

# We Build Together

STRATEGIC PLAN  
FISCAL YEAR  
2025-2026









# A Letter from Our Executive Director

**I**t's a great time to live and work in the Beehive State. Utah continues to perform as the nation's top economy, with national publications including Forbes magazine, the Milken Institute, and WalletHub highlighting Utah's economic prowess. U.S. News and World Report ranked Utah as the Best State for the past two years. For 17 consecutive years, *The Rich States, Poor States: ALEC-Laffer State Economic Competitiveness Index* has named Utah No. 1 for economic outlook. The list of accolades continues to grow.

According to the 2020 U.S. Census, Utah was the fastest-growing state in the nation between 2010 and 2020, shifting from a small state to a mid-sized state. Each year, the state's population increases by approximately 56,000 residents, which equals 150 people daily. By 2060, Utah's population is expected to grow from 3.4 to 5.5 million people. The need for infrastructure investment and quality job creation is greater than ever.

EDCUtah supports the Utah Governor's Office of Economic Opportunity and collaborates with a robust partner network to attract new companies to Utah, support the expansion of Utah-based businesses, and supercharge Utah's targeted industries to create high-quality jobs that diversify the state's economy.

This strategic plan offers a framework for continued prosperity for years to come. It highlights the plans on which EDCUtah will focus its efforts during the next year.


The plan's success relies on deep partnerships with government and private sector leaders. *As we build together*, Utahns will benefit from sustained economic growth, prosperity, and upward mobility while Utah retains its status as the best state to live, work, and play.

Sincerely,



Ryan Starks, Executive Director  
Economic Development Corporation of Utah





Site shot from Jacobsen  
Construction.

**“We greatly value our  
relationship with EDCUtah.  
Your willingness to make  
introductions and share  
information was instrumental  
in our ability to participate  
in the process.”**

**Julee Attig, VCBO Architects**



## About EDCUtah

For nearly 40 years, EDCUtah has provided businesses with the resources they need to expand or relocate their business operations to Utah. As a nonprofit organization supported by public-private partnerships, EDCUtah works with the State of Utah to elevate Utah's economic opportunities. EDCUtah operates as an independent 501(c)6 organization within the Salt Lake Chamber family of teams.

### OUR MISSION

We catalyze capital investment and strategic economic opportunities to create quality jobs in Utah.

### OUR VISION

Our vision is to create a prosperous and resilient economy for generations of aspiring Utahns.

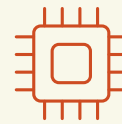
### OUR VALUES

Our work is guided by five core values.

- **Impact.** We are passionate about delivering high-quality services and transformative value to our clients, investors, and Utah communities.
- **Transparency.** We strive to communicate clearly and honestly and operate as responsible stewards of our investors' resources.
- **Curiosity.** We are credible subject matter experts who are curious, data-driven, and always learning.
- **Inclusivity.** We value different experiences, ideas, and backgrounds and create opportunities for employees' development.
- **Connection.** We cultivate a trusted network of partner relationships inside and outside of the state to drive economic prosperity for Utah.

### FOCUS AREAS

EDCUtah supports a wide variety of businesses, and we work to attract companies within eight key industry sectors.



Advanced  
Manufacturing



Energy, Mining, &  
Critical Minerals



Aerospace  
& Defense



Financial Services  
& Tech (Fintech)



Life Sciences  
& Healthcare  
Innovation



Corporate  
Headquarters



Technology &  
Innovation  
(Software, AI, etc.)



Retail



## What We've Accomplished

We ask each corporate expansion client we work with to provide an estimated project timeline, number of jobs, capital expenditure, and real estate needs. The numbers below represent the total multiyear project commitments announced during EDCUtah's 2024-2025 fiscal year.



Leitner-Poma of America held a ribbon cutting for their new 130,000 square-foot facility in Tooele City, Utah. Leitner-Poma came to Utah as an EDCUtah project, with tax increment financing awarded by the Utah Governor's Office of Economic Opportunity.

