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## SALT LAKE BUSINESS JOURNAL Focus



## Banking & Finance

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## More than \$600 million donated to Intermountain Health's Primary Promise campaign



Four-year-old Abigail Rose, pictured with her mother, Alisha, was the first child to ever receive an in utero fetal surgery in Utah while still in her mother's womb. (Photo courtesy Intermountain Health)

Organizers of Intermountain Health's Primary Promise campaign said it has inspired more than \$642 million in community gifts to build the nation's model health system for children.

That makes it the most significant investment ever made in the health and wellness of children in Utah.

The five-year Primary Promise campaign exceeded its original goal of \$500 million to bring its vision to life through a

partnership between Intermountain Health and philanthropic members of the community.

"We are grateful for the Intermountain Foundation's leadership, and the community's support of Primary Promise, which has transformed how Intermountain Children's Health cares for our children, created stronger systems of support, and helped every child we serve live their healthiest life," said Mandy Richards, chief nurs-

ing executive at Intermountain Health and president of Intermountain Children's Health. "Our community and generous donors have built a legacy of commitment that opens doors for children in our care today, and for those who will rely on us tomorrow to overcome their challenges and reach their full potential."

Primary Promise is the single largest

**see PROMISE page 2**

## SLC Planning Commission approves debated Sugar House hotel project

### John Rogers

Salt Lake Business Journal

One major hurdle down, one major hurdle to go.

The Salt Lake City Planning Commission has voted to forward a Millcreek developer's request to build a 90-foot-tall hotel in Sugar House to the city council.

After hours of debate, the commission

voted 7-1 to take the city planning staff's recommendation, side with Magnus Hotel Management and recommend that the controversial project be given the go-ahead.

Approval to amend the area's general plan and zoning map and allow construction of the hotel now lies with the Salt Lake City Council. The council will hold a public hearing before voting, but when that might happen has not been announced.

Magnus has plans for a 145-room hotel

to be built on a parcel of private land at the corner of 2100 South and 1300 East. The structure would include a coffee shop, three ground-floor-level retail spaces and a rooftop restaurant.

Members of the planning staff submitted a report to the planning commission that said they recommended the hotel be

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## PROMISE

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philanthropic initiative in Intermountain Health's 50-year history. The multi-faceted plan addressed three goals:

- Strengthen Intermountain Primary Children's Hospital.
- Address the emerging needs of children.
- Extend access to comprehensive pediatric care to more communities across Utah and the Mountain West.

As the campaign progressed, so did its financial target — from \$500 million to a minimum of \$600 million — a bold shift in response to community calls for more behavioral health services that ultimately created the new Intermountain Primary Children's Hospital Behavioral Health Center, Taylorsville Campus. A second hospital campus, named the Larry H. &

Gail Miller Family Campus, opened in February 2024 in Lehi as well.

Primary Promise was led by four civic and community business leaders:

- Gail Miller, founder, owner and past chair of Larry H. Miller Co. and chair emeritus of the Intermountain Health Board of Trustees.
- Crystal Maggelet, chair and CEO of FJ Management Inc. and Intermountain Health trustee emeritus.
- Steve Lund, co-founder and executive board chair of Nu Skin Enterprises.
- Spencer Zwick, co-founder and managing partner of Solamere Capital.

Abigail Rose is a living legacy of Primary Promise. In 2021, she became the first child ever to receive an in utero fetal surgery in Utah, through what is now called the Grant Scott Bonham Fetal Center at Intermountain Primary Children's Hospital. Previously, this complex and often life-saving surgery was available at

only a few hospitals nationwide.

When Abigail Rose's mom, Alisha, was pregnant, an ultrasound showed that her fetus had spina bifida — a condition that leaves an area of the spine open and nerves exposed. Doctors performed surgery on the fetus to address the anomaly. At the time, Alisha was around 25 weeks' gestation. That gave time so the fetal spine could heal as part of its natural development.

A month after fetal surgery, Abigail Rose was born. She has grown to become an energetic, happy, mobile 4-year-old who lives with her family in Idaho Falls. Physical and occupational therapy has helped her to achieve milestones that her family never expected to see, from crawling to walking with a walker.

"We took a leap of faith with fetal surgery, and they saved Abby," Alisha said. "The future for Primary Children's patients is already brighter because of our

fetal surgery. It's phenomenal to have this in our region. The people who gave to Primary Promise have helped more kids than they'll ever know. Abby is living proof."

Intermountain Health's work to build the nation's model health system for children will continue, officials said. In Montana, specialty care access for children is expanding. In Nevada, Intermountain is creating a comprehensive campaign for children's health, with plans to build Nevada's first standalone children's hospital in Las Vegas.

"With you, our donor family, we've created an enhanced environment to provide the best pediatric care in the world," Gail Miller said. "Our legacy is that we did not hesitate. And this work will continue to move forward. We invite every member of the community, within and beyond these walls, to partner with us, so that together, we will forever keep 'The Child First and Always.'"

## PLANNING

from page 1

approved, writing that the plan "aligns with the Sugar House Plan and citywide growth policies, which support higher-density, mixed-use development near transit corridors and key intersections."

The 0.82-acre lot where the hotel would be built was once home to a Sizzler restaurant that was torn down in 2024 after several failed attempts to convert the building to other uses. Other ideas for the site have included a multifamily housing complex and a Kum & Go gas station and convenience store, both of which failed to gain approval.

John Potter, founder and CEO at Magnus Hotel Management, presented the company's plans to the commission, saying the hotel would be an upscale, boutique hotel that would have its own identity but would be under the Hilton umbrella. He said that hotels offer a unique blend of private and public uses, as the ground floor would largely be open to the public, which isn't always the case for multifamily housing buildings.

The project would require upzoning the land from MU-3 to MU-8, which would increase the site's allowable building height from 40 feet to 90 feet. The rezone is also necessary in order to build any hotel, a use that isn't allowed in MU-3 zones.

The project, which would abut Sugar House Park, has drawn criticism from opponents who say it would block Wasatch Mountain views, worsen traffic and erode the park's open feel.

"Putting a very heavy-looking building of 90 feet in height is not acceptable,"



A rendering shows a proposed 90-foot, seven-story hotel on the corner of 2100 South and 1300 East next to Sugar House Park in Salt Lake City. Rezoning the lot to allow the project to proceed has received support from the Salt Lake City Planning Commission. (Photo courtesy FFKR Architects, provided by the Salt Lake City Planning Division)

Judi Short, vice chair and land use chair of the Sugar House Community Council, said in a Sept. 11 letter to the commission.

In his Oct. 10 letter to the commission, Juan Arce-Larreta, board chair of the Parley's Rails, Trails and Tunnels (PRATT) Coalition, warned the hotel would negatively impact trails and the Sego Lily Plaza, part of a larger work in the area known as The Draw, which includes major sculp-

tural elements west of 1300 East.

Several Sugar House residents spoke in opposition to the hotel proposal during the commission's open comment period, with their main issues being increased traffic congestion, excessive building height so close to the park and a lack of community benefit. A few comments were also heard in support of the hotel.

But following an extended period

of back-and-forth debate, the approval seemed to come down to maintaining consistency in the neighborhood's community plan.

"I think to build better communities, it's actually more beneficial to have two sides of the street and the four corners of the street zoned similarly," Commissioner Brian Scott said before the vote to approve the plan and forward it to the council.

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# SEG announces new Jazz practice facility in Sandy

Smith Entertainment Group (SEG), owner of the Utah Jazz of the NBA, the NHL's Utah Mammoth and Delta Center in downtown Salt Lake City, has announced plans to add to its growing professional sports empire. The company will build a new practice facility for the Jazz at The Shops at South Town in Sandy.

SEG bought the 111-acre South Town site last year and immediately developed a hockey training center for the Mammoth, which opened Sept. 1.

The new facility for the Jazz will feature two basketball courts, a team locker room, state-of-the-art workout and training spaces, a performance kitchen and amenities designed to foster player development and team connectivity, the organization announced.

The center will also house the organization's business offices.

At a recent groundbreaking event at the site, Ryan and Ashley Smith were joined by all Utah Jazz and Utah Mammoth players, both teams' coaching staffs, front office personnel and dozens of SEG employees.

"Creating a brand new, world-class practice facility for the Utah Jazz is one more step in our investment into the long-term growth and success of the Jazz," the Smiths, owners of Smith Entertainment Group, said in a published statement. "We're building an amazing sports campus here with the Jazz practice facility connected to the Utah Mammoth practice facility, including the opportunity for the teams to cross-collaborate and support each others' development. By also incorporating our business offices, this campus will promote efficiency, innovation and collaboration, continuing to focus on



Smith Entertainment Group has announced plans to build a new Utah Jazz training facility adjacent to its Utah Mammoth practice center at the Shops at South Town site in Sandy. Construction is slated to start soon. (Photo courtesy Smith Entertainment Group)

bringing the best experiences to our fans."

Construction on the Utah Jazz practice facility is expected to begin this fall. Built on the east side of The Shops at South Town, the front entrance of the facility will face the Wasatch Mountains, enhancing SEG's "Utah Mountain Basketball" brand philosophy.

"SEG continues to invest in the Jazz, showing our players and fans their commitment to building a world-class organization," said Austin Ainge, president of basketball operations at the Utah Jazz. "They are constantly looking at

innovative ways to help our players achieve their potential. This will be a state-of-the-art facility and a tremendous environment where our players and coaches can work, train and develop."

The facility will be built in partnership with architectural design firm Babcock Design, Okland Construction — also the general contractor on the transformation of Delta Center — and interior design firm Ezra Lee Design & Build.

The Utah Jazz currently train at Zion's Bank Basketball Campus near downtown.

## Park City's day of giving event Nov. 7

Park City Community Foundation is set to host the 15th edition of Live PC Give PC, the community's annual day of giving on Nov. 7.

