econdev.orem.org

## Chambers of Commerce

**South Salt Lake Chamber of Commerce**
Gary Birdsall
220 East Morris Ave. #150
PO Box 65001
South Salt Lake, UT 84115
(801) 466-3377
(801) 467-3322
info@sslchamber.com
www.sslchamber.com

**Southwest Valley Chamber**
Susan Schilling
3600 West 13001 South
PO Box 330
Riverton, UT 84065
(801) 280-0595
(801) 446-7079
susan@swvchamber.org
www.swvchamber.org

**Spanish Fork Area Chamber**
Clark H. Caras
40 South Main Street, Suite 10
Spanish Fork, UT 84660
(801) 201-9276
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office@spanishforkchamber.com
www.spanishforkchamber.com

**Springville Chamber**
Steve Chandler
110 S. Main St.
Springville, UT 84663
(801) 491-7830
http://www.springvilleutahchamber.org/

**St. George Area Chamber of Commerce**
Greg McArthur
97 East St. George Blvd
St. George, UT 84770
(435) 628-1658
hotspot@stgeorgechamber.com
www.stgeorgechamber.com

**Tooele County Chamber**
Jared Hamner
154 South Main
Tooele, UT 84074
(435) 882-0690
jared@tooelechamber.com
www.tooelechamber.com

**Utah African American Chamber of Commerce**
James Jackson, III
7301 S Redwood Rd. #314
West Jordan, UT 84084
info@uaacc.org
www.uaacc.org

**Utah Asian Chamber of Commerce**
Shilpi Culmer
PO Box 3178
Salt Lake City, UT 84110
(801) 915-6333
info@utahasianchamber.com
www.utahasiancc.org

**Utah Hispanic Chamber of Commerce**
Francisco Sotelo
1635 South Redwood Road
Salt Lake City, UT 84104
(801) 532-3308
franciscosotelo@utahhcc.com
www.utahhcc.com

**Utah Valley Chamber of Commerce**
Rona Rahlf
111 South University Ave
Provo, UT 84601
(801) 851-2555
info@thechamber.org
www.thechamber.org

**Vernal Area Chamber of Commerce**
Joel V. Brown
134 West Main Street
Vernal, UT 84078
(435) 789-1352
vchambermgr@easilink.com
www.vernalchamber.com

**West Jordan Chamber**
Jevine Lane
8000 South Redwood Road, First Floor
West Jordan, UT 84088
(801) 569-5151
(801) 569-5153
info@westjordanchamber.com
westjordanchamber.com

## Economic Development Contacts by County

**Beaver County Economic Development**
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105 East Center St.
PO Box 789
Beaver, UT 84713
(435) 438-6490
(435) 213-1752
smalbrecht@beaver.utah.gov
www.beaver.utah.gov

**Box Elder County Economic Development**
Mitch Zundel
1 S. Main Street 3rd Floor
Brigham City, UT 84302
(435) 734-3313
(435) 734-2728
mzundel@boxeldercounty.org
www.boxeldercounty.org

**Cache Valley Chamber of Commerce**
Craig Buttars
179 N. Main Street
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(435) 755-1891
craig.buttars@cachecounty.org
www.cachechamber.com

**Carbon County Economic Development**
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751 East 100 North
Price, UT 84501
(435) 636-3295
(435) 636-3210
tami.ursenbach@carbon.utah.gov
www.carbon.utah.gov/econdev

**Daggett County Economic Development**
Brian Raymond
95 North 100 West ups
PO Box 219
Manila, UT 84046
(435) 784-3218 x 134
(435) 784-3335
braymond@daggettcounty.org
www.daggettcounty.org

**Davis County Economic Development****
Shawn Bues
61 S. Main Street STE. 304
PO Box 618
Farmington, UT 84025
(801) 451-3216
(801) 451-3281
sbeus@daviscountyutah.gov
www.daviscountyutah.gov/economic_development

**Duchesne County Economic Development**
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50 E. 200 South
PO Box 1417
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(435) 722-4598
(435) 722-4579
irene@uintabasin.org
uintabasin.org

**Emery County Economic Development**
Jordan Leonard
75 E. Main Street, STE. #117
PO Boc 297
Castle Dale, UT 84513
(435) 381-5576
(435) 381-5183
jordanl@emery.utah.gov
www.emerycounty.com

