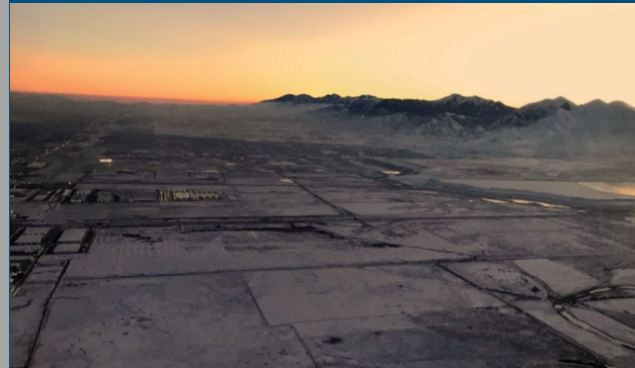


Utah Inland Port Authority



Strategic Business Plan



UTAH INLAND
PORT AUTHORITY

Strategic Business Plan

These revisions guide the direction, initiative, and focus of the Utah Inland Port Authority for the years 2023 through 2027 with the goal of more fully meeting statutory requirements pointing to economic development within Utah.

UIPA will fulfill its economic development role by utilizing and implementing infrastructure as an enabler rather than an end goal. Infrastructure such as rail, road, air, traditional technology, and green technology all provide how industry can grow and benefit Utah communities. How this growth and innovation happens and the industry types generating these forces matter to the state and local neighborhoods and economies.

The Utah Inland Port Authority

The statutory duties for UIPA are:

- Maximize long-term economic benefits to regions, and the state
- Maximize the creation of high-quality jobs
- Respect and maintain sensitivity to the unique natural environment of authority project areas
- Improve air quality and minimize resource use
- Respect existing land use from applicable governmental authorities
- Promote and encourage development and uses that are compatible with or complement uses in areas in proximity to authority project areas

- Take advantage of proximity to transportation and other infrastructure and facilities, that make the authority jurisdictional land attractive;
- Encourage sustainable development in project areas
- Develop and implement world-class, state-of-the-art, reduced emissions logistics that support continued growth of the state's economy in order to:
 - Promote the state as the global center of efficient and sustainable supply chain logistics
 - Facilitate the efficient movement of goods on roads and rail and through air;
 - Benefit the commercial viability of developers, landowners, tenants, and users; and
 - Attract capital and expertise in pursuit of the next generation of logistics solutions

Land Use

UIPA has no land use authority.

Planning

UIPA is chartered to plan and facilitate uses in its jurisdictional area and has the authority to establish a foreign trade zone in its jurisdictional area / other project areas. This includes the possibility of locations that would serve as strategic nodes for the movement of goods in and out of Utah. As a state entity, the UIPA has a unique role to coordinate a statewide economic development and logistics system to ensure long-term sustainability and statewide value.

Funding

UIPA obtains funding from state appropriations and property tax differential. Additionally, UIPA may obtain funding in the future from other sources for its lines of business, infrastructure development, strategic

investments, development financing, and advisory services. The use of tax differential to advise desired activities and outcomes is the primary tool of the UIPA.

Moving Forward

In this Strategic Business Plan, there are additional definitions introduced in order to facilitate clarity and understanding of this new strategic approach to fulfilling statutory requirements. They are:

Utah Inland Port Authority

The statewide organization that oversees all project areas, activities, and logistics projects within its purview.

Project Area

A geographic area with defined boundaries that has been adopted by the Port Authority board for the purpose of regional economic advancement and generates tax differential. Each Project Area will have its own unique focus.

Logistics Project

A defined rail, truck, air or similar project that serves regional businesses, or that optimizes the region as a destination for desired economic growth.

Region

An area that is multi-jurisdictional and has adjacent political boundaries, shared regional planning, shared labor markets, regional infrastructure integration, and economic interdependency.

Regional Project

A regional initiative that utilizes any of the resources offered by the Utah Inland Port Authority.

Generational Regional Economic Growth

Leveraging infrastructure in isolation to generate economic growth can be effective, but limited. The Utah Inland Port Authority is aligning its infrastructure duties more closely with its mandate to maximize long-term growth for the state and regional economies. This combined economic development and logistics stance points to the overarching goal of the organization: Generational Regional Economic Growth.

This goal can be broken down into two key components:

1. Regional Economic Empowerment
2. Solutions to connect to domestic and global marketplaces

The Utah Inland Port Authority will engage in and measure success against these two key components.

1. Regional Economic Empowerment

Maximizing long-term economic benefits to the area, the region, and the state while maximizing the creation of high-quality jobs, is the key objective.

Where beneficial, the Utah Inland Port Authority will augment regional economic empowerment within boundaries defined by local municipalities and governmental entities. This approach allows for interested stakeholders to engage with the UIPA on projects to fit the needs of the regional economy.

Objective 1.1 – Develop Regional Projects

The Utah Inland Port Authority will work closely with regional stakeholders in order to identify and support economic opportunities and define the shared vision.