The goal for this year's event, which has raised more than \$35 million for local nonprofits since 2011, is to raise \$5.15 million from at least 7,150 individual donors. A total of 144 nonprofits and causes that enhance lives in the Wasatch Back and beyond are participating this year and eligible to receive donations starting at just \$5. Donations can be made easily with a couple of clicks at [LivePCGivePC.org](http://LivePCGivePC.org).

"The community spirit that has been on full display for the past 14 years during Live PC Give PC is remarkable and inspiring," said Joel Zarrow, Park City

Community Foundation president and CEO, in a release. "Despite early-season snowstorms and the pandemic, the fierce commitment to our nonprofits and local pride are unwavering, which is what makes Park City and Summit County truly special. We have high hopes for this celebratory 15th year and encourage everyone to give any amount they can to their favorite organizations."

Early giving is now open for those who want to give before the 24-hour period begins, but there are advantages to waiting until Nov. 7 as nonprofits will be eligible for significant cash prizes that day. There will also be surprise "power hours" during which all donations made in those timeframes will be boosted by \$10, thanks

to presenting sponsors Park City Mountain and Vail Resorts EpicPromise.

Two celebrations hosted by the foundation will be held as part of the festivities. All ages are welcome to the Giving Day Fest, an indoor-outdoor event sponsored by Weedon Ranch at Park City Library from 4-6:30 p.m. It will feature live music produced by Mountain Town Music, free tacos, doughnuts from Chomp, hot chocolate, face painting, a 360-degree photo booth, scavenger hunts, games, and a claw machine with prizes. An evening celebration for those 21 and older will follow at High West Saloon from 8 p.m. to midnight. Several nonprofit organizations and partners will be hosting events for Live PC Give PC throughout the day.

"As always, we encourage everyone who lives in the Park City area, has a second home here, or recreates in our mountain paradise to contribute to the organizations that resonate with them. From social services to art and culture, sports, animal welfare, health care and more, Summit County's nonprofits are truly the backbone of our community, positively impacting every aspect of life here. The greatly needed funds for them are raised by everyone doing their part to contribute what they can." Zarrow said.

For the complete schedule of events taking place Nov. 7, visit <https://www.livepcgivepc.org/p/eventschedule>. For more details and to donate, visit [livepcgivepc.org](http://livepcgivepc.org).

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# 40 years of innovation: Nelson Labs marks milestone in scientific testing excellence

By **Becky Ginos**

*Salt Lake Business Journal*

In 1985, Dr. Jerry R. Nelson and his wife, Lynda S. Nelson, started a small company in Salt Lake City called Nelson Labs and they were the only employees. Gradually they started hiring more people as the company grew and now 40 years later, Nelson Labs employs nearly 1,000 people worldwide. What started as a small company in 1985 is serving 3,000-plus customers across facilities in the U.S. Mexico, Asia and Europe.

“Jerry and his wife Lynda were doing post-doctorate work at the University of Utah,” said Nelson Labs President Joseph Shrawder. “In the course of doing that, they came across some opportunities to support companies who wanted some microbiological testing to ensure the safety of their products.”

That was the seed of the idea for the Nelsons to start Nelson Labs, he said. “It was very small, with just the two of them. As they hired more people, they moved out of the space at the University of Utah and created another lab across town.”

They outgrew that after a few years, said Shrawder. “Then they moved to the current campus on (6280 S.) Redwood Road in Taylorsville, all the while expanding to more and more testing services and more and more capabilities to test for more things.”

It has just continued to grow and expand, he said. “Customers have basically said, ‘We do testing on X, Y, Z with (this other company). We also have to go to somebody else to do these other things and you do it all for us.’ That’s really been how Nelson Labs has expanded its capabilities from requests from existing customers who needed more length of work that Nelson was doing.”

Nelson Labs tests medical devices, pharmaceutical products, drugs and their packaging to make sure that they are safe and are compliant with regulations to be able to put them on the market, said Shrawder. “What that means generally is that they will do no harm to the human they are intended to help by being non-sterile, a product that needs to be sterile, or has a compound that could cause contamination that would be harmful if it was introduced into the human system.”

Shrawder said the lab has a microbiological test and a chemical test. “These are to make sure we’re avoiding any toxicity — anything that’s toxic that’s going to harm a patient or even a caregiver.”

Nelson Labs has a consultation with the customer about the product and how it’s being manufactured and how it’s being used, he said. “We determine what testing is needed to make sure that it’s safe. They send samples of the product, we do the testing, we give them the test results and they use those results to document their compliance with the requirements for the FDA or for the other regulators in other countries.”



*Nelson Labs President Joseph Shrawder speaks at the 40th anniversary celebration Oct. 1. The company was started in Salt Lake by a husband and wife. (Photo courtesy Nelson Labs)*

Many manufactured products require a confirming test that they are sterile, said Shrawder. “We feel this is going to really change an important part of our industry. A product is manufactured, it goes through a process to sterilize the product but before it can be sold there needs to be some test of sterility.”

This year Nelson Labs introduced some innovative methods that reduce the waiting time for a test result by more than half, he said. “This means days or a week of improvement in turnaround time on testing of sterility of urgently needed medical devices and drug products. We have other areas we’re looking for in developing new testing methods. This innovation in actual scientific testing methods gets results so we can focus on staying ahead in the industry.”

The rapid sterility test has historically taken seven to 30 days, depending on the test, said Shrawder. “Now we’re five to eight days out.”

Nelson Labs broke ground on a new state-of-the-art cleanroom facility in June. A sterile medical device is taken into the cleanroom where scientists try to eliminate as much bacteria as possible. The device is put into a container with a liquid medium that gives the bacteria everything it would need to grow. Over time, they look for growth, which tells them if any bacteria has escaped the sterilization process.

“Cleanrooms are roughly 20 years old,” Shrawder said. “The design of cleanrooms has improved. It’s a step to the forefront for yet faster turnaround times and to further reduce false positives.”

The new cleanroom will have improved filter air vents and will be larger, which allows for more freedom to test more drugs and devices to get more products out to market.



*A scientist conducts tests for bacteria. (Courtesy photos)*

“Across four decades, our teams have advanced methods from extractables and leachables to packaging integrity, supported thousands of customers on every continent where we operate and helped strengthen the standards that industry and regulators rely on,” Shrawder said. “Scaling from one Utah lab to a global network while ensuring science is uncompromised, that’s the accomplishment we’re most proud of and it’s what the next 40 years will build on.”

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# Report: Most of Utah jobs will need some higher ed by 2031

More than 70 percent of jobs in Utah will require some level of postsecondary education by 2031, according to a new report from the Kem C. Gardner Policy Institute at the University of Utah.

The study was commissioned by Envision Utah, a nonprofit public-private partnership aimed at community development.

While 70.6 percent of jobs will need some form of higher education in the next five years, Utah's current attainment rate of 61.7 percent ranks third-highest in the nation. Still, disparities persist among different demographic groups, highlighting the need to increase educational attainment to meet the demands of Utah's evolving economy, the study author said.

"Maintaining Utah's economic strength

depends on a skilled workforce," said Andrea Brandley, senior education analyst at the Gardner Institute and author of the report. "Increasing postsecondary attainment and aligning credentials with workforce needs are essential strategies for expanding opportunities and sustaining Utah's economic momentum."

"This research reinforces that higher education will continue to be a reliable path for getting a good job, even as our economy changes over the next decade," said Travis Allred, senior education program manager at Envision Utah. "While higher education will need to continue to evolve to meet the needs of Utah's future economy, most good jobs with a strong employment outlook and high wages in the future

will still require higher education."

Utah's 70.6 percent of jobs requiring postsecondary education is the ninth-highest share nationwide. This high share reflects sustained demand for a skilled workforce required by the state's economy.

The report said Utah's postsecondary institutions awarded over 70,000 degrees and certificates in 2022-23, with nearly three-quarters from public institutions considered "high-yield." These high-yield awards are aligned with high-wage, high-demand jobs, indicating a strong connection between education and workforce needs.

Educational attainment varies by income, race or ethnicity and gender. Existing gaps limit individual opportunities and the state's workforce potential, as economically dis-

advantaged, male and Hispanic/Latino students complete credentials at lower rates than their peers, the study found.

Closing these educational attainment gaps could yield 4,400 additional credential earners in a single year, according to the report. This number multiplies over time, strengthening the talent pipeline and expanding the supply of skilled labor in Utah.

Higher educational attainment is linked to higher earnings, lower poverty, better health outcomes and greater civic participation. These benefits demonstrate that investing in education has positive ripple effects for individuals and communities.

The full education attainment report can be accessed through the Gardner Institute website at [gardner.utah.edu](http://gardner.utah.edu).

## Utah City becomes first community powered by Peloton

A 700-acre mixed-use development on the shores of Utah Lake has partnered with Peloton in a special arrangement for community fitness.

Utah City will bring immersive live and on-demand classes across multiple fitness and wellness disciplines as it features Peloton Spaces in every residential building.

As Utah's only Peloton-powered community, Utah City is committed to bringing people together through wellness in the walkable neighborhood it is creating in Vineyard. The partnership launched with Peloton yoga instructor Kirra Michel leading a free, outdoor class for the public with 200-plus people in attendance.

"Peloton is perfectly aligned with our vision to establish Utah City as a wellness-driven community. This partnership brings world-class fitness directly to our residents, right where they live, and connects them to a global wellness movement," said Jacklyn Briggs, director of marketing for Utah City. "It was a treat to host Kirra Michel, who was so well received. We look forward to welcoming more of Peloton's revered instructors to unite people through movement in a community where parks, trails and public spaces are prioritized to support an active, connected way of life."

Every multi-family building in Utah City is currently equipped with Peloton

Bike and Peloton Row equipment, and Utah City will be among the first communities nationwide to introduce the new commercial Peloton Tread+ Pro in January. Across Utah City's residential buildings, residents will find both private Peloton-powered workout pods and spacious gyms featuring the brand's complete suite of fitness equipment. Exercisers can take advantage of the Peloton IQ features and AI-powered intelligence integrated across all Peloton equipment. These features include personalized plans, performance estimates, progress tracking and data.