**Garfield County Economic Development**
Justin Fischer
55 South Main Street
PO Box 77
Panguitch, UT 84759
(435) 676-1100
(435) 676-8239
justin.fischer@garfield.utah.gov
www.garfield.utah.gov

**Grand County**
Zacharia Levine
125 E. Center Street
Moab, UT 84532
(435) 259-1371
zacharia@grandcountyutah.net
www.grandcounty.net

**Cedar City - Iron County Economic Development**
Danny Stewart
10 N. Main Street
Cedar City, UT 84720
(435) 586-2770
(435) 586-2949
dans@cedarcity.org
www.cedarcity.org

**Juab County Economic Development Agency**
Brent Boswell
160 N. Main Street
Nephi, UT 84648
(435) 623-3415
(435) 623-4609
brentb@juabcounty.com

**Kane County Economic Development**
Kelly stowell
76 N Main Street
468 E 300 S
Kanab, UT 84741
(435) 899-4403
stowell@kanab.net
www.kane.utah.gov

**Millard County Economic Development Assoc.**
Scott Barney
71 South 200 West
P.O. Box 854
Delta, UT 84624
(435) 864-1407
(435) 864-1404
sbarney@co.millard.ut.us
www.millardcounty-ecdev.com

**Morgan County**
Marlin Eldred
48 W. Young St
Morgan, UT 84050
(801) 829-6811
(801) 826-6684
meldred@morgan/country.net
morgan-county.net

**Piute County Economic Development**
Darin Bushman
550 N. Main Street
PO Box 99
Junction, UT 84740
(435) 326-4255
(435) 577-2433
darinbusham@piute.gov
www.piute.org

## Economic Development Contacts by County

**Rich County- Bear Lake Regional Commission**
Mitch Poulsen
69 N. Paradise Pkwy, Building B
PO Box 472
Garden City, UT 84028
(435) 946-2198
(435) 946-2205
mpoulsen@cut.net
www.bearlakeregionalcommission.org

**San Juan County Economic Development**
Charlie Delorme
117 S. Main Street
PO Box 490
Monticello, UT 84535
(435) 587-3235 ext. 4138
(435) 587-2426
delorme@sanjuancounty.org
www.utahscanyoncountry.com

**Sanpete Economic Development**
Kevin Christensen
191 N. Main Street
PO Box 148
Manti, UT 84642
(435) 835-4321
(435) 835-6876
kevin@sanpete.com
www.sanpete.com

**Sevier County Economic Development**
Malcolm Nash
250 N. Main Street, Rm 10
Richfield, UT 84701
(435) 893-0454
(435) 893-0495
sevierutah@hotmail.com
www.sevierutah.net

**Summit County Economic Development**
Jeff Jones
PO box 128
Coalville, UT 84017
(435) 783-4351
jjones@summitcounty.org
www. summitcountybusiness.com/economic-development

**Tooele County Economic Development**
Randy Sant
90 N Main Street
Tooele, UT 84074
(435) 843-2104
(435) 843-3427
randys@toolecity.org
www.co.tooele.ut.us

**Uintah County Economic Development**
Mike Mckee
152 East 100 North
Vernal, UT 84078
(435) 781-5380
(435) 789-3188
mmckee@uinta.utah.us
vernalutah.org

**Utah County Economic Development**
Russ Fotheringham
815 w 1250 s
Orem, UT 84058
(801) 863-7546
rfotheringham@edcutah.org
utahvalleydata.com

**Heber Valley Tourism and Economic Development**
Ryan Starks
475 N. Main Street
Heber City, UT 84032
(435) 654-3666
(435) 654-3667
ryanstarks@gohebervalley.com
www.gohebervalley.com

**Washington County Site Select Plus Business Resource Center (will change to St. George area economic dev)**
Jeriah Threlfall
1071 E. 100 S. Building C, Ste 7
St. George, UT 84770
(435) 652-7750
(435) 652-7870
jeriah.threlfall@dixie.edu
www.siteselectplus.com

**Wayne County Economic Development**
Newell Harward
18 South Main Street
PO Box 189
Loa, UT 84747
(435) 836-1315
(435) 836-1334
Only phone
www.waynecountyutah.org