- **86** New Projects
- **20** Project Wins
- **3,213** New or Retained Jobs
- **\$1.29 Billion** Capital Expenditure
- **1.55 Million** Square Footage Absorption



Scan for the online  
annual report



## ***Goal: Support Business Expansion, Retention & Relocation***

EDCUtah's Business Development team offers a wide range of business retention, relocation, and expansion services for companies considering Utah for their next business operation. We aim to provide a one-stop shop for expanding businesses and site selection teams. EDCUtah's corporate expansion services are free to all clients.

### **TACTICS**

1. Fulfill comprehensive project management activities for incoming investment projects as well as local business retention and expansion efforts—ensuring seamless coordination across stakeholders, timelines, and deliverables.
2. Conduct proactive outreach to high-opportunity markets through direct engagement on recruitment trips, targeted trade shows, and industry events to generate leads and promote Utah as a top destination for business growth.
3. Develop and deepen relationships with site selectors and corporate decision-makers by maintaining consistent communication, attending site selector conferences, hosting familiarization tours, and delivering tailored market intelligence.
4. Leverage data and regional partnerships to identify emerging industry trends, prioritize high-impact sectors, and craft competitive value propositions that attract external investment and new business locations to the state.



**Every \$1 you invest in  
EDCUtah generates  
\$3,876 in Utah's economy.\***



\*This figure is derived from an economic impact model, and it includes the direct, indirect, and induced financial impact of the corporate expansion and relocation projects announced during EDCUtah's 2024-2025 fiscal year.

**Meet our Business  
Development team**



The Amazon shipping center is electrically self-sustaining due to their expansive roof-top solar array.



Image courtesy of SLC GLC



The Adobe campus has  
become the high-tech  
anchor in Silicon Slopes.





## ***Goal: Connect Industry Experts & Community Leaders***

EDCUtah investors are the engine behind Utah's economic success. Our work is supported by private sector companies and state and local governments. Expanding companies that work with EDCUtah have the opportunity to connect with a robust network of local experts in real estate, construction, finance, law, talent recruitment, utilities, and more. EDCUtah's Investor Relations program seeks to strengthen that network through enhanced services, recognition, and opportunities to influence Utah's economic future.

### **TACTICS**

1. Execute a public and private investor program that connects EDCUtah investors and informs them of opportunities to engage with or benefit from EDCUtah's work through various events and activities.
2. Launch an Investor Relations Committee to help attract, engage, and retain investors while aligning public-private collaboration.
3. Host monthly roundtable discussions with industry leaders to identify economic development opportunities.
4. Facilitate discussions between Utah communities and EDCUtah private sector investors to enhance the visibility and reputation of Utah communities while also driving business connections to support long-term economic growth and development.



**We improve Utah by connecting  
the best in the state.**



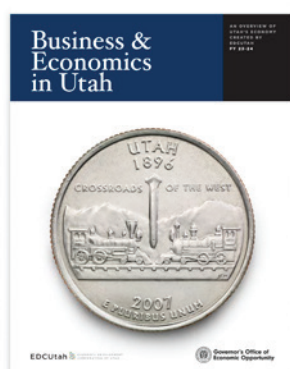
Explore the full list  
of EDCUtah investors

## ***Goal: Provide Decision Makers with Economic Research & Analysis***

Collecting site selection data from various sources across multiple locations can be costly and time-consuming. EDCUtah simplifies this process for site selection consultants and corporate expansion clients. We offer Utah economic data along with comparative data for other states, honestly and without bias. EDCUtah's Research team also supports Utah partners by conducting in-depth studies and data analysis to address specific economic development questions and opportunities.

### **TACTICS**

1. Respond to requests for data and information from site selectors and companies looking to expand or relocate operations to Utah.
2. Support public and private investors in their data needs, according to their investment levels.
3. Conduct research and publish white papers, brochures, and other materials that support economic growth and prosperity in Utah and assist in economic development efforts.
4. Transition printed industry profiles and other brochures to website landing pages to make data more accessible to key audiences.



