



# Business Plan

2024-2029

# Executive Summary

The Utah Inland Port Authority (UIPA) is dedicated to enhancing Utah's economy and quality of life by developing multimodal logistics options and strengthening regional economies. This Strategic Business Plan outlines our approach from 2024 to 2029, ensuring Utah maintains a robust economy.

Our strategy involves diversifying transportation modes and leveraging emerging technologies to address transportation inefficiencies, environmental concerns, and economic disparities across the state.

## Mission and Vision

- **Mission:** We maximize long-term economic benefits in Utah by developing and optimizing strategic economic areas and developing statewide logistics-based infrastructure.
- **Vision:** We move Utah forward. We aspire to transform Utah through multi-generational, logistics-based, economic solutions.

## Core Objectives and Strategies



### 1. Support Regional Economies:

Our primary goal is to foster regional growth and enhance the well-being of communities across Utah, especially in underserved rural areas.

We plan to achieve this by implementing strategic recruitment and promoting sustainable practices. Our efforts include attracting businesses that align with regional economic needs and supporting infrastructure that supports industry demands while upholding environmental standards.



### 2. Enhance Logistics Efficiency:

By optimizing air cargo operations and improving Utah's rail systems, UIPA intends to elevate the efficiency and connectivity of our transportation infrastructure.

Establishing strategic alliances with major transport entities, including coastal ports, will position Utah as a key inland hub for global trade.



### 3. Safeguard Environmental Integrity:

UIPA is committed to proactive environmental stewardship. Through comprehensive environmental reviews and ongoing community engagement, we aim to identify potential impacts early and integrate sustainable practices into every project, ensuring developments exceed environmental and community expectations.



### 4. Uphold Transparency and Compliance:

Transparency and ethical governance are fundamental to our operations. UIPA strives to ensure that all our activities are conducted openly, with community involvement and easy access to information, fostering public trust and accountability.

This plan not only charts a course for the near future but also lays the groundwork for a resilient and economically thriving Utah. By leveraging innovative technologies and strategic planning, and by actively involving community insights, UIPA is set to propel Utah into an era of unprecedented economic opportunity and environmental consideration.



## **CORE OBJECTIVE ONE: Advance growth and community well-being through strategic project area management and sustainable practices aligned with local input and objectives.**

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### Strategy: Optimize Recruitment and Project Area Management

***Objective: Ensure a comprehensive and strategic approach to recruitment by aligning project management practices with the specific needs of UIPA project areas.***

- **Action: Strategic Recruitment and Project Management**
  - Establish a robust strategy for recruiting businesses in project areas, focusing on sectors that align with regional economic goals.
  - Market project areas to ideal industries by showcasing infrastructure capabilities, workforce potential, and environmental stewardship.
- **Action: Resource Identification and Collaboration**
  - Identify and allocate appropriate staffing resources within UIPA to support project area management and recruitment efforts effectively.
  - Strengthen and maintain relationships with the Governor's Office of Economic Opportunity, and other partners, to leverage their networks and resources for mutual benefit.

### Strategy: Enhance Regional Strength Through Targeted Development

***Objective: Collaborate closely with rural communities to support the project area's infrastructure and logistics needs to attract and support key industries, thereby advancing regional economic development and community well-being.***

- **Action: Logistics and Infrastructure**
  - Prioritize the development of key infrastructure elements including roads, sewer systems, power, water management, and telecommunications.
  - Engage in strategic planning, financing, and construction to attract and support suitable businesses.

- Collaborate with city planners and developers to ensure the infrastructure meets specific industry requirements and boosts the project area's attractiveness to investors and businesses.
- Develop logistics-specific infrastructure, like rail spurs and freight terminals, to enhance connectivity and operational efficiency for businesses relying on extensive distribution and supply chain networks.

- **Action: Environmental Sustainability**

- Embed environmental sustainability into every project by setting actionable goals that contribute to long-term environmental health and compliance with community standards.