"We're incredibly excited to partner with Utah City, a forward-thinking development

that shares our commitment to wellness and community," said Greg Hybl, Peloton's senior vice president and general manager of Peloton for Business. "For the first time, Peloton will serve as the primary fitness partner for an entire residential development, with Peloton's full Pro Series Line available to residents soon. We believe this collaboration sets a new standard for wellness in large-scale developments, and we are proud to be a part of it."

Utah City hosted its inaugural UC Sweat Series throughout the summer with Wednesday evening sunset Pilates and Saturday morning yoga. The UC Sweat Series will resume in the spring of 2026.



Employees and management personnel pose with the New Balance mascot at the company's new Salt Lake City Distribution Center in the city's Northwest Quadrant. The Boston-based company said the facility will play a central role in its North American distribution network, supporting faster delivery timelines and streamlined service for wholesale, retail and digital channels.

The 806,000-square-foot facility features technology that includes robots, autonomous vehicles, and 6 miles of conveyance. It will handle footwear, apparel and accessories, with a capacity to receive and ship approximately 100,000 units per day across two shifts.

"Today's celebration and the opening of this distribution center is a reflection of our continued growth," said Dave Wheeler, New Balance chief operating officer. "This facility marks a critical investment to streamline our supply chain and support our growing customer base. With our new footprint in Salt Lake City, we're better positioned to meet our customer promise every day." (Photo courtesy New Balance)

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# NEWS ROUNDUP

## Utah Olympic Legacy Foundation honored

The Utah Olympic Legacy Foundation has been recognized by the Association of Energy Engineers Utah Chapter with the 2025 Energy Champion Award in the Not-for-Profit category, honoring the organization's commitment to sustainability and energy efficiency across its three Olympic legacy venues: the Utah Olympic Oval, Utah Olympic Park, and Soldier Hollow Nordic Center.

The award was presented at the Utah Energy Efficiency Symposium on Oct. 21 at the Salt Lake Community College Karen Gail Miller Conference Center in Sandy. UOLF leadership, including Todd Porter and Gayle Davis, attended the luncheon to accept the award on behalf of the foundation.

"This recognition highlights years of dedication to operational excellence and environmental stewardship," said Calum Clark, the foundation's chief operating officer. "Our team has worked diligently to ensure that the venues built for the 2002 Olympic Winter Games continue to set the standard for sustainability as we look ahead to a carbon-neutral 2034 Games."

At the Utah Olympic Oval, the founda-

tion implemented a new HVAC automation system, upgraded ammonia compressors for ice-making, installed a magnetic-bearing chiller for space cooling, and redesigned the boiler system to enhance efficiency and longevity. The Oval's solar array, installed in 2014, remains a landmark in UOLF's renewable energy commitment.

At the Utah Olympic Park in Park City, the bobsled track ammonia control system was overhauled to greatly reduce energy use while maintaining world-class ice conditions. Additional upgrades include real-time weather monitoring and advanced building automation for the Olympic Museum.

At Soldier Hollow Nordic Center, system-wide improvements include snowmaking technology optimized through head-specific weather detection and groomer controls that reduce energy and water consumption. The venue also operates on 100 percent renewable energy through a partnership with Heber Power & Light.

The Utah Olympic Legacy Foundation continues to advance its mission of preserving and enhancing Utah's Olympic venues as vibrant, community-focused centers for sport, recreation and inspiration.

## UVU receives largest-ever gift to build national security studies center

Utah Valley University in Orem has received a landmark \$35 million endowment from Rich and Marla Linder — the largest single gift in UVU history — to establish the Xenter Building and the Orrin Hatch Center for National Security Studies. The new center will be built at the school's developing 225-acre Vineyard campus.

"Through the unprecedented generosity of Rich and Marla Linder, this commitment will shift the trajectory of this university," said Astrid S. Tuminez, president of UVU. "Students studying national security will be better equipped to lead in defense, diplomacy and cybersecurity. The Xenter Building for the College of Health and Public Service will anchor our new Vineyard campus and provide incredible opportunities for students pursuing careers in the health professions. We are grateful to the Linders for their bold vision."

Rich Linder is the founder and CEO of Xenter, a Salt Lake City-based wireless medical device company.

The Xenter Building will serve as the primary home of the College of Health and Public Services and will be the flagship facility for UVU's forthcoming Health and Wellness Village, where health care education, technology

and innovation will be developed. The building will feature advanced simulation labs; applied AI systems; and collaborative spaces that prepare students for nursing, physician assistance, behavioral health and public health programs.

The Orrin Hatch Center for National Security Studies will strengthen Utah's capacity to protect critical systems, health care data and communities through programs in cybersecurity, intelligence and emergency preparedness. Together, these facilities will prepare students for careers that serve Utah's workforce and address critical national and global needs, the university said.

Rich Linder said the partnership reflects a shared belief in education as a foundation for innovation and community health.

"We share UVU's commitment to improving lives through technology, data and collaboration. This is about preparing the next generation to solve real-world problems and strengthen the communities we serve," he said.

The UVU Vineyard campus is being developed on a model of sustainability and accessibility with green spaces, mixed-use development and direct public transit access.

### CORRECTION

The Smart Fit Method, a data-driven fitness and recovery experience, recently had the grand opening celebration and ribbon-cutting ceremony at 6546 N. Land-

mark Drive, Suite A, Park City. It is the company's second location in Utah. A recent Industry Brief indicated it was the company's second overall location.



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# NEWS ROUNDUP

## Economic outlook, policy summit set for Jan. 16

One of Utah's traditional economic look-ahead events will take place Jan. 16 in Salt Lake City.

The 2026 Utah Economic Outlook & Public Policy Summit is scheduled for 7:30 a.m.-noon at the Grand America Hotel, 555 S. Main St.

The annual event is presented by the Kem C. Gardner Policy Institute at the University of Utah, the Salt Lake Chamber and the new Utah Chamber. It brings together policy, business and academic thought leaders from across the state to explore investments in Utah people, inno-

vation and future prosperity.

The summit typically includes the presentation of an economic report to the governor, information about the Salt Lake Chamber's legislative priorities, a legislative panel, and more.

The event cost is \$110 for chamber members and \$140 for nonmembers before Dec. 13; \$125 for members and \$155 for nonmembers after Dec. 13; \$150 for members and \$200 for nonmembers after Jan. 7.

Details and registration are available at [schamber.com](http://schamber.com).

## Cookie Cutters acquires Minnesota-based Snip-its

Salt Lake City-based Cookie Cutters Haircuts for Kids has acquired Snip-its Franchising Co. LLC and its affiliates, headquartered in Eden Prairie, Minnesota.

The transaction adds 38 Snip-its salons and 15 franchisees to the Cookie Cutters system, expanding its total footprint to 159 locations across the U.S. and Canada.

Cookie Cutters said the combination will form the largest multi-brand children's salon platform in the country.

A release said the two brands will operate together as Snip-its Franchising LLC with "plans to leverage shared systems, vendor relationships and technology to drive efficiency and franchisee success."

"I've been fortunate to work with some well-known franchise brands over the years and also gain invaluable experience as a multi-unit franchisee," said Neal

Courtney, CEO of Cookie Cutters. "Having experienced franchising from both sides — the corporate level and the owner's seat — gives us a real appreciation for what it takes to build something lasting. Bringing Cookie Cutters and Snip-its together is about taking that experience and creating a stronger platform that supports our franchisees while delivering something truly special for the families that we serve."

"This isn't about blending the brands; it's about building a stronger platform for both," said Alexis Courtney, COO of Cookie Cutters. "Snip-its will retain its creative personality and loyal following, while we apply the structure and operational tools that have helped Cookie Cutters grow. It's about preserving what makes each brand special, while strengthening the foundation that supports them."

## R1 to acquire AI inpatient coding platform Phare Health

R1, a Murray-based health care revenue management platform, has announced that it has agreed to acquire Phare Health Ltd., a health care technology company building AI-native solutions for inpatient coding and clinical documentation improvement.

"The transaction marks a significant step in advancing R1's strategy to leverage cutting-edge AI capabilities to comprehensively automate the revenue cycle and move closer to real-time adjudication of medical claims," R1's announcement release said.

Phare Health was founded in 2023 in London, England, by a group of health care and AI leaders and is funded by General Catalyst, Bertelsmann Healthcare Investments and Meridian Health Ventures. It uses a transformative approach to tackle complex inpatient coding cases. Unlike traditional systems that rely on keyword extraction, the AI engine reads all unstructured and structured data points to build a holistic fingerprint of the patient's experience with the provider.

Following the close of the transaction,

which was expected to occur by the end of October, the Phare Health team will join R1's R37 innovation lab, which it expects to further the acceleration of next-generation AI applications.

"R1 has always been at the forefront of revenue cycle innovation, and our partnership with Phare Health marks a pivotal step in unifying the full spectrum of revenue cycle management, from clinical documentation to financial intelligence," said Joe Flanagan, CEO of R1. "Phare Health's physician-led, AI-native approach to coding and documentation aligns with our commitment to accuracy, transparency and responsible AI."

"Our mission has always been to make health care reimbursement efficient, transparent and fair," said Dr. Martin Seneviratne, co-founder and co-CEO of Phare Health. "Our platform reasons over a patient's full medical record, drawing upon guidelines and clinical knowledge to 'translate' between two complex languages: clinical and coding. By joining forces with R1, we can bring our mission of fair and frictionless claims to life on a much larger scale."



