

Utah Inland
Port Authority

Strategic Business Plan



2023-2027



UTAH INLAND
PORT AUTHORITY

Strategic Business Plan Draft Copy

11/21/2022

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.

At a high level, UIPA will fulfill its economic development role by viewing infrastructure as an enabler rather than an end goal. Infrastructure such as rail, road, traditional technology, and green technology; all provide how industry and innovation can grow and benefit society. 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:

1. Maximize long-term economic benefits to the area, the region, and the state;
2. Maximize the creation of high-quality jobs;
3. Respect and maintain sensitivity to the unique natural environment of areas in proximity to the authority jurisdictional land and land in other authority project areas;
4. Improve air quality and minimize resource use;
5. Respect existing land use and other agreements and arrangements between property owners within the authority jurisdictional land and within other authority project areas and applicable governmental authorities;
6. Promote and encourage development and uses that are compatible with or complement uses in areas in proximity to the authority jurisdictional land or land in other authority project areas;

7. Take advantage of the authority jurisdictional land's strategic location and other features, including proximity to transportation and other infrastructure and facilities, that make the authority jurisdictional land attractive;
8. Encourage the development and use of cost-efficient renewable energy in project areas, and pursue policies to avoid or minimize negative environmental impacts of development;
9. Develop and implement world-class, state-of-the-art, zero 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

Additionally, UIPA's land use authority, planning, environmental sustainability efforts, and funding are:

Land Use: UIPA has no land use authority in the Jurisdictional Area. Land use authority in this area rests with municipalities—Salt Lake City, West Valley City, and Magna. At the same time, UIPA is required to develop and implement the strategic business plan by working with public, private, and non-profit stakeholders to promote solutions for Utah.

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. Property tax differential is levied on the

difference between current land values and improvements made upon the land to increase value. The use of tax differential to advise desired activities and outcomes is the primary tool of the UIPA. Federal grants are another funding option.

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. Currently, the Salt Lake Project Area is the only adopted project area.

Logistics Project: A defined rail, truck, or air 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 logistics and economic development stance points to the overarching goal of the organization: Generational Regional Economic Growth.

This goal will leverage the intersection of these two key elements:

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

Each of the facets of this overarching goal can further be broken down into component objectives which in turn will become the target activities that the Utah Inland Port Authority will look to engage in and measure success against.

1. Regional Economic Empowerment

Maximizing long-term economic benefits to the area, the region, and the state; and also maximizing the creation of high-quality jobs, together represents the elements of the previous Strategic Business Plan that current leadership feels was both underrepresented and underleveraged.

To better achieve this, the Utah Inland Port Authority will emphasize a regional economic empowerment focus; with regions defined by local municipalities and partnerships. This allows for regional projects that are right-sized and scoped appropriately to fit the needs of engaging parties, rather than pre-defined boundaries set by the port authority, or any other governing body. The approach maximizes the flexibility that allows for interested entities to engage with the port authority on large projects that may involve multiple counties and cities to smaller areas that serve as a subset to a larger rural or urban setting; again, to fit the needs of the regional economy and with local stakeholders and leadership; empower that economy to generational benefit.

Objective 1.1 – Develop Regional Projects

It is critical for the Utah Inland Port Authority to work closely with regional stakeholders in order to assist in identifying economic opportunities and then defining the shared vision which planning will be aligned against.

1. Before starting any work in any region of the state: Convene with local government leadership and business leadership to identify regional possibilities for

economic empowerment. Once completed, both civic leadership and business leadership align in understanding the underlying requirements associated with planning and implementing against identified opportunities. The result is a transparently developed, clearly defined objective and scope that is done in *collaboration* with leadership throughout the visioning process.

2. Understand the current state. Identification, assessment, and alignment of leadership focus on opportunities must be followed also with an understanding of what currently exists, and what doesn't, in order to achieve the defined objective and scope of the regional project. This is done in terms of time, personnel resources, financial resources, and infrastructure.
3. 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.
4. 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.
5. Post Implementation Follow up with performance/KPI

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.

1. Convene with local government and business stakeholders, aligning on foundational requirements to move forward with a master planning process.
2. Develop a plan with local stakeholders within an environmentally sustainable framework
3. Agree upon vision and master plan implementation with broad stakeholder consensus
4. Establish project area via adoption by board of directors in a public meeting
5. Implement regional project area plan

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

Objective 1.3 – Develop Regional Logistics Projects

1. 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 transparent and collaborative fashion that will lead to defined objectives and scope. Initiatives that stem from the partnerships can include:

1. Infrastructure to optimize rail and rail facilities
2. Infrastructure to optimize airports
3. Infrastructure for optimized truck delivery
4. Infrastructure to enhance sustainable and environmentally friendly logistics
5. Implement Logistics Projects within an environmental sustainability framework

Objective 1.4 – 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 and project areas.

Businesses and industries that provide high-wage jobs and strong economic multipliers such as clean energy, biotechnology, composite, aerospace, and advanced manufacturing will be targeted. Innovation driver and innovation cultivator type of organizations; the type of business that acts as magnets for others to co-locate will also be recruited.

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

Objective 1.5 – Develop Strategic Financing Plan

Primary Funding Source

1. Tax Differential

Secondary Funding Sources

1. Bonding (PID)
2. AIB
3. Grants

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.

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

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. As UIPA is not a land owner, 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:

1. Sustainable land use development and jurisdictional framework by end of 2022.
2. Complete environmental review process before regional projects are developed.

At its core, 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, education and training initiatives can play a strong role in ensuring a skilled workforce that drives generational economic advancement.

Utah Inland Port Authority Governance

As a state entity, the Utah Inland Port Authority has adopted the following governance standards with respect to

1. Fiscal and Strategic Oversight
2. UIPA Performance
3. Stakeholder Participation

Fiscal and Strategic Oversight:

Board of Director oversight serves as the authority's governing body. All major policies, programs, and financial decision must be approved by this board. These approvals include: accepting financial or other assistance, issuing bonds, hiring employees, and transacting other business. Through Resolution 2019-05, the UIPA Board has also delegated day-to-day oversight and operations to the Executive Director. This includes policy, hiring, procurement, contracting, management, and operations. Board members should be informed of financial decisions exceeding \$50,000.

UIPA Performance:

The UIPA values a balanced approach that measures performance success based on, environmental and economic objectives. The organization will be developing a systematic process of tracking achievements and progress through the use of project-specific performance measures.

Performance measures are quantitative and qualitative measurements to evaluate periodic improvements in strategic and operational achievements. Measures will vary based on the policy, program, or project UIPA leads and/or collaborates on, and these measures will be used to monitor implementation progress toward the organization's overarching objectives and responsibilities.

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.