## Strategy: Ensure Rigorous Process for New Project Areas and Project Area Amendments

***Objective: Implement a thorough and structured process for the establishment and amendment of project areas to ensure transparency, community engagement, and strategic growth.***

- **Action: Resolution and Drafting**

- Enable municipalities or counties to initiate project area plans by adopting resolutions in public meetings, fostering transparency and public involvement from the start.
- Collaborate closely with local governments to draft or amend project area plans that include infrastructure assessments and environmental reviews.

- **Action: Adoption and Construction**

- Ensure that UIPA board reviews and potentially adopts project area plans during public board meetings, allowing for community input and revisions.
- Oversee a 25-year development phase focused on construction, recruitment, and sustainable development, aligning with strategic objectives and community benefits.

- **Action: Evaluation and Adjustment**

- Annually prepare and adopt project area budgets by the UIPA board, with a transparent process that includes public input and accountability.
- Establish and report on Key Performance Indicators (KPIs) for project areas to measure success and areas for improvement, ensuring alignment with strategic goals.

- Ensure best practices including transparency and community engagement with project area amendments.



## **CORE OBJECTIVE TWO: Enhance logistics efficiency and connectivity through strategic infrastructure and partnership development.**

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### Strategy 1: Optimize Air Cargo

***Objective: Establish Utah as an air cargo gateway by investing in infrastructure, increasing capacity and partnering with shippers to cement Utah's competitive advantage as the leader in business opportunities.***

- **Action: Invest in critical infrastructure**
  - Partner closely with key stakeholders to identify critical gaps in infrastructure that prevent air cargo from originating or terminating at Salt Lake City International Airport.
  - Implement a process to address the gaps preventing shippers from utilizing Salt Lake City International Airport as an origin or destination.
  - Collaborate closely with stakeholders to prioritize direct and indirect investment in critical infrastructure.
- **Action: Optimize and increase air cargo capacity**
  - In coordination with Salt Lake City International Airport, work with current air carriers to optimize and promote existing belly freight options.
  - In coordination with Salt Lake City International Airport, attract new wide-body service to accommodate palletized air shipments.
  - Attract dedicated air freighter service to increase capacity and open strategic routes.
  - Participate in community incentives that increase air cargo capacity.
- **Action: Identify key industries and educate shippers**
  - Actively recruit targeted industries that rely on efficient air cargo services and provide good paying jobs, such as, life sciences and medical equipment manufacturing.
  - Educate shippers about existing and new air cargo services to drive air cargo to Salt Lake City International Airport.

## Strategy 2: Optimize

***Objective: Amplify the functionality and reach of Utah's rail system to support broader economic growth and enhance statewide logistics integration.***

- **Action: Make strategic investments**
  - Make strategic investments in rail infrastructure to enhance service integration and efficiency across Utah.
- **Action: Recruit and incentivize manufacturers which use rail**
  - Actively recruit and incentivize businesses that utilize rail transport for manufacturing.
  - Work with railroads and developers to facilitate the development of rail parks in strategic locations.
- **Action: Partner with rail providers to offer services in new locations to anchor future growth.**
  - Collaborate with rail partners to recruit new rail users, enhance the existing network and to provide new services.

## Strategy 3: Optimize Intermodal

***Objective: Establish Utah as a major inland intermodal gateway by strengthening partnerships with coastal ports.***

- **Action: Create and strengthen relationships with coastal ports**
  - Create and strengthen relationships with coastal ports to provide terminal services inland to give Utah a competitive advantage over neighboring states.
  - Partner with carriers, ports, railroads and shippers to streamline information sharing within the industry.
- **Action: Strategize on capabilities**
  - Develop joint strategy for being an inland terminal with coastal ports.
- **Action: Identify opportunities**
  - Improve and potentially divert the flow of goods further maintaining Utah's position as the crossroads of the west.





## **CORE OBJECTIVE THREE: Assess potential environmental impacts and implement mitigation strategies to safeguard Utah's natural environment.**

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### Strategy 1: Establish Environmental Reviews for Project Areas

***Objective: Ensure all project areas undergo thorough environmental reviews to identify and understand all environmental impacts, enabling informed decision-making and stakeholder empowerment.***

- **Action: Standardize Environmental Reviews**
  - Develop and document a standardized environmental review process tailored to the unique characteristics of each UIPA project area.
  - Train UIPA staff and stakeholders on the environmental review process to ensure consistent application and understanding.
  