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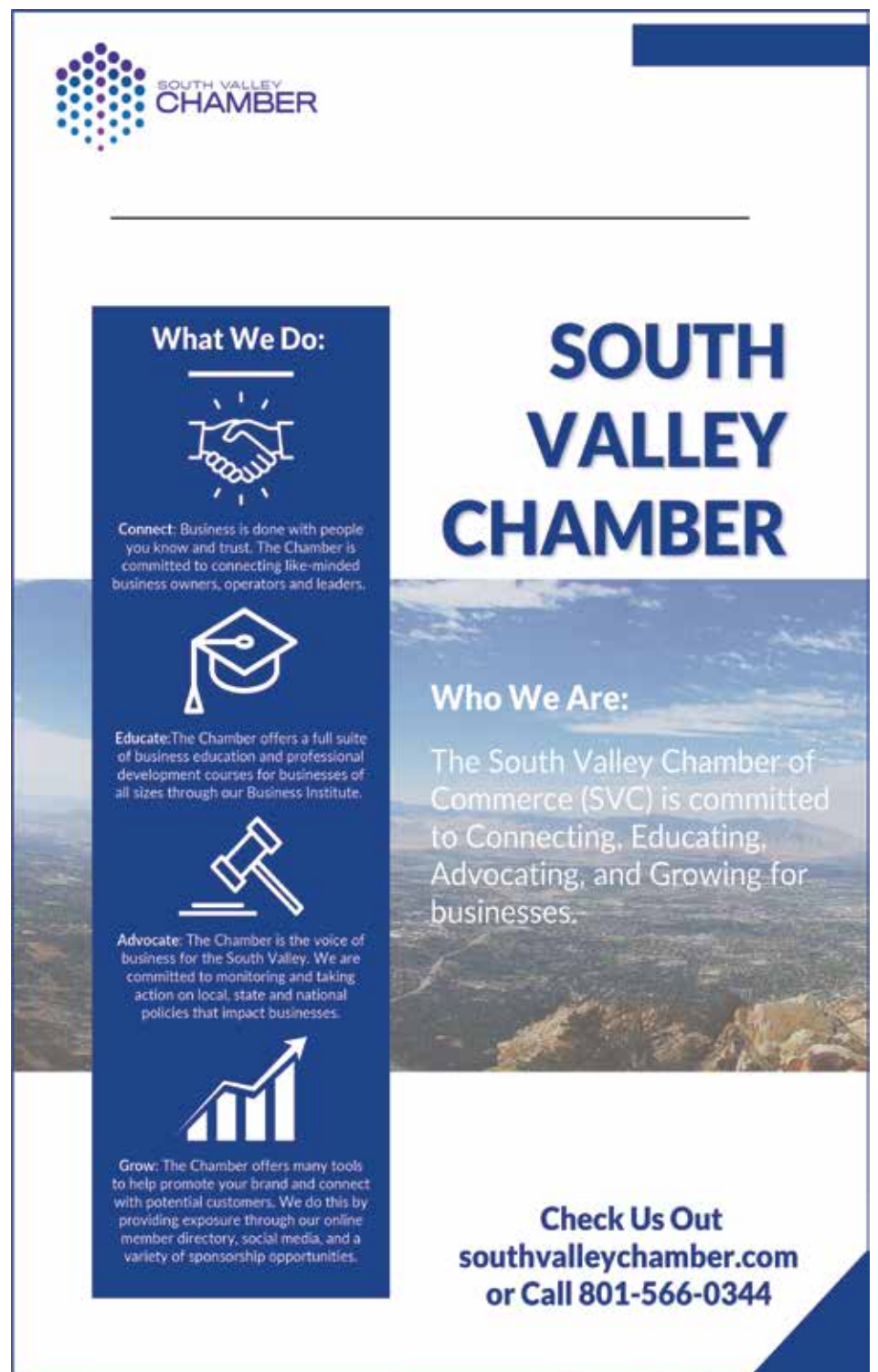
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# SOUTH VALLEY CHAMBER

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- Advocate:** The Chamber is the voice of business for the South Valley. We are committed to monitoring and taking action on local, state and national policies that impact businesses.
- Grow:** The Chamber offers many tools to help promote your brand and connect with potential customers. We do this by providing exposure through our online member directory, social media, and a variety of sponsorship opportunities.

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## Health care, biotech focus of upcoming Life Sciences Summit

The role of artificial intelligence in health care, trade and regulatory updates, and Utah's health care are among the topics to be explored at the 2025 Mayer Brown Utah Life Sciences Summit, a BioUtah event taking place Nov. 12 in Salt Lake City.

The annual event will bring together executives, researchers, policymakers and entrepreneurs to discuss the future of health care and biotechnology.

The morning's opening plenary session includes keynote speaker Melissa Holyoak, a commissioner of the U.S. Federal Trade Commission and a leader in consumer protection and constitutional law.

Other morning activities include a welcome from Kelvyn Cullimore, CEO

of BioUtah; a chairman's report from Mark Paul, executive director of the Center for Medical Innovation at University of Utah Health; Jefferson Moss, executive director of the Governor's Office of Economic Opportunity and the Nucleus Institute, discussing "Life Sciences: A Targeted Industry"; a discussion about "AI Impacts in Health Care"; an "FDA Town Hall" with Michelle Tarver, director of the Center for Devices and Radiological Health at the U.S. Food and Drug Administration; a panel including David Bearss, president and CEO, Halia Therapeutics, Bob Carter, senior vice president for health sciences and CEO, University of Utah Health, and Mark Ott, inaugural dean, BYU School of Medicine, discussing "The Future of Healthcare in Utah:

Navigating Costs, Care and the Coming Silver Tsunami"; Peter Marks, consultant, discussing "The Miracle of Modern Medicine"; and a panel presentation titled "National Security Commission on Emerging Biotechnology."

Throughout the morning, industry contributors will be recognized with BioUtah's annual awards.

Afternoon activities feature four tracks: "Regulatory and Quality," focused on evolving FDA and HHS practices, AI's role in life sciences regulation, clinical trial innovations, and FDA's quality system harmonization efforts; "BioUtah," focused on health care supply chain strategies, AI in life sciences research and development, health care reimbursement, social media for busi-

ness growth, and Utah's expanding life sciences ecosystem; "Workforce," focused on Utah's talent advantage, new workforce development tools, national and local labor perspectives, and immigration challenges facing the life sciences workforce; and "Legal," focused on SEC perspectives on fundraising, term sheet negotiations, and the shifting landscape of patents, trade secrets and intellectual property law.

The summit takes place 8 a.m.-5 p.m. at Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. The cost is \$300 for BioUtah members, \$400 for nonmembers, \$100 for students. Discounted group tickets also are available.

The event website is <https://utahlifesciencessummit.com/>.

## Merit Medical buys C2 Cryoballoon brand from Pentax Medical

South Jordan health care technology company Merit Medical Systems Inc. is acquiring the C2 CryoBalloon device brand and related technology from Pentax of America Inc., a subsidiary of Pentax Medical Inc.

Pentax of America is a distributor of surgical and other medical devices and products and is based in Montvale, New Jersey.

The transaction is expected to close before the end of the year.

"The proposed acquisition reflects Merit's commitment to advancing minimally invasive solutions for gastrointestinal disorders. We're excited to welcome new team members and expand our portfolio,

empowering physicians to improve patient outcomes worldwide," said Martha G. Aronson, Merit's president and CEO.

Aronson said the acquisition is intended to strengthen Merit's position in the gastroenterology market and provide opportunities to treat more patients suffering from the effects of chronic gastroesophageal reflux disease (GERD) and other gastrointestinal tissue disorders. The C2 CryoBalloon delivers controlled freezing treatments to drive targeted ablation and precise destruction of unwanted soft tissue.

"We believe this purchase will help our team optimize commercial activities in the multibillion-dollar gastroenterology mar-

ket and provide physicians with more options to help care for their patients," said Merit Chairman Fred P. Lampropoulos.

"C2 technology has been an exciting part of Pentax Medical's journey since 2017. The C2 CryoBalloon holds promise across a range of therapeutic applications. We are pleased to announce that Merit will be the new home for C2, unlocking its potential," stated Dominique Vincent, president of Pentax Medical. "With its expanding footprint in upper gastrointestinal treatments and deep expertise in the field, Merit is ideally positioned to accelerate C2's growth, making it available to even more patients and clinicians worldwide."

Merit intends to integrate the C2 CryoBalloon business into its endoscopy portfolio, complementing its existing products and customer base, the company explained. Over the next few months, Merit plans to transfer product manufacturing to its facility in South Jordan. Merit said some of the Pentax employees currently engaged in the C2 CryoBalloon business will be joining Merit in Utah.

Merit said it will acquire the C2 CryoBalloon assets from Pentax of America for \$22 million, consisting of a \$19 million cash payment at closing and potential contingent payments of up to \$3 million payable upon meeting certain milestones.

## Chamber's dashboard: Utah's economy optimistic heading into fourth quarter

September highlights of Utah's economy included a continued low unemployment rate, moderate inflation and the median home sales price peaking at \$520,000.

Those were a taste of the statistics released in the September 2025 Roadmap to Prosperity Economic Dashboard sponsored by the Salt Lake Chamber in partnership with the University of Utah's Kem C. Gardner Policy Institute.

The dashboard, released each month by the chamber, is designed to inform business leaders' understanding of Utah's economy. The tool prioritizes key data on the state's economic outlook and actionable context for decision-makers.

"Utah has a powerful and reliable work-

force, which serves as a massive benefit to our communities and employers. That impact is showing in stable unemployment indicators," said Derek Miller, president and CEO of the Salt Lake Chamber. "It's a challenge to balance hiring amidst price and inflation increases, but Utah's unemployment rate remains among the lowest in the nation. This is foundational in supporting an optimistic outlook for the state's economy heading into the fourth quarter."

The dashboard reports that Utah's unemployment rate remains among the lowest in the nation at 3.3 percent. Despite signs of slower hiring nationally, the Utah unemployment rate remains steady. Utah's unemployment rate matched its

level from one year earlier. The national unemployment rate increased only slightly during September, rising from 4.2 percent to 4.3 percent.

The report found that price increases continue to grow moderately, with inflation up 0.6 percentage points since April. Purchasing power remains under pressure, as inflation persists above the 2 percent annual target. Policy changes and broader economic uncertainty continue to influence price changes, with many forecasts predicting further increases in the months ahead, according to the dashboard.