**Weber Economic Development Partnership**
Doug Larsen
2380 Washington Blvd. Ste 250
Ogden, UT 84401
(801) 399-8414
dslarsen@co.weber.ut.us
www.co.weber.ut.us/weberedp

**City of Moab Economic Development**
Rebecca Davidson
217 E. Center Street
Moab, UT 84532
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(435) 259-4135
rdavidson@moabcity.org
www.moabcity.org

# Higher Education

## University of Utah

**David Eccles School of Business**
1655 East Campus Center Drive
Salt Lake City, UT 84112
801-581-7676
business.utah.edu
Accredidation: NWCCU

**Taylor Randall, Dean**
801-587-3869
dean@eccles.utah.edu

**Undergraduate**
801-581-7676
undergraduateadmissions@business.utah.edu
undergrad.business.utah.edu

**Full-time MBA**
801-585-6291
ftmba@utah.edu
mba.business.utah.edu

**Professional MBA**
801-581-6836
pmba@utah.edu
pmba.business.utah.edu

**Executive MBA**
801-581-5577
emba@utah.edu
emba.business.utah.edu

**Master of Accounting**
801-581-7275
MAcc@utah.edu
eccles.utah.edu/programs/master-of-accounting/

**Master of Science in Finance**
801-581-7785
MSF-Masters@eccles.utah.edu
eccles.utah.edu/programs/master-of-science-in-finance/contact-us/

**PhD**
801-585-1750
phdprogram@business.utah.edu
phd.business.utah.edu

**The Foundary @ Lassonde**
105 Fort Douglas Blvd #604
Salt Lake City, UT 84113
801-587-3836
lassonde@utah.edu
lassonde.utah.edu/foundry/

**The Lassonde Entreprenurial Institute**
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**Technology and Venture Commercialization Office**
615 Arapeen Dr #310
Salt Lake City, UT 84108
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tvc.utah.edu

## Southern Utah University

**School of Business**
435-586-5401
suu.edu/business/

**Carl Templin, Dean**
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**Accounting, Economics, Finance**
435-865-8058
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**Master of Accountancy, MBA**
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# Higher Education

## Utah State University

**Jon M. Huntsman School of Business**
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**Douglas D. Anderson, Dean**
435-797-2376
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**Economics and Finance**
435-797-2310
huntsman.usu.edu/economicsandfinance/

**School of Accountancy**
435-797-2330
huntsman.usu.edu/acct/

**Master of Accounting**
435-797-3958
macc.huntsman@usu.edu
huntsman.usu.edu/macc/

**MBA**
435-797-3624
huntsmanmba@usu.edu
huntsman.usu.edu/mba/

**Master of Science in Economics**
435-797-5786
mse.huntsman@usu.edu
huntsman.usu.edu/mse/

**Center for Entrepreneurial Excellence**
3500 Old Main Hill
Logan, UT 84322
435-797-1107
andy.thunell@usu.edu

**Intellectual Property Services**
1780 N Research Park Way, Ste 108
North Logan, UT 84341
435-797-9610
ipso@usu.edu
ipso.usu.edu

## Weber State University

**John B. Goddard School of Business and Economics**
1337 Edvalson St. Dept. 3801
Ogden, UT 84408
801-626-7307
gsbe@weber.edu
www.weber.edu/goddard

**Jeff Steagall, Dean**
801-626-7253
jeffsteagall@weber.edu

**Business Administration and Finance**
3802 University Circle
Ogden, UT 84408
801-626-6075
advisebusiness@weber.edu

**Department of Economics**
1337 Edvalson St. Dept. 3801
Ogden, UT 84408
801-626-6066
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**School of Accounting and Taxation**
1337 Edvalson St. Dept 3803
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**Master of Accounting**
1337 Edvalson St. Dept. 3803
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801-626-6072
macc@weber.edu
weber.edu/goddard/masters_of_accounting.html

**Master of Taxation**
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801-626-6072
mtax@weber.edu
weber.edu/goddard/masters_of_taxation.html

**MBA**
2750 University Park Blvd., MC 102
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801-395-3528
mba@weber.edu
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# Higher Education

## Brigham Young University

**Marriott School of Management**
Brigham Young University 730 TNRB
Provo, UT 84602
marriottschool@byu.edu
marriottschool.byu.edu