**Known as “The B & E” – Business & Economics in Utah is one of our most downloaded reports.**



Download your own copy of the B & E



Where could you relocate?  
Should you build? Are there  
buildings available to meet your  
needs? EDCUtah provides data  
to drive these decisions.







Arches National Park welcomes roughly 1.8 million visitors per year. The growing city of Moab experiences almost double that amount, seeing between three and five million per year.

STONE  
and Boutique

4MOON

STETSON  
LEGENDARY HATS

Fine Mexican Cuisine

Arches ONICS

GoPro

SONY

TOWN GALLERY  
FINE ART PHOTOGRAPHY

DESERT Wild

Howdy  
Welcome  
TO  
COWBOYS  
and  
INDIANS





## ***Goal: Champion Utah's Economic Successes***

EDCUtah's marketing program has fostered a decades-long relationship with site selection consultants to keep them informed of Utah's competitive advantages and learn from them about emerging market trends and opportunities. We also produce quality events and content designed to connect Utah business and community leaders with valuable networking opportunities, project updates, Utah success stories, economic data and more.

### **TACTICS**

1. Create and distribute content that provides insight into Utah's economic climate, growth sectors, and infrastructure developments.
2. Connect site selection consultants with data and case studies to help their clients assess potential opportunities for expansion, relocation, investment, or partnerships in Utah.
3. Produce quality networking events that connect and inform EDCUtah investors to promote meaningful statewide collaboration and partnership.
4. Spotlight the valuable contributions of EDCUtah investors in sustaining Utah's economic prosperity through EDCUtah's owned marketing channels.



EDCUtah's contacts site selectors directly through the use of email "tombstones" at least three times per quarter. And, our email list is growing.

**The impact of site selector-led projects on Utah's economy is significant. Site selectors were involved with roughly 20% of the project wins we announced last fiscal year. But those projects represented 61% of all the square footage absorbed by Utah project wins, as well as 46% of all new capex and 40% of new jobs generated by Utah project wins.**

## Our Board

EDCUtah's Board of Trustees and Board of Advisors consist of a powerful array of community leaders. With a roster including business executives, city mayors, county commissioners, educators, and top leaders in state and federal government, our Boards provide EDCUtah with planning and direction to ensure the continued growth of Utah's economy.

### Officers

Tom Morgan, Zions Bank  
*Chair of the Board*

Jason Hill, Rio Tinto  
*Private Sector Vice Chair*

Dirk Burton, Mayor West Jordan  
*Public Sector Vice Chair*

Judd Cook, Enbridge Inc.  
*Secretary*

Dan Richards, SelectHealth  
*Treasurer*

### Investor Relations Committee

The Investor Relations Committee supports the attraction, engagement, and retention of EDCUtah investors. This committee advises on outreach strategies, helps assess retention approaches, and champions EDCUtah's mission through stakeholder engagement and strategic feedback.

### Corporate Recruitment Committee

The Corporate Recruitment Committee guides EDCUtah's efforts to attract companies to Utah. Members offer insights into industry trends, help shape outreach messaging, and make key introductions to prospective companies and partners.