The median home sales price in Utah reached \$520,000 in August. Utah's monthly median home sales price rose 3.6

percent year-over-year, while closed sales increased modestly by 1.3 percent from a year earlier. Supply-and-demand imbalances, as well as higher borrowing costs, continue to drive housing market trends.

"Utah's economy remains among the strongest in the nation, supported by steady job growth and one of the lowest unemployment rates," said Natalie Gochour, director of the Gardner Institute. "While inflation and housing affordability continue to present challenges, key indicators remain in check and reinforce the state's economic resilience."

The Roadmap to Prosperity Economic Dashboard can be viewed at <https://slchamber.com/resources/roadmap-dashboard/>.



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# AI summit set for Dec. 1-2 in Salt Lake City

Artificial intelligence — and humans' role in it — will be the subject of an upcoming two-day summit in Salt Lake City.

The 2025 AI Summit, titled "Utah's Pro-Human Leadership in the Age of AI," will take place Dec. 1-2 at the Salt Palace Convention Center. Hosted by the Utah Department of Commerce and its Office of Artificial Intelligence Policy, the Governor's Office of Economic Opportunity and the Nucleus Institute, the event will gather government, business and academia for conversations about the future of AI.

"Utah is at the forefront of supporting and developing pro-human artificial intelligence, where innovation aligns with humanity," said Gov. Spencer Cox. "This approach creates technology that reflects our values and enhances our lives. By aligning technological progress with community values, Utah sets an example for the nation. It emphasizes that innovations should improve quality of life, drive prosperity, and strengthen connections within society — not replace them."

Summit organizers contend that Utah is positioned at the forefront in prioritizing pro-human values within AI on multiple

fronts, including industry, academic research, regulatory policy and workforce development.

"Utah aims to establish itself as a national leader in pro-human and pro-innovation AI initiatives," said Margaret Woolley Busse, executive director of the Utah Department of Commerce. "By promoting discussions and collaborations at this summit, we are laying the groundwork for AI to contribute to impactful growth and societal well-being."

Among elements of the summit are a keynote address from Cox and a fireside conversation with Matthew Prince, CEO of Cloudflare. Sessions will focus on workforce development in the age of AI and its impact on employment trends; research from the state's universities; emerging applications in biotechnology, finance and sustainable energy; and interactive policy discussions on topics such as AI companions, personalized medicine and AI in learning.

Featured speakers and experts include Luis Benavides, CEO, Neighborites; Austin Carson, CEO, SeedAI; Kirk Cullimore, Utah state senator; Berton Earnshaw, founding fellow, Recursion; Nick

Hafen, AI lawyer, Brigham Young University; Dave Hedengren, managing partner, Microsoft's Core Search and AI Division/Shopify; Caleb Hicks, CEO, School AI; Vic Hockett, associate commissioner, Talent Ready Utah; Dan Lambert, CEO, PathologyWatch; Joshua Miller, CEO, BIOS; Kevin Moon, Data Science and AI Center director, Utah State University; Masood Parvania, founder, Grid Elevated; Lexi Pasi, founder, Lucidity Sciences; and Matt Winters, AI education specialist.

The summit is designed for a broad audience, including AI researchers, technology firms, innovators, entrepreneurs, policymakers and industry leaders.

"We are excited to assemble a diverse group of experts and stakeholders," said Jefferson Moss, executive director of both GOEO and the Nucleus Institute, which has a vision of Utah as a global model for a transformative innovation economy. "This summit will highlight Utah's commitment to the future of AI and generate actionable insights and strategic collaborations to shape the future of technology and the impacts on our workforce."

Activities Dec. 1 are a pre-summit "Solutions Session" from 9 a.m. to 3 p.m.

with the theme "Business Builders & AI: Practical Help to Integrate and Leverage AI." The technology hackathon will feature five companies having their use cases workshopped with professionals. It is hosted by SeedAI, a Washington, D.C., nonprofit at the intersection of AI policy and practical application, in partnership with the state of Utah.

The summit takes place Dec. 2, 9 a.m.-4 p.m. Morning sessions include "Utah's Pro-Human AI Focus: Leading by Example in Responsible Innovation," "Building Trust in the Age of AI: Navigating Risk and Opportunity," and "The Impact of AI on Workforce." Mid-day features five interactive policy discussions featuring a moderator framing the topic and participants breaking into small groups to tackle critical questions. Afternoon sessions include "Disrupting AI: Transforming Challenges into Opportunities," "Shaping Humanity-Centric AI Through Academic Collaboration" and "Emerging AI in Deep Tech: Leveraging AI to Turn Challenges into Impactful Solutions."

The pre-summit costs \$30. The summit cost is \$175. The summit website is <https://aisummit.utah.gov/>.

## Nonprofit wants increase in child care access

A nonprofit organization says it will seek legislative help to boost access to child care, including employer incentives for child care partnerships, to help Utah working families.

That is one priority of The Policy Project for the 2026 legislative general session as it looks to boost family affordability in the state and make Utah an even better place to have and raise children.

The nonprofit wants to increase access to affordable, high-quality child care by removing local barriers for home-based providers, facilitating employer incentives for child care partnerships, and providing startup grants for new home-based care providers.

Other priorities are boosting financial flexibility for parents by increasing awareness and filing assistance for the Earned Income Tax Credit and Child Tax Credit and expanding income eligibility for the CTC, plus supporting new mothers by extending maternity leave for state employees to 12 weeks and enhancing protections for breastfeeding and pumping at work.

The Policy Project said those actions

could create 10,000 new home-based child care slots, give 117,300 families greater financial flexibility through tax credits, and support 110,000 working parents with improved access to child care at work.

Other benefits, it says, are ensuring children receive quality early care, supporting mothers in the critical first months, and giving parents the flexibility to balance family care, work and finances, all of which it says would make raising a family in Utah not just possible but sustainable.

"Passing family-friendly policies ensures Utah remains a great place to raise a family, where families can thrive without making impossible trade-offs," said Emily Bell McCormick, founder and president of The Policy Project. "When we invest in families, we invest in the future of our communities, our economy and our state."

The nonprofit said parents should have the resources and flexibility to choose what's best for their families, whether that means staying home during the early years, working part-time or pursuing a full-time career.

A news release from the nonprofit

quotes a Sandy resident saying she always wanted to be a mother but cannot afford to have children. The mother said factors include the cost of giving birth, even with insurance, and daycare costs between \$1,200 and \$2,800 a month.

The Policy Project cites several studies indicating a need for better access to child care. One, from 2022, revealed that 74 percent of Utah parents with children under age 6 said they needed two incomes to cover household expenses. Another, from 2023, indicated that Utah loses \$1.36 billion annually due to parent disruptions from a lack of child care.

Other statistics cited are that many Utah families, especially single parents, spend more than 30 percent of their income on child care; 43 percent of working parents would prefer one parent to stay home; infant care costs are 78 percent higher than college tuition; the average annual cost for two children in center-based care in Utah is \$25,288, while residential-based care is \$19,500; and three-fourths of Utahns live in a "child care desert," where there isn't enough child care to serve the working population.

Meanwhile, the state's birth rate slipped from 2.65 births per family in 2007 to 1.8 in 2023.

Rising costs and limited options require many parents to make difficult choices like delaying having children, leaving careers, taking on multiple jobs, or working when they'd rather stay home.

"Family is at the heart of everything we do in Utah, and we want to ensure our state is the very best place in the nation to have and raise a family," said Gov. Spencer Cox. "I am grateful for so many partners who are working on these issues, including The Policy Project. They bring together communities and experts to find practical solutions that invest in our families and our future."

Details are available at [thepolicyproject.org/familyaffordability](http://thepolicyproject.org/familyaffordability).

The Policy Project's past legislative efforts have resulted in period products being provided in every Utah school, Teen Resource Centers built in 86 high schools, expanded child sexual abuse prevention education for K-6 students, limited distracting cell phone use in classrooms, and increased access to free school meals.



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# FROM THE COACH

## Beyond the avalanche: Leading and learning in the age of accelerating technology

Renowned American biologist E.O. Wilson has observed, “We are drowning in information and starving for wisdom.”

Technology is advancing at an exponential pace, and artificial intelligence sits at the crest of that accelerating wave. Every week brings breakthroughs, platforms and tools promising to make business faster, smarter and more efficient. Yet amid this abundance, many leaders feel something else entirely: *fatigue*.

The modern executive is caught between fascination and overload. It’s easy to become a passive consumer of headlines and webinars, reacting to each innovation as if it were either a crisis or the opportunity of the century. But leadership requires more than awareness — it requires discernment. The challenge is not merely staying current but *staying capable*.

### From Staying Current to Staying Capable

Too often, “keeping up” becomes an exercise in shallow familiarity — scanning trends without translating them into meaningful change. Information without integration breeds anxiety. Leaders read about AI but rarely ask, “What does this mean for how I lead?”

True learning is not the accumulation of data; it’s the conversion of insight into capability. In my coaching work with CEOs, I’ve seen that those who thrive in fast-moving industries share a disciplined process for learning. They treat new information as raw material, not as an instruction manual.

### The PACER Process: A Framework for Lifelong Relevance

The CEObuilder “PACER Learning Model” offers a structured path for mastering complexity without being consumed by it:

1. Principles: Begin by identifying timeless truths behind temporary trends. AI may change processes, but it should never replace judgment or ethics.
2. Application: Convert your curiosity into action. Pilot one relevant idea; don’t chase 10.
3. Commitment: Schedule your



RICH TYSON

actions. What gets calendared gets done.

4. Experience: Test, fail fast and refine. Learning happens best through doing,

not merely through reading or listening to podcasts.

5. Review: Reflect on and share what you’ve learned. Teaching others locks in mastery.

This cycle transforms learning from a passive activity into an energy loop. When leaders integrate new ideas into daily practice, they move from exhaustion to momentum.