**Lee Perry, Dean**
801-422-4618
deanpt@byu.edu or lee_perry@byu.edu

**Undergraduate**
460 TNRB
Provo, UT 84602
801-422-4285
management@byu,edu

**Finance**
640 TNRB
Provo, UT 84602
801-422-8377
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**MBA**
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Provo, UT 84062
801-422-3500
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**Executive MBA**
W437 TNRB
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801-422-3622
emba@byu.edu

**School of Accountancy, Master of Accountancy**
Brigham Young University 540 TNRB
Provo, UT 84602
801-422-4235
soa@byu.edu

**Rollins Center for Entrepreneurship & Technology**
Brigham Young University 470 TNRB
Provo, UT 84602
801-422-7437
cet@byu.edu
marriottschool.byu.edu/cet

**Technology Transfer**
3760 Harold B. Lee Library
Provo, UT 84602
801-422-6266
byutto@byu.com
techtransfer.byu.edu

## Western Governors University

**Online BS and Master's in Multiple Business Disciplines**
4001 South 700 East Suite 700
Salt Lake City, UT 84107
801-274-3280
www.wgu.edu/contact_us

## Westminster College

**Bill and Vieve Gore School of Business**
1840 South 1300 East
Salt Lake City, UT 84105
801-832-2602
www.westminstercollege.edu/business/

**Melissa Koerner, Dean**
801-832-2642
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**Economics, Program Director Dr. Michael Mamo**
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**Management, Program Director Professor Brian Jorgensen**
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**MBA & Master of Accountancy, Lauren Erlacher**
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# Higher Education

## Salt Lake Community College

**School of Business**
4600 S Redwood Road
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slcc.edu/schoolofbusiness/

**Dennis Bromley, Dean**
Business Building 230A
Salt Lake City, UT 84123
801-957-4476
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**Jordan**
3491 W 9000 S
West Jordan, UT 84088
801-957-2600
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**Meadowbrook**
218 W 3900 S
Salt Lake City, UT 84107
801-957-5821
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**Miller**
9750 S 300 W
Sandy, UT 84070
801-957-5200
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**South City**
1575 State St
Salt Lake City, UT 84115
801-957-4111
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**Taylorsville Redwood**
4600 S Redwood Road
Salt Lake City, UT 84123
801-957-7522
www.slcc.edu

## Snow College

150 College Avenue
Ephraim, UT 84627
435-283-7000
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Business Building, BB-108
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## Dixie State College

**Udvar-Hazy School of Business**
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**Woodbury School of Business**
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uvu.edu/woodbury/accounting