- **Action: Stakeholder Engagement**
  - Conduct workshops and information sessions to educate stakeholders about environmental factors and the importance of the review process.
  - Establish a feedback mechanism to gather stakeholder insights and concerns regarding environmental reviews.
  
- **Action: Mitigation Strategy Implementation**
  - Identify potential environmental impacts from the reviews and develop targeted mitigation strategies for each area.
  - Implement the mitigation strategies and monitor their effectiveness, adjusting approaches as needed to ensure environmental protection.

### Strategy 2: Support Sustainable Development Initiatives

***Objective: Support the development and implementation of sustainable business practices through partnerships and incentives that promote environmental stewardship.***

- **Action: Facilitate Financial Programs in Partnership with Key Stakeholders**
  - Collaborate with local and industry partners to facilitate the adoption of sustainable development programs.

- Assist businesses in understanding and navigating the application process available for grants, subsidies and incentives.
- **Action: Promote Escalating Sustainable Uses**
  - Encourage businesses to participate in tiered programs that reward progressive improvements in sustainability.
  - Provide continuous support in adapting business operations to integrate new technologies and practices that enhance environmental standards.

### Strategy 3: Strengthen Community Partnerships for Sustainable Development

***Objective: Build and enhance partnerships with community groups to facilitate continuous dialogue and feedback, ensuring community-driven, sustainable project development.***

- **Action: Establish Dialogue Platforms**
  - Set up regular meetings and forums with community groups to ensure their voices are heard and their feedback is integrated into project planning.
- **Action: Form Advisory Committees**
  - Identify and recruit subject matter experts and community leaders to form advisory committees for each major project.
  - Hold quarterly meetings with the advisory committees to review project progress and integrate their expert feedback into project planning.
- **Action: Develop Engagement Plans**
  - Map out a comprehensive engagement plan for each project area that includes timelines, objectives, and specific engagement activities.
  - Implement the engagement plans, closely monitoring participation and effectiveness, and adapting strategies as necessary to ensure active community involvement and support.



## **CORE OBJECTIVE FOUR: Enhance and maintain transparency and Compliance in UIPA Operations and Project Development**

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Strategy: Foster Transparency in Operations and Decision-Making

***Objective: Enhance UIPA's credibility and public trust by ensuring all decisions and operations are transparent and easily accessible to the public.***

- **Action: Open Communication Channels**
  - Implement a comprehensive communication strategy that includes regular updates on UIPA's website, social media platforms, and through press releases.
  - Host public forums and town hall meetings to discuss ongoing projects and receive community feedback.
- **Action: Document Disclosure and Accessibility**
  - Ensure all relevant documents, including project plans, environmental reviews, and board meeting minutes, are readily accessible online.
  - Use plain language in public documents to make information understandable to a non-specialist audience.

Strategy: Uphold Financial, Legal and Ethical Standards

***Objective: Ensure all UIPA activities comply with legal regulations and uphold high ethical standards to prevent conflicts of interest and corruption.***

- **Action: Regular Compliance Audits**
  - Conduct regular audits to assess compliance with local, state, and federal regulations.
  - Implement an internal review process to address any discrepancies or issues promptly.
- **Action: Ethics Training and Enforcement**
  - Provide ongoing ethics training for UIPA staff and board members to reinforce standards and expectations.

- Maintain a robust system for reporting and addressing ethical concerns, including an anonymous online portal for whistleblowers.

## Strategy: Community Engagement and Inclusion

***Objective: Promote active and meaningful participation from the community in planning and decision-making processes to ensure diverse viewpoints are considered.***

- **Action: Community Advisory Panels**

- Schedule meetings as needed to gather input and discuss community concerns and suggestions.

- **Action: Inclusive Decision-Making**

- Involve community members in the initial stages of project planning to incorporate their input from the ground up.
- Use participatory planning methods, such as workshops and collaborative mapping, to ensure broad-based community involvement.