### Curators, Not Consumers

In our age of cognitive inflation, ideas depreciate rapidly. The thinking leader must therefore act as a *curator* — filtering information through relevance, reliability and resonance with personal and enterprise purpose.

Ask three questions before diving into any new topic:

- Does this align with our strategic mission?
- Does it solve a problem we actually have?
- Will learning this expand our leadership capacity?

This simple filter eliminates 80 percent of the noise. It repositions you as an “architect of learning,” not a victim of the information avalanche.

### Create a Culture of Shared Learning

No leader can stay current alone. The key is to convert individual learning into collective intelligence. One practical approach is the “learning huddle”: a 20-minute weekly exchange where each team member shares one new insight and one possible application.

This keeps innovation visible and participatory. It also democratizes expertise — the newcomer may be the one who helps the most seasoned executive reimagine a process.

When knowledge becomes conversational, culture becomes adaptive.

### From Learner to Thinking Leader

Ralph Waldo Emerson, the 19th-century philosopher of self-reliance, wrote that “learning without thought is labor lost.” In today’s environment of algorithmic speed, *thought* itself has become the scarce resource. The *thinking leader* does not aim to outlearn technology, but to out-interpret it. They slow down to ask what new developments reveal about customers, employees and the future of work. They connect dots others don’t see — and invite their teams to do the same.

AI can process information faster than any human, but it cannot synthesize

meaning from experience. That remains the leader’s domain.

### Practical Habits for the Overloaded Leader

1. Focus Zones: Select three areas of technology most relevant to your business. Ignore the rest — for now.
2. Micro-Learning Windows: Block 20 minutes a day for focused scanning.
3. Reflective Fridays: End each week by asking, “What did I learn that could change what I do?”
4. Teach Forward: Share distilled insights with your team. Teaching transforms consumption into creation.

### From Overwhelmed to Energized

Leaders who learn strategically become more energized, not more exhausted. They see AI and other emerging technologies not as a threat, but as a tool — a partner in expanding human possibility. Innovation, after all, doesn’t arise from knowing everything new. It emerges from questioning something deeply.

Those who lead in the next decade will not be the ones who ride every new wave, but those who chart the currents beneath them — translating change into clarity, and technology into meaning.

### The Leadership Imperative

As AI and automation accelerate, the leader’s role is evolving from *operator* to *interpreter*. The most valuable skill of the next generation will be wisdom — the ability to discern what matters and act with purpose.

To stay current, you must stay curious. To remain energized, you must stay connected — not to every new idea, but to your mission, your people and your principles.

The leaders of tomorrow will not be defined by how much they know, but by how wisely they learn.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.



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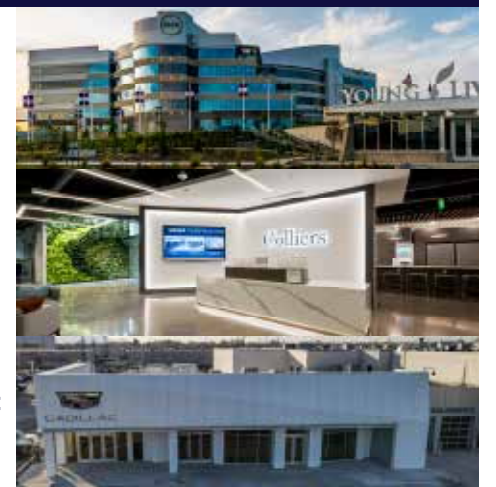
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# Work Daze

## The 'Chunk' guide to career success

When it comes to building a career, there's a lot we can learn from animals (and no, I'm not talking about the IT department.)

Think about it.

No motivation? Be as busy as a bee. Thinking of jumping ship? Be as loyal as a pair of penguins. Looking for a role model? You can't do better than 1,200-pound brown bear No. 32, known to his many admirers as "Chunk."

In case you haven't been following the news, Chunk is the winner of the 2025 contest for the fattest bear in Alaska's Katmai National Park and Preserve. This is no minor accomplishment. To get to the top of the fat bear org chart, Chunk had to pull enough salmon out of the Brooks River to beat 12 hungry competitors, including the awesome Grazer, the female who has held the fat bear title for the past two years, embodying the heft of a sumo wrestler and the fury of a UFC champion.

And you think dethroning your manager would be tough.

I learned about Chunk and Grazer and all the other hirsute competitors in "Dominant in the River: 32 Chunk Crowned Champion in Biggest Fat Bear Week Yet," a Lois Beckett article for The Guardian.

Chunk's rise to the position of top



BOB GOLDMAN

bear is not simply a matter of achieving a title. For Chunk, success in his job is a matter of survival. In this respect, Chunk is just like you.

"A fat bear means a successful bear," says Katmai park ranger Ashleigh Monaco. "A fat bear is more likely to survive hibernation."

You see the parallel. Here's how to do it in four easy steps.

No. 1: Overcome the Obstacles in Your Path.

No nepo-baby bear, getting to the top was not a gimme for Chunk, who arrived in the park in June with a freshly broken jaw. It's the kind of setback that would end a career for a lesser bear, but Chunk "adjusted his behavior to avoid most direct contact with other large male bears."

Who are the other large bears in your office? Who can you easily out-fish and who may take all your salmon and leave you starving, come winter? You know you should avoid HR at all costs, but to take the next step up the ladder, maybe you need to put distance between your-

self and the scary bears in marketing, sales or accounting. You don't have to fight them all. Just find a safe spot in the organization where you can fish in the river and not be disturbed.

No. 2: Eat Now and You Won't Starve Later.

Stuff yourself when it comes to snatching assignments as they flow downstream, especially those projects that you won't be able to finish. That way, when management gathers to decide who should get the axe, you won't be considered. You'll simply have too much to do.

No. 3: By Their Scat Shall You Know Them.

Hikers in Katmai Park recognize the proximity of bears by observing the scat they leave on the trail. In the same way, you should leave signs of your presence throughout the office. Business droppings can include doughnut shards left scattered on conference room tables; amusing "Thanks for Being Awesome" gnomes put on the desks of co-workers; and impromptu parties thrown to celebrate the return of a lost stapler, or important events, like National Bubble Wrap Appreciation Day.

People who work at a company can be fired. People who become a part of the company have jobs for life.

No. 4: Winter is Coming.

The salmon may be spawning now, and all is going well for you at work, but remember, winter is coming. It could be an AI winter this year, when the leaves turn and the jobs drop, as management decides that everything you do could be done better and cheaper in a data center in Iceland. Even if things at work are going well, you must always be hungry, always be fishing, always be eating. And always be keeping an eye on your competition.

"The merely chubby have been winnowed away," said a naturalist, who surveyed the contenders. "We are left with a clash of titans."

This surely is true in today's hostile business environment, but never fear — you're a survivor, a contender, a titan. Stuff yourself now and when winter comes, you're sure to be hibernating peacefully in a corner office on the top floor with perks galore and a salary that could choke a bear.

If Chunk can do it, so can you.

Bob Goldman was an advertising executive at a Fortune 500 company. He offers a virtual shoulder to cry on at bob@bgplanning.com

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### Manage Employees Every Step of the Way

#### ATTRACT & RECRUIT

Source, hire and onboard top talent.



#### TRACK TIME

Ensure compliance while managing employee time and location.



#### SCHEDULE

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Keep employees satisfied, focused and committed.

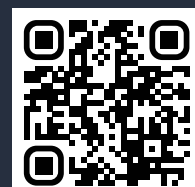


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# Industry Briefs

Company news information may be sent to [brice.w@thecityjournals.com](mailto:brice.w@thecityjournals.com).

## ASSOCIATIONS

- **DoTerra**, a Pleasant Grove-based company focused on essential oils and natural wellness products, has become a member of the **Union for Ethical Bio-Trade (UEBT)**. The union is a nonprofit association that works to regenerate nature and secure a better future for all people through ethical sourcing of ingredients from biodiversity. Through its global Co-Impact Sourcing model, doTerra partners with local producers in more than 40 countries to improve livelihoods and create meaningful impact throughout its supply chain.

- **Strider Technologies Inc.**, a strategic intelligence company with an office in Salt Lake City, has been selected as a member of the **Oracle Defense Ecosystem**. Launched by Oracle in 2025, the ecosystem features startups, scale-ups and established enterprises to drive AI, cyber and national security innovation. It aims to help government organizations adopt next-generation technologies more easily and securely. Through participation in the Oracle Defense Ecosystem, Strider gains access to Oracle's cloud and AI expertise, preferred pricing, and technical support to accelerate solution development and mission deployment.

## ECONOMIC INDICATORS

- **Utah** is ranked No. 7 on a list of **most energy-efficient states**, compiled by **WalletHub**. It compared 48 states across two key dimensions: home energy efficiency and auto energy efficiency. Utah is ranked No. 5 for home energy efficiency and No. 12 for auto energy efficiency. The top-ranked state overall is Vermont. The bottom-ranked state is South Carolina. Alaska and Hawaii were not included in the analysis. Details are at <https://wallethub.com/edu/most-and-least-energy-efficient-states/7354>.

- **Doctors/surgeons** is the top-ranked profession that should **never be replaced by AI**, according to a survey of Utahns by **Trio.dev**, focused on global software team-building. The survey indicates that 92 percent of Utahns believe some jobs should always remain human-led, no matter how advanced AI becomes. After doctors/surgeons, the list includes (in order) teachers, judges, social workers and police officers. Three-quarters of respondents say they trust a human professional more than an AI system with sensitive data, and an equal share believes AI will make society riskier, not fairer. Asked which qualities AI will never replicate, Utahns pointed to empathy (39 percent), common sense (22 percent) and ethical judgment (17 percent). Just 35 percent said they'd be comfortable letting AI manage emergency 911 calls, and the average comfort rating for AI making major life decisions came in at a wary 4 out of 10. Details are at <https://trio.dev/managers-are-ready-to-replace-employees-with-ai/>.