**MBA**
801-863-5504
mba@uvu.edu
http://www.uvu.edu/mba/

## Applied Technology Campuses

### Ameritech College of Healthcare

**Draper**
12257 Business Park Drive #100
Draper, UT 84020
801-816-1444
ameritech.edu

**Provo**
2035 North 550 West
Provo, UT 84604
801-377-2900
ameritech.edu

### Bridgerland Applied Technology College

**Main**
1301 North 600 West
Logan, UT 84321
435-753-6780
435-752-2016
www.batc.edu
STUDENTSERVICES@BATC.EDU

**West**
1410 North 1000 West
Logan, UT 84321
435-753-4708
435-753-5709
www.batc.edu

**Brigham City**
325 West 1100 South
Brigham City, UT 84302
435-734-0614
435-734-0431
www.batc.edu

**Rich County**
1200 Redwood Road
Woodruff, UT 84086
435-793-4500
435-793-4530
www.batc.edu

### Broadview Univeristy

**West Jordan**
1902 West 7800 South
West Jordan, UT 84088
801-542-7600
801-542-7601
www.broadviewuniversity.edu

**Layton**
869 W Hill Field Rd
Layton, UT 84041
801-660-6000
801-498-6301
www.broadviewuniversity.edu

**Orem**
898 North 1200 West
Orem, UT 84057
801-822-5800
801-822-5801
www.broadviewuniversity.edu

**Salt Lake City**
240 East Morris Avenue
Salt Lake City, UT 84115
801-300-4300
801-300-4301
www.broadviewuniversity.edu

### Cameo College of Essential Beauty

124 East 5770 S
Murray, UT 84107
801-747-5705
cameocollege.com
cameo@cameocollege.com

### Davis Applied Technology College

550 E 300 S
Kaysville, UT 84037
801-539-2500
www.datc.edu

### Dixie Applied Technology College

1506 S Silicon Way
St. George, UT 84770
435-674-8400
www.dxatc.edu

### Eagle Gate College

**Murray**
5588 South Green Street
Murray, UT 84123
801-333-8100
866-284-8680 (Toll Free)
eaglegatecollege.edu

**Layton**
915 North 400 West
Layton, UT 84041
801-546-7500
866-260-7500 (Toll Free)
eaglegatecollege.edu

### ITT Technical Institute

**Murray**
920 West Levoy Drive
Murray, UT 84123
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www.itt-tech.edu
800-365-2136 (Toll Free)

### LDS Business College

**Salt Lake City**
95 North 300 West
Salt Lake City, UT 84101
801-524-8100
www.ldsbc.edu

## Applied Technology Campuses

### Mountainland Applied Technology College

**Thanksgiving Point**
2301 West Ashton Blvd.
Lehi, UT 84043
801-753-6282
801-753-4101
www.mlatc.edu

**Orem**
1410 West 1200 South (Business Park Drive)
Orem, UT 84058
801-753-6282
801-753-4201
www.mlatc.edu

**Spanish Fork**
1210 South 693 West (Del Monte Road)
Spanish Fork, UT 84660
801-753-6282
801-753-4119
www.mlatc.edu

**Salt Lake City**
1260 South 3600 West
Salt Lake City, UT 84104
801-753-6282
www.mlatc.edu

**Wasatch**
311 North College Way
Heber, UT 84032
801-753-6282
www.mlatc.edu

### Ogden-Weber Applied Technology College

200 N Washington Blvd
Ogden, UT 84404
801-627-8300
www.owatc.edu

### Provo College

**Provo**
1450 West 820 North
Provo, UT 84604
877-777-5886
www.provocollege.edu

### Southwest Applied Technology College

757 W 800 S
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435-586-2899
www.swatc.edu

### Stevens-Henager College

**Orem (Provo)**
1476 Sotu Sandhill Road
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Ogden, UT 84401
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www.stevenshenager.edu

### Tooele Applied Technology College

**Tooele**
88 South Tooele Blvd
Tooele, UT 84074
435-248-1800
www.tatc.edu

### Uintah Basin Applied Technology College

**Roosevelt**
1100 E Lagoon Street
Roosevelt, UT 84066
435-722-6900
www.ubatc.edu

**Vernal**
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Vernal, UT 84078
435-725-7100
www.ubatc.edu

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**Brad C. Smith, State Superintendent of Public Instruction**
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**Alpine School District**
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American Fork, UT 84003
801-610-8400
801-610-8516
www.alpineschools.org

**Beaver School District**
290 North Main
P.O. Box 31
Beaver, UT 84713
435-438-2291
435-438-5898
www.beaver.k12.ut.us

**Box Elder School District**
960 South Main
Brigham City, UT 84302
435-734-4800
435-734-4833
www.boxelder.k12.ut.us

**Cache School District**
2063 North 1200 East
Logan, UT 84341
435-752-3925
435-753-2168
www.ccsdut.org

**Canyons School District**
9150 South 500 West
Sandy, UT 84070
801-826-5000
801-826-5053
www.canyonsdistrict.org

**Carbon School District**
251 West 400 North
Price, UT 84501
435-637-1732
435-637-9417
www.carbonschools.org

**Daggett School District**
196 West 200 North
P.O. Box 249
Manila, UT 84046
435-784-3174
435-784-3920
www.dsdf.org

**Davis School District**
45 East State Street
P.O. Box 588
Farmington, UT 84025
801-402-5261
801-402-5249
www.davis.k12.ut.us

**Duchesne School District**
50 East 100 South
P.O. Box 446
Duchesne, UT 84021
435-738-1240
435-738-1254
www.dcsd.org

**Emery School District**
120 North Main Street
P.O. Box 120
Huntington, UT 84528
435-687-9846
435-687-9849
www.emerycsd.org

**Garfield School District**
145 East Center Street
P.O. Box 398
Panguitch, UT 84759
435-676-8821
435-676-8266
www.garfk12.org