### Event Coordination Committee

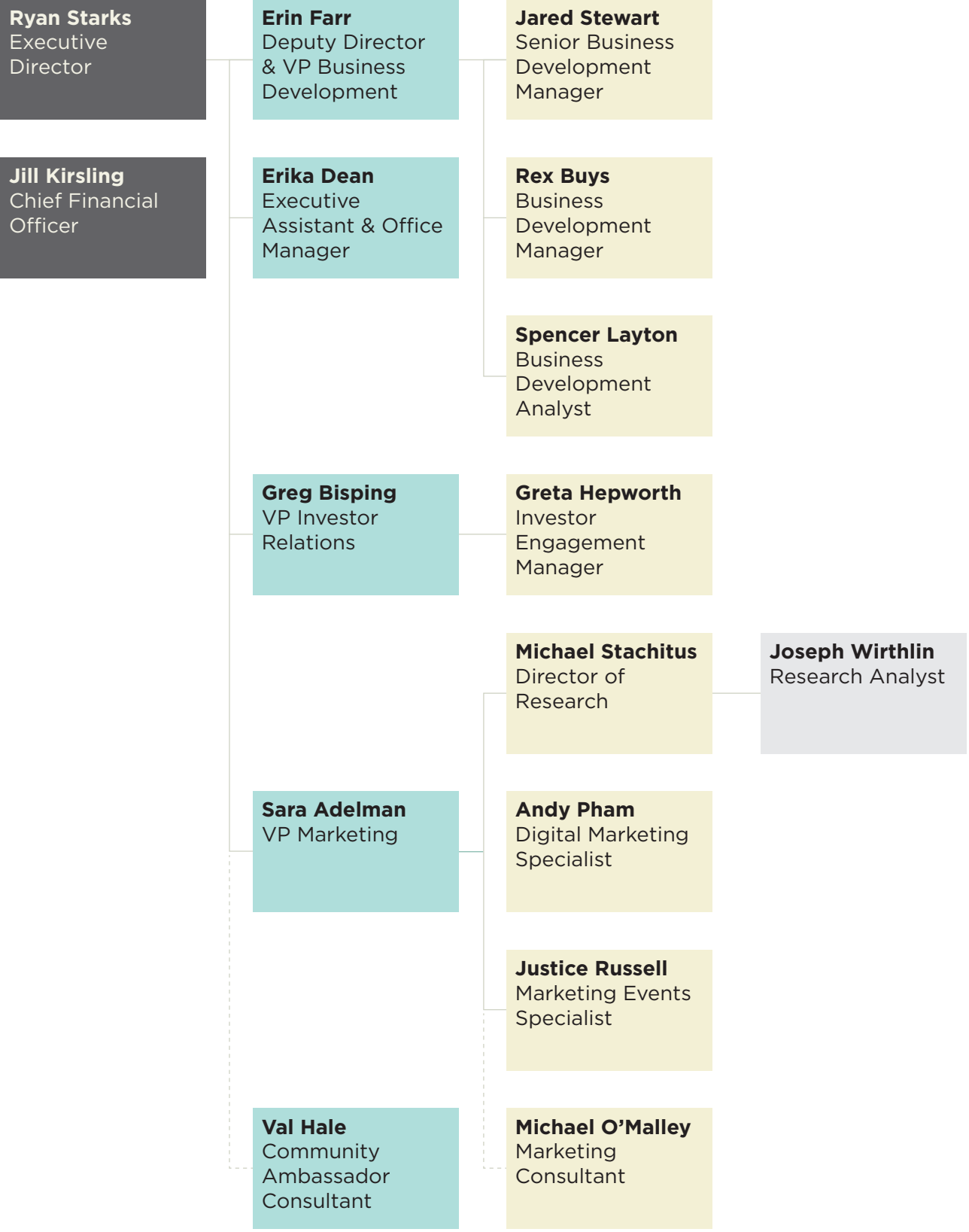
The Event Coordination Committee supports the success and impact of EDCUtah's investor and marketing events. This group supports fundraising goals, provides feedback on programming and topics, makes connections to high-value speakers, and helps promote events to key audiences.



Visit our website for a full  
list of board members.



# Our Team





*Events*

Join us for a full year of events! Investor events offer valuable opportunities to gather insights, make new connections, and strengthen partnerships. Our team also promotes Utah's business environment at industry trade shows and site selector conferences, as well as through corporate recruitment and outreach.