- **Utahns' top chatbot use** is to resolve family disputes, according to a survey by IT support provider **AllSafeIT**. Other top uses are, in order, coping with anxiety, parenting struggles, fitness and nutrition tips, and legal dilemmas. On average, Utahns spend 17 days and 2 hours a year with chatbots. The number is highest in South Dakota, at 53 days. The lowest is in Vermont, at five days.

- **Bryce Point** is Utah's "**most breathtaking autumn view**," according to a survey by travel company **Exoticca**. It is followed, in order, by Guardsman Pass Overlook and Dead Horse Point Overlook. Details are at <https://exoticca.com/us/blog/best-places-to-see-fall-colors/>.

## EDUCATION

- **Studiosity**, an Australian company with a main office in Salt Lake City, has officially entered the U.S. market and has established a **U.S. Academic Advisory Board**, which includes **Derrick Anderson**, vice president for enterprise design and policy at the University of Utah. Studiosity is focused on writing feedback and study support for students. For over 20 years, Studiosity has partnered with institutions worldwide to provide scalable and ethical academic support. It is used by more than 200 universities and colleges across Canada, the U.K., Australia and New Zealand. The advisory board has three members. It will provide guidance on strategy, policy and innovation, with a goal of ensuring that Studiosity's approach remains aligned with the realities of U.S. students and institutions.



*Derrick Anderson*

## PARTNERSHIPS

- The **General AI Proficiency Institute (GenAIPI)** has announced a partnership establishing **GenAIPI** as the official AI partner of **BYU Athletics' Built4Life** program. GenAIPI is a global organization committed to helping companies and individuals master the use of artificial intelligence in everyday work. The BYU collaboration marks the first of its kind in collegiate athletics — integrating practical artificial intelligence education into a holistic student-athlete development program. Built4Life focuses on preparing BYU student-athletes for success beyond sports by emphasizing academics, career readiness, financial literacy and personal development. Through the new partnership, GenAIPI will deliver ongoing AI training, courses and 24/7 access to digital learning materials for all student-athletes and athletic staff.

- **Trü Frü**, a Salt Lake City-based frozen fruit brand, has partnered with college basketball player **Paige Bueckers** on a limited-edition collaboration, with a percentage of proceeds from every

bag sold benefiting the **Paige Bueckers Foundation's** work to fight food insecurity and expand access to nutritious meals for families in need. The product is Bueckers' favorite flavor, frozen strawberries dipped in white and milk chocolate. Established in 2022, the Paige Bueckers Foundation is a partnership between the Greater Minneapolis Foundation and the St. Paul Foundation that focuses its work to create opportunity and justice in four primary areas: sport, creative, economic and food and wellness.

## PHILANTHROPY

- **Nate Wade Subaru**, Salt Lake City, recently partnered with **Nuzzles & Co.** to host their fifth annual pet adoption event as part of Subaru of America's annual "**Subaru Loves Pets**" initiative. To help more pets find loving homes, the dealership and nonprofit will contribute toward adoption fees, giving new pet parents a 50 percent discount on their adoption cost. Every person who adopted a pet during the event received a tote full of toys, a leash, a snuffle mat and more. Nate Wade Subaru also gifted new owners a "Chewbaru" plush toy and bandana.

- **BYU fan Andrew Easton** recently won a 2026 Honda CRV Hybrid by kicking a 25-yard field goal during a contest at the Utah-BYU football game. The vehicle is from **Ken Garff Automotive Group**. The contest was the "**Ken Garff Kicks for Keys**" contest, which allows one randomly selected fan from the crowd to attempt a field goal. The contests will continue at BYU's Nov. 15 and Nov. 29 games and University of Utah's Nov. 22 game.

## REAL ESTATE

- **The Boyer Co.'s** 151 net leased industrial investment in Spanish Fork has been acquired by **Cowley Cos. Inc.**, an Arizona-based family office. The 212,685-square-foot, Class A warehouse and manufacturing property is Cowley's first strategic investment in the Utah market. Financial terms were not disclosed. The announcement was made by **Newmark Mountain West**.

- **Cole West Land Co.**, a subsidiary of Centerville-based real estate development company Cole West, has closed on the acquisition of **Echo**, a 1,260-lot master-planned community in Erda. Terms were not disclosed. Echo will offer a mix of single-family homes, townhomes, open space and community amenities. The master plan includes 325 acres that will include 210 acres of residential lots across multiple housing types, 53 acres of future civic uses with interconnected parks and trail systems, and 62 acres of future development and commercial nodes. Initial home construction is expected to start in 2026. Cole West Land builds master-planned communities for homebuilders in the Salt Lake, St. George and Dallas-Fort Worth markets.

## RECOGNITIONS

- The **AIA (American Institute of Architects) Utah Annual Design Awards** recently recognized and celebrated the outstanding work of its members and their firms. These awards support AIA Utah's goal of enhancing the practice of architecture and the built environment across Utah, and the promotion of architecture in general. Architecture awards are given annually with two distinctions: "Merit," for projects that exhibit superior quality, and "Honor," awarded to projects that exemplify excellence across all aspects of architecture. **Honor Award** recipients are **Firm Award, HKS Architects; Associate Member, Surbhi Ghodke; and Young Architect, Shawn Benjamin**. **Architecture Award** recipients are **The Cube, Sparano & Mooney Architecture (Merit); Utah Clean Energy Climate Innovation Center, Blalock & Partners (Honor); Spanish Fork Community Network, Blalock & Partners (Honor); Scratch Clubhouse, Stereotomic Arch & Design (Honor); and The Front at South Main, Vaughn Yribar Architecture (Honor)**. **Student Design Award** recipients are **EXO, Vita Lampietti (Honor); Altius Tower, Miguel Gonzalez Quintanilla, Abbie Riley and Nathan Blazek (Honor); Drug Rehabilitation Center in Amritsar, Indian, Fatema Udaipurwala (Merit); and Re-Framing Land Tenure in Rural Britain, Jack Burton (Merit)**.

- **Scorpion**, a Salt Lake City provider of digital marketing and technology solutions for health care organizations, has announced that 10 of the 14 health-care providers honored with the **WebAward "2025 Healthcare Provider Standard of Excellence"** were developed by Scorpion. In addition, Scorpion was named one of the **10 Outstanding Website Developers** in the **2025 WebAwards**, underscoring its leadership in website design and development. The WebAwards recognize outstanding website design and development across industries. Scorpion's clients were evaluated on design, content, ease of use, and innovation.

- The **Writing Feedback** solution by **Studiosity**, an Australian company with a main office in Salt Lake City, has earned a **2025 CODiE Award** in the category of Best Student Learning Capacity-Building Solution. It also had been a finalist in two other categories: Best AI Solution for ELA/Writing and Best Formative Assessment Solution. The CODiE Awards are a peer-recognized program celebrating innovation and excellence in technology. Each year, industry experts evaluate products for their innovation, impact and overall value. Studiosity develops critical thinking, agency and retention in students, while also empowering educators with learning insight, through its ethical formative writing feedback and 24/7 study support system.



# Clearlink names Larkin as CEO, DeBevoise as chairman

Clearlink, a digital marketing and technology company based in Salt Lake City, has named Mark Larkin as its new CEO. In the same announcement, Clearlink said it has appointed Marc DeBevoise as its board chair.

Clearlink is a subsidiary of Miami-based customer experience technology company Foundever.

The appointments were effective with the announcement.

Together, Larkin and DeBevoise bring more than 40 years of leadership experience in digital media transformation, brand strategy, full-funnel marketing solutions and platform scaling to Clearlink's multi-property organization. They both previously held senior leadership positions at CBS Interactive, an Internet business with over 200 million month-

ly users, over 30 million subscribers and over 9 billion monthly video views.

Larkin's experience is in content, brand transformation and audience development, while DeBevoise has a history of media leadership and technical innovation in streaming technology and direct-to-consumer platforms.

"Consumer behavior is evolving and the way they discover solutions, brands and products is in transition. Brands and consumers, now more than ever, need and are searching for trusted partners who can cut through the noise and deliver them to the right places. We see a tremendous opportunity to take the potent brands and incredible teams at Clearlink to the next level and deliver measurable results for our clients," said DeBevoise and Larkin in a joint statement.

Clearlink operates multiple digital properties, including HighSpeedInternet.com, Reviews.org, Move.org, The Penny Hoarder and WhistleOut, that help users make informed decisions on major purchases. Additionally, the company assists in the management of the content marketing funnel directly for many providers, including numerous Fortune 500 companies.

"The executive partnership of Marc DeBevoise and Mark Larkin combines deep editorial and brand expertise, comprehensive full funnel marketing capabilities and advanced technology platform knowledge, positioning the company to drive growth, expand its service offerings and deliver stronger outcomes for clients," said a Foundever spokesperson.

"Mark's exceptional track record speaks for itself," said DeBevoise. "During our

years working together, I saw firsthand his ability to innovate, build outstanding teams and deliver transformational growth. His unique blend of editorial excellence, operational expertise and strategic vision makes him the ideal leader for Clearlink's next chapter."

"I'm thrilled to work with Marc again at such an exciting inflection point for the industry and Clearlink," said Larkin. "Having spent over two decades building and scaling content brands that serve millions globally, we understand both the challenges and opportunities in today's content marketing landscape. With Marc's leadership across media and technology, my experience in the content marketing space, and Clearlink's solid foundation, we're well positioned to unlock the company's full potential."

## Annual ULI event to look at real estate trends

The future of the ever-changing world of real estate will be discussed at the annual "Trends" conference, a ULI (Urban Land Institute) Utah event taking place Nov. 12.

Industry leaders, innovators and investors gather at the annual event to explore what's next in housing, retail, capital markets and real estate innovation. Speakers will delve into the Utah real estate landscape and the most influential trends shaping Utah's future, and the forces converging to redefine communities.

The theme of this year's event is "Converge 2025: Capital, Community and Change: Where Markets Meet Momentum." The conference will include a keynote presentation, panel discussions and a few "quick hit" topics.