**Grand School District**
264 South 400 East
Moab, UT 84532
435-259-5317
435-259-6212
www.grandschools.org

**Granite School District**
2500 S State Street
Salt Lake City, UT 84115
385-646-5000
385-646-4194
www.graniteschools.org

**Iron School District**
2077 W Royal Hunte Dr
Cedar City, UT 84720
435-586-2804
435-586-2815
www.irondistrict.org

## Public Education—Superintendent/Districts

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West Jordan, UT 84084
801-567-8100
801-567-8078
www.jordandistrict.org

**Juab School District**
346 East 600 North
Nephi, UT 84648
435-623-1940
435-623-1941
www.juabsd.org

**Kane School District**
746 South 175 East
Kanab, UT 84741
435-644-2555
435-644-2509
www.kane.k12.ut.us

**Logan City School District**
101 West Center Street
Logan, UT 84321
435-755-2300
435-755-2311
www.loganschools.org

**Millard School District**
285 East 450 North
Delta, UT 84624
435-864-1000
435-864-5684
www.millard.k12.ut.us

**Morgan School District**
240 E Young Street
P.O. Box 530
Morgan, UT 84050
801-829-3411
801-829-3531
www.morgansd.org

**Murray School District**
5102 S. Commerce Dr.
Murray, UT 84107
801-264-7400
801-264-7456
www.murrayschools.org

**Nebo School District**
350 South Main
Spanish Fork, UT 84660
801-354-7400
801-798-4010
www.nebo.edu

**North Sanpete School District**
220 East 700 South
Mt. Pleasant, UT 84647
435-462-2485
435-462-2480
www.nsanpete.org

**North Summit School District**
65 South Main Street
P.O. Box 497
Coalville, UT 84017
435-336-5654
435-336-2401
www.nsummit.org

**Ogden City School District**
1950 Monroe Blvd
Ogden, UT 84401
801-737-7300
801-737-8865
www.ogdensd.org

**Park City School District**
2700 Kearns Blvd
Park City, UT 84060
435-645-5600
435-645-5609
www.pcschools.us

**Piute School District**
500 North Main
P.O. Box 69
Junction, UT 84740
435-577-2912 Ext 1
435-577-2561
www.piutek12.org

**Provo City School District**
280 West 940 North
Provo, UT 84604
801-374-4800
801-374-4808
www.provo.edu

**Rich School District**
25 South 100 West
P.O. Box 67
Randolph, UT 84064
435-793-2135
435-793-2136
www.richschool.org

## Public Education—Superintendent/Districts

**Salt Lake City School District**
440 East 100 South
Salt Lake City, UT 84111
801-578-8599
801-578-8685
www.slcschools.org

**San Juan School District**
200 North Main
Blanding, UT 84511
435-678-1211
435-678-1272
www.sjsd.org

**Sevier School District**
180 East 600 North
Richfield, UT 84701
435-896-8214
435-896-8804
www.seviersd.org

**South Sanpete School District**
39 South Main
Manti, UT 84642
435-835-2261
435-835-2265
www.ssanpete.org

**South Summit School District**
285 East 400 South
Kamas, UT 84036
435-783-4301
435-783-4501
www.ssummit.k12.ut.us

**Tintic School District**
55 E Main Street
P.O. Box 210
Eureka, UT 84628
435-433-6363
435-433-6643
www.tintic.org

**Tooele School District**
92 S Lodestone Way
Tooele, UT 84074
435-833-1900
435-833-1912
www.tooeleschools.org

**Uintah School District**
635 West 200 South
Vernal, UT 84078
435-781-3100
435-781-3107
www.uintah.net

**Wasatch School District**
101 East 200 North
Heber City, UT 84032
435-654-0280
435-654-4714
www.wasatch.edu

**Washington School District**
121 West Tabernacle
St. George, UT 84770
435-673-3553
435-673-3216
www.washk12.org

**Wayne School District**
79 North 100 West
P.O. Box 127
Bicknell, UT 84715
435-425-3813
435-425-3806
www.waynesd.org

**Weber School District**
5320 Adams Ave Parkway
Ogden, UT 84405
801-476-7800
801-476-7846
www.wsd.net

## Procurement Technical Assistance Centers

**PTAC PROGRAM HEADQUARTERS**
**GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT - WORLD TRADE CENTER**
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60 E. South Temple, 3rd Floor
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for **WASATCH FRONT OFFICE SERVING SALT LAKE AND SUMMIT COUNTIES**

**GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT - WORLD TRADE CENTER**
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for **UVU OFFICE SERVING: CARBON, DAGGETT, DUCHESNE, EMERY, GRAND, JUAB, MILLARD, SANPETE, SAN JUAN, UINTAH, UTAH AND WASATCH COUNTIES**

**UVU BUSINESS RESOURCE CENTER**
Contact: Stephen Lyon, Regional Manager
815 West 1250 South, Suite 210
Orem, UT 84058
PH: 801-863-8713
CELL: 801-673-3442
EMAIL: slyon@utah.gov

for **NORTHFRONT OFFICE SERVING: DAVIS, MORGAN AND WEBER COUNTIES**

**DAVIS APPLIED TECHNOLOGY COLLEGE**
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Kaysville, UT 84037
PH: 801-593-2242
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for **NORTHERN UTAH OFFICE SERVING: BOX ELDER, CACHE AND RICH COUNTIES**

**BRIDGERLAND APPLIED TECHNOLOGY COLLEGE**
Contact: Cindy Roberts, Regional Manager
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Logan, UT 84321
PH: 435-760-7937
CELL: 435-720-7883
EMAIL: cindy.cbrc@gmail.com

for **CEDAR CITY OFFICE SERVING: BEAVER, GARFIELD, AND IRON COUNTIES**

**SUU BUSINESS RESOURCE CENTER**
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Cedar City, UT 84720
PH: 435-586-8883
CELL: 435-559-2376
EMAIL: andersonjoni@suu.edu

for **SOUTH SALT LAKE, AND TOOELE COUNTIES**

**SALT LAKE COMMUNITY COLLEGE**
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for **SOUTHERN UTAH OFFICE SERVING: KANE, PIUTE, SEVIER, WASHINGTON AND WAYNE COUNTIES**

**DIXIE STATE BUSINESS RESOURCE CENTER**
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St. George, UT 84770
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## Small Business Development Centers

**Blanding***
Utah State University Eastern
715 West 200 South
Blanding, UT 84511
435-678-8102

**Brigham City†**
Utah State University
195 West 1100 South, Rm. 203
Brigham City, UT 84302
435-919-1235

**Cedar City**
Southern Utah University
77 North Main Street
Cedar City, UT 84720
435-865-7707

**Ephraim**
Snow College
150 S. Main Street
Ephraim, UT 84627
435-283-7376

**Kaysville**
Davis Applied Technology College
450 South Simmons Way
Kaysville, UT 84037
801-593-2202

**Logan**
Utah State University
1770 North Research Parkway #140
North Logan, UT 84341
435-797-2277

**Moab***
Utah State University Eastern
125 West 200 South, Bldg B Suite 123
Moab, UT 84532
435-259-7432

**Ogden**
Weber State University
2314 Washington Blvd, Room 211
Ogden, UT 84401
801-626-7232

**Orem**
Utah Valley University
815 West 1250 South
Orem, UT 84058
801-863-8230

**Price**
Utah State University Eastern
451 East 400 North
Price, UT 84501
435-613-5460

**Richfield***
Snow College
800 West 200 South
Building 2-A
Richfield, UT 84701
435-893-2252

**Salt Lake**
Salt Lake Community College
Miller Campus, MCPC 202
9750 South 300 West
Sandy, UT 84070
801-957-5441

**St. George**
Dixie State University
1071 East 100 South, Bldg. C Suite C7
St. George, UT 84770
435-652-7741

**Tooele***
Utah State University
88 South Tooele Blvd.
Tooele, UT 84074
435-248-1895

**Vernal**
Utah State University
320 North Aggie Blvd.
Vernal, UT 84078
435-789-6100

*Denotes a satellite center
†Denotes State Lead Center

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## VISION STATEMENT

Utah will lead the nation as the best performing economy and will be recognized as the premier global business environment and tourist destination.

## MISSION STATEMENT

GOED's mission is to enhance quality of life by increasing and diversifying Utah's revenue base and improving employment opportunities.

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