- Convene stakeholders:

- Work with local government leadership and other stakeholders to transparently identify regional possibilities for economic empowerment.
- Understand the current state:
 - Identify and assess existing conditions (i.e. infrastructure, resources, constraints)
- Identify Clear Outcomes:
 - Collaborate with stakeholders to build a plan that accomplishes a desirable outcome while completing a commercially viable project given the existing constraints. The UIPA will seek to leverage the highest and best use of the opportunity to achieve the maximum public good.
- Strategic Development:
 - Develop the roadmap which may include a project area master plan. This will include environmentally sustainable initiatives and frameworks. Any strategies will be finalized and approved by the Board.
- Implementation:
 - Define and bring together all resources required, from both the private and public sectors, to begin and close out implementation of defined scope and objectives.
- Post Implementation
 - Utilizing the ideal future state planning, the UIPA will define and measure Key Performance Indicators for Project Areas. These measurements will guide future investment in other project areas

and identify growth opportunities for investment in current project areas.

Objective 1.2 – Develop Project Area Master Plans

Regional economic advancement can also be achieved through a project area and follows similar steps as outlined in Objective 1.1.

- Convene with local government and business stakeholders, aligning on foundational requirements to move forward with a master planning process
- Develop a plan with local stakeholders within an environmentally sustainable framework
- Agree upon vision and master plan implementation with broad stakeholder consensus, including new regional logistics projects.
- Hold at least two public meetings with local jurisdictions in the region, prior to the adoption of a new project by the UIPA board.
- Establish project area via adoption by board of directors in a public meeting
- Implement regional project area plan

The only regional project area at present is the jurisdictional area that overlays portions of West Valley, Magna, and Salt Lake City.

Objective 1.2.1 – Develop Regional Logistics Projects

Convene with government, business, and logistics experts to identify opportunities for economic development in the regional supply chains. As with other UIPA objectives, this is done in a transparent and collaborative fashion that will lead to defined objectives and scope. Initiatives that stem from the partnerships can include:

- Infrastructure to optimize rail and rail facilities

- Infrastructure to optimize airports
- Infrastructure for optimized truck delivery
- Infrastructure to enhance sustainable and environmentally friendly logistics
- Implement Logistics Projects within an environmental sustainability framework

Objective 1.2.2 – Build Regional Industries

With the knowledge and requirements gained from UIPA's focus on regional economies the organization becomes uniquely situated to reach out to domestic and global entities and recruit directly into the regional project areas.

Based on specific project area, businesses and industries that provide high-wage jobs and strong economic multipliers.

The Inland Port's ability to bring in physical assets through infrastructure while aligning resources needed to ensure these businesses find the Regional Project Area and Project Area an attractive location knitted together for their specific needs can prove to be the difference maker in deciding to come to Utah.

Objective 1.2.3 – Develop Strategic Financing Plan

Primary Funding Source

1. Tax Differential from a Project Area

Potential Secondary Funding Sources

1. Bonding (PID)
2. AIB
3. Grants
4. Consider other available funding sources

5. Joint operating, or equity, agreements with private sector operators

2. Solutions to Connect to Domestic and Global Marketplaces

Objective 2.1 – Develop a statewide logistics plan to ensure that logistics becomes a strategic advantage for Utah-based shippers.

- Optimize federal grant opportunities
- Identify green technology leverage points for regional project areas and project areas
- Leverage alternative fuel initiatives to accelerate adoption of CNG, Hydrogen, and Electric
- Develop incentives to encourage green technology adoption in supply chain
- Support statewide environmental policy and initiatives
- Partner with domestic and international ports
- Partner with Federal and State transportation initiatives
- Work with large exporters and importers to identify opportunities
- Facilitate Digital infrastructure deployment
- Import / Export flow and impact: regional, state, domestic, and global levels
- Develop workforce solutions

Responsibilities to the Environment and Local Communities

Utah Inland Port Authority's responsibilities to the environment and local communities are part of the statutory requirements that govern the Authority's direction. It will continue to work with local government and business leaders to identify the specific needs of local environmental and community needs; again, in a collaborative and transparent manner.

Sustainability

By the end of 2022, UIPA will have completed a sustainability framework. The intent behind this framework is to provide ideas and information that can help guide or augment already active environmental initiatives within the jurisdictional area in Salt Lake City or elsewhere as regional project areas and project areas are identified. This framework will focus on:

- Sustainable development and jurisdictional framework by end of 2022.
- Completed initial environmental review process before regional projects are developed.

The framework is designed to be flexible to fit local needs while also informative in assisting stakeholders in understanding the options and methods available to target positive sustainability outcomes. As new areas are identified for economic development, more focused studies can be brought into the planning process.

Community

As part of the goal to empower regional economies, the Utah Inland Port Authority recognizes that this will be more effective if there is a focus on enhancing community livability. Again, in collaborative and transparent fashion, these needs will be identified and included in planning where feasible. Outside of planning, community needs as identified with local leadership can, in partnership with the communities, be targeted for focused improvement. Specifically, housing, education and training initiatives can play an important role in sustainable community growth.

Utah Inland Port Authority Stakeholder and Public Participation

Public and Private Stakeholder Participation

The UIPA is committed to transparency and accountability to the local community. As part of its governance standards, the UIPA will report progress and performance regularly and proactively provide opportunities for stakeholder input to encourage public and private stakeholder participation in and collaboration with the UIPA.

Open Door Policy: Implement an open-door policy in which UIPA is available to meet with public and private stakeholders regularly.

Public Meetings: Hold regular public meetings to obtain community feedback on projects and to make decisions on various local initiatives.

Interactive Website: Design an interactive website to report on UIPA planning, progress, and results of its partnerships, policies, and programs.