The keynote presenter is Greg Lindsay, generalist, urbanist, speaker and futurist. He will discuss "The Way We Will Live Next."

Panel discussions include:

- "Creative Cities: How Art, Technology and Culture Shape Urban Growth," with moderator Virginia Pearce, director, Utah Film Commission, and panelists Laura Hurtado, executive director, Utah Museum of Contemporary Art, and Dana Ware, chief creative officer, ARound.
- "Retail on the Rise: Utah's Next Chapter," with moderator Andy Moffitt, senior commercial real estate specialist and partner, Mountain West Commercial Real Estate, and panelists Jessica Bruner, founding partner, BOND RP; Matteo Sogne, owner, Matteo Ristorante Italiano and Strada; and Elaina Morris, founding partner, president and CEO, Ascend Hospitality Group.
- "Community Voice versus Clamor: Inviting Engagement Instead of Conflict," with moderator Victoria Petro, Salt Lake City Council mem-

ber, District 1, and panelists Brandon Blaser, founder and president, Blaser Ventures; Tom Merrill, president, American Towers HOA; Eva Lopez Chavez, Salt Lake City Council member, District 4; and Daniel Salmon, CEO, MISC Materials.

- "The State of the Capital Markets: Where are the Green Shoots?" with moderator Jeff Grasso, founder and managing partner, Vesta Realty Partners, and panelists Kyle Seminara, managing director, AEW Capital Management; Alexandra Schultz, managing director, PCCP; Keith Padien, executive managing director, Cushman & Wakefield; Phil Brierley, vice president of capital markets, CBRE; and Scott Glassberg, managing director of real estate, TPG Angelo Gordon.

A real estate edition of "Shark Tank" will feature three emerging developers pitching their investment strategies in

front of an audience and a panel of industry leaders. The panel will test the vision, challenge the numbers, and vote on whether they would invest. The moderator is Michael King, senior director of capital markets, Cushman & Wakefield, and the developers are Tanner Webster, principal, Webster Real Estate Group; Chase Lindsey, principal and co-founder, ACCL Capital Partners; and Tyler Greene, vice president of development, Gilbane Development.

Among the "quick hit" topics are "Doing Good Is Good Business: Real Estate's Emerging Role in Solving Homelessness," presented by Carol Hollowell, founder and CEO, Switchpoint.

The conference takes place from 7:30 a.m. to 4:30 p.m. (a networking reception takes place 3-4:30 p.m.) at the Hyatt Regency Salt Lake City, 170 S. West Temple. Costs through Nov. 7 range from \$230 to \$440. Details are at <https://utah.uli.org/events-2>.

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# CALENDAR

Information about upcoming events may be sent to [brice.w@thecityjournals.com](mailto:brice.w@thecityjournals.com).

## Nov. 4-5

**Zero Gravity Summit**, a technology and national security summit presented by 47G, in partnership with Torus and Strider Technologies. Themes are defense tech, advanced air mobility, new space economy, and energy production and grid security. Event features more than 150 exhibitors showcasing cutting-edge technologies and solutions. Keynote speakers include Nikki Haley, former U.S. ambassador to the United Nations and former South Carolina governor; and Jen Easterly, former director of the U.S. Cyber Defense Agency. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Regular registration cost is \$300. Details are at <https://zerogravity-summit.com/>.

## Nov. 4, 9 a.m.-noon

**“Cash Flow is King” Workshop Series**, a Small Business Development Center event. Location is Salt Lake Community College, MCPC 101, Sandy. Cost is \$89. Details are at <https://clients.utahsbdc.org/events.aspx>.

## Nov. 5, 11:15 a.m.-2 p.m.

**“Business Forum,”** an Ogden-Weber Chamber of Commerce event. Topic is “Profitability In Times of Economic Uncertainty.” Location is Weber County Commission Chambers, 2380 Washington Blvd., Ogden. Free for chamber members, \$10 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Nov. 5, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon.** Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## Nov. 5, 11:30 a.m.-1:30 p.m.

**“Lunch and Learn,”** presented by the West Jordan and South Jordan chambers of commerce. Speaker Wes Jenson of Elite Entrepreneurs will discuss “Cybersecurity Made Simple: What You Need to Know About Phishing, People and Protection.” Location is Legacy Retirement Center, 1617 Temple Lane, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Nov. 5, 11:30 a.m.-1 p.m.

**“Wasatch Back Business University: Taxes & Financial Efficiency,”** a Park City Chamber/Bureau event. Location is Blair Education Conference Center, 900 Round Valley Drive, Park City. Cost is \$10. Registration is required. Details are at <https://www.parkcitychamber.com/events/>.

## Nov. 5, 6-7:30 p.m.

**“Online Marketing Fundamentals,”** a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## Nov. 6, 9-10:30 a.m.

**“Sweets & Strategies,”** a Women’s Business Center of Utah networking

event. Location is Roots Coffee, 774 S. 300 W., Salt Lake City. Free. Details are at [wbcutah.org](http://wbcutah.org).

## Nov. 6, 11:30 a.m.-1:30 p.m.

**2025 Tourism Fall Forum**, presented by the Park City Chamber & Visitors Bureau and other stakeholders. Event will focus on what the 2024-25 ski season has in store for the Park City area, with updates from local organizations, the Utah Office of Tourism, Ski Utah, Blue Room Research and a Winter Weather Tourism Fall Forum. Location is Stein Eriksen Lodge, 7700 Stein Way, Park City. Cost is \$80. Details are at <https://uk.eventsforce.net/parkcity/106/register>.

## Nov. 6, 11:45 a.m.-1 p.m.

**“Lunch & Learn,”** presented by Utah County area chambers of commerce. Speakers are Seth Jenson, director of the Entrepreneurship Institute, and Dylan Matsumori, director of the Excellence and Innovation Initiative (e2i). Topic is “Innovate. Partner. Grow. Reinventing the University-Local Economy Connection at UVU.” Location is Utah Valley University, 511 Clark Building, 800 W., University Parkway, Orem. Details are at [thepointchamber.com](http://thepointchamber.com).

## Nov. 6, 4-5:30 p.m.

**“3x3 Connection: Strategies in the Age of AI,”** a Women Tech Council networking event. Participants will rotate through three small-group discussions focused on the following topics: “Career Growth and Strategies,” “AI Readiness” and “Leading Teams Through Change.” Location is Lucid Software, 10355 South Jordan Gateway, No. 300, South Jordan. Cost is \$15. Details are at <https://luma.com/gh3dl4hy>.

## Nov. 7, Nov. 14

**“Government Affairs Boot Camp 2025,”** a Salt Lake Chamber event designed for new and experienced government affairs professionals, company executives and public policy advocates to learn how to improve their effectiveness and understanding of advocating in the state of Utah. Nov. 7 is at the Utah State Capitol Board Room, 350 S. State St., Salt Lake City. Nov. 14 is at the Aspen Room in the East Senate Building at the same address. Each day’s schedule is 9 a.m.-2 p.m. Cost \$750 for members and \$1,000 for nonmembers; \$850 for members and \$1,100 for nonmembers the week of the event. Details are at [slchamber.com](http://slchamber.com).

## Nov. 7, 11:30 a.m.-1 p.m.

**“Grow with AI Series: Part 1,”** a Small Business Development Center event. Location is Young Dodge. Details are at <https://clients.utahsbdc.org/events.aspx>.

## Nov. 7, noon

**“Silicon Slopes Conversation,”** featuring Jeff Burningham, founder and chairman of Peak Capital Partners and Element Ventures. Location is Silicon Slopes, 2600 Executive Parkway, Suite 140, Lehi. Free. Details are at <https://app.siliconslopes.com/events>.

## Nov. 7, 6-10 p.m.

**UMA Manufacturing Awards Gala 2025**, a Utah Manufacturers Association event. Social hour starts at 6 p.m., followed by a 7:15 p.m. dinner, 8 p.m. awards presentation and 9:30 p.m. product box pickup. Location is Utah State Fairpark, 155 N. 1000 W., Salt Lake City. Details are at [Eventbrite.com](http://Eventbrite.com).

## Nov. 10, 8 a.m.-3:30 p.m.

**Women & Business Conference and Athena Awards Luncheon**, a Salt Lake Chamber event. Theme is “Believe. Become. Build.” Keynote speakers are Holly Rowe, ESPN commentator, and Shannon Bahrke, two-time Olympic medalist. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost (breakout sessions, conference and lunch) is \$180 for members and \$250 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## Nov. 11, 2-3:30 p.m.

**“Starting Your Business 101,”** a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## Nov. 12

**2025 Utah Life Sciences Summit**, a BioUtah event. Keynote speaker is Melissa Holyoak, a commissioner of the FTC and a nationally recognized leader in consumer protection and constitutional law. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Registration can be completed at <https://whova.com/portal/registration/fdTGHWyCpFkE0v72x1aH/>.

## Nov. 12, 7:30 a.m.-4:30 p.m.

**Trends Conference**, a ULI (Urban Land Institute) Utah event that is a gathering of industry leaders, innovators and investors exploring what’s next in housing, retail, capital markets and real estate innovation. Theme is “Converge 2025: Capital, Community and Change: Where Markets Meet Momentum.” Location is Hyatt Regency Salt Lake City, 170 S. West Temple, Salt Lake City. Cost ranges from \$230 to \$440. Details are at <https://utah.uli.org/events-2>.

## Nov. 12, 8-9 a.m.

**“Eliminating Regulatory Pain Points with Your SBA Regional Advocate,”** a Salt Lake Chamber event. Trent Staggs, regional advocate for Utah in the SBA’s Office of Advocacy, will discuss regulatory pain points for companies. Location is Salt Lake Chamber office, 201 S. Main St., Suite 2300, Salt Lake City. Free (registration is required). Details are at [slchamber.com](http://slchamber.com).

## Nov. 12, 8:30-10 a.m.

**“Friday Connections,”** a multi-chamber networking event. Location is Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$5 for members, \$10 for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).




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