**Please note:** Dates and times are subject to change, and final event details are shared with investors by email.

DATE	EVENT	EVENT TYPE
Q3 2025		
Date TBD	San Francisco, CA	Corporate Recruitment & Outreach
July 8, 2025	Board of Trustees Meeting	Board Meeting
August 12, 2025	Leadership Lunch	Investor Event
September 4, 2025	2025 Annual Meeting	Investor Event
September 16, 2025	Leadership Lunch	Investor Event
September 19, 2025	Community Spotlight with the Utah Inland Port Authority	Investor Event
Q4 2025		
Date TBD	New York City, NY	Corporate Recruitment & Outreach
October 1-3, 2025	Site Selectors Guild Fall Forum Indianapolis, IN	Site Selector Conference
October 2, 2025	Board of Trustees Meeting	Board Meeting
October 6, 2025	Board of Advisors Event	Investor Event
October 29, 2025	Leadership Lunch	Investor Event
October 30, 2025	Business Development Breakfast	Investor Event
November 4-5, 2025	Zero Gravity Summit Salt Lake City, UT	Industry Trade Show



Interior supports for the concrete slab walls of the Walmart Logistics building in North Salt Lake.



Image courtesy of CBRE



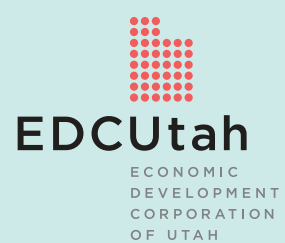
DATE	EVENT	EVENT TYPE
November 5-7, 2025	Area Development Fall Forum Fort Lauderdale, FL	Site Selector Conference
November 18, 2025	Leadership Lunch	Investor Event
December 11, 2025	Community Spotlight with Salt Lake County	Investor Event
Q1 2026		
Date TBD	Los Angeles, CA	Corporate Recruitment & Outreach
January 13, 2026	Board of Trustees Meeting	Board Meeting
January 15, 2026	Leadership Lunch	Investor Event
January 15, 2026	Virtual Townhall	Investor Event
January 29, 2026	Business Development Breakfast	Investor Event
February 19, 2026	Leadership Lunch	Investor Event
March 6, 2026	Community Spotlight with Green River	Investor Event
March 17, 2026	Virtual Townhall	Investor Event
March 19, 2026	Leadership Lunch	Investor Event
March 25-27, 2026	Site Selectors Guild Annual Conference Atlanta, GA	Site Selector Conference
March 25, 2026	Board of Advisors Event	Investor Event
Q2 2026		
Date TBD	Chicago, IL	Corporate Recruitment & Outreach
April 14, 2026	Board of Trustees Meeting	Board Meeting
April 16, 2026	Leadership Lunch	Investor Event
April 30, 2026	Business Development Breakfast	Investor Event
May 3-6, 2026	SelectUSA Investment Summit Washington, DC	Industry Trade Show
May 18-20, 2026	International Council of Shopping Centers (ICSC) Las Vegas, NV	Industry Trade Show
May 19, 2026	Leadership Lunch	Investor Event
Date TBD	Area Development Spring Forum Location TBD	Site Selector Conference



DATE	EVENT	EVENT TYPE
June 10, 2026	EDC Utah Golf Tournament	Investor Event
June 18, 2026	Leadership Lunch	Investor Event
July 20-24, 2026	Farnborough International Airshow Farnborough, UK	Industry Trade Show
June 22-25, 2026	BIO International San Diego, CA	Industry Trade Show
June 24-26, 2026	Consultant Connect Destination Summit Salt Lake City, UT	Site Selector Conference
Q3 2026		
July TBD, 2026	2026 EDC Utah Summer Social	Investor Event
July 14, 2026	Board of Trustees	Investor Event
July 30, 2026	BD Breakfast	Investor Event
September TBD, 2026	2026 Annual Meeting	Investor Event
Q4 2026		
October TBD 2026	2026 State-to-State Economic Exchange	Investor Event
October 13, 2026	Board of Trustees	Investor Event
October 29, 2026	BD Breakfast	Investor Event



We work to make investor events a chance to not only hear about growth in the state, but to connect with other EDC Utah investors.



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