Strategic Business Plan

FY2020-2024
Executive Summary

UIPA

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This is a watershed moment for logistics in Utah. The state is growing rapidly—its population and business dynamism are unsurpassed nationally; its global trade reach is expanding; new technologies are reshaping freight distribution; the global pandemic of 2020 underscores the importance of resilient supply chains.

The Inland Port Authority's area in Salt Lake County is positioned around the largest cluster of freight activity in the Intermountain West. More than a third of Utah's economy depends on logistics. Yet, as Utah grows more dependent on domestic and global trade to supply its households, stores, and restaurants – the goods movement network is relatively invisible.

The Utah Inland Port Authority has the unique responsibility to coordinate significant market demand in logistics-dependent industries with air quality, environmental, and community goals. The UIPA is also charged with channeling logistics and economic development activities statewide, including improving rural Utah's global trade connections.

For Utah's residents and businesses, the Utah Inland Port Authority is pivotal. By establishing a strong, resilient, and flexible goods movement network statewide, the Authority will help ensure that logistics activity will remain the backbone of our economy and continue to support our high quality of life. As we plan for the future, the UIPA aims to make logistics more efficient, synergistic, and forward-thinking, enabling Utah businesses to better connect to the nation and the world.

What is the Utah Inland Port?

Strong economies require strong foundations. An Inland Port provides shippers and carriers with a place to conduct transactions and transfer the goods Utah households and businesses depend on - an anchor for the economy in the face of supply chain shocks.

Development of the Utah Inland Port is a landmark opportunity – the single largest economic development effort in the history of the State. The Utah Inland Port is an opportunity to benefit businesses and communities throughout the state through improved market access, sustainable and efficient cargo delivery, multimodal infrastructure, and global connections.

What is an Inland Port? An inland port is a logistics hub located 'inland'—often far from coastal ports—but with strong connectivity to one or more seaports through multiple transportation modes. Inland ports often rely on the Class I rail network to link international trade gateways in inland distribution hubs, but inland ports depend on other modes—including the highway network and an airport to facilitate goods movement across modes (between airplanes, trains, and trucks), customs clearance, retail and e-commerce warehousing and distribution, and light manufacturing uses.

What makes the Utah Inland Port different *and* better? While the Utah Inland Port features all the key elements of other successful inland ports, it stands out in several distinct ways:

- **Sustainability and Innovation:** Focus on sustainable and smart logistics, development, and industry partnerships — attracting firms with a triple bottom line focused on people, planet, and profits

- **Holistic:** Partnerships with local communities to provide holistic support through workforce development, afterschool/childcare, transit, and other key programs

- **Statewide:** Development of a statewide inland port system with satellite ports in rural and urban communities

The aim of developing an inland port is to leverage Utah's multimodal transportation assets, geographic location, skilled labor force, global trade relationships, and logistics-dependent industry mix to establish a major multimodal logistics hub. The logistics industry is at an inflection point, making this a ripe time to plan for the Utah Inland Port. As disruptive technologies revolutionize the industry, Utah can take advantage of these new trends and draw new business investments and cutting-edge research.

The Utah Inland Port Authority

Established in 2018, the Utah Inland Port Authority (UIPA) is a state corporation directed to maximize the long-term economic and other benefits of 'inland port' development in northwest Salt Lake County and project areas statewide (2018 S.B. 234, 2019 H.B. 443). The UIPA is governed by a Board of Directors consisting of 11 members. The Utah Inland Port Authority is charged with revolutionizing global logistics for the next generation.

FIGURE 1: UIPA STRATEGIC DIRECTION

Vision	Utah will be a leader in revolutionizing global logistics for the next generation.
Mission	Promote sustainable and smart logistics investment through partnerships, policies, and programs.
Strategy	Responsibly manage public resources to increase utilization of existing assets, repurpose outdated assets, and develop new assets to enable improved statewide logistics.
Value Proposition	Improve reliability, increase efficiency, and reduce costs in the statewide logistics system.

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Position Utah as the Leading Trade and Logistics Hub

Advance Sustainable and Smart Supply Chains

Be a Responsible Steward of the Environment and Local Communities

Effectively Manage UIPA Resources

FIGURE 3: UIPA ROLES

Technical Expert on logistics issues, needs, and opportunities across the state.

Sustainability and Innovation Leader promoting innovative, equitable, and sustainable development solutions in the logistics sector statewide.

Facilitator of cross-cutting dialogue among public, private, and NGO stakeholders for logistics solutions.

Financial Catalyst for policies and programs related to strategic priorities.

Responsible Custodian of public resources to ensure efficiency and effectiveness in operations.

The Strategic Business Plan

The Strategic Business Plan will guide the Utah Inland Port Authority (UIPA)'s approach and strategies for promoting sustainable and smart logistics investment through partnerships, policies, and programs for FY2020-2024. This is the UIPA's first strategic document and will be used by UIPA over the next five years to direct its partnerships, policies, and programs. Implementation plans of specific projects statewide will follow from the plan's strategies.

The Strategic Business Plan outlines the following goals, strategies, and target actions.

Position Utah as the Leading Trade and Logistics Hub

Strategy: Promote connectivity to drive economic competitiveness

Rail Accessibility: Promote dual access rail facilities and rail infrastructure development statewide.

Roadway Connectivity: Advocate for improved road infrastructure to facilitate the efficient movement of goods.

Truck Parking and Renewable Charging Infrastructure: Plan and facilitate deployment of adequate truck parking and charging infrastructure.

Public Transit: Promote worker access to inland port facilities via alternative, sustainable modes of travel. Including employer-sponsored, commuting incentive programs.

Sustainability: Establish best practice environmental sustainability standards for development and operations to reduce risk in the statewide supply chain network.

Business Attraction: Complement economic development bids with logistics proposals focused on companies with sustainable and smart supply chains.

Digital Infrastructure: Facilitate deployment of advanced technologies for inland port uses statewide.

Industrial-Capable Utilities: Facilitate deployment of utility networks capable of industrial uses, including gas, electric, water/sewer, and telecom.

Strategy: Enhance efficiency in the existing statewide logistics system

Increase Use of Existing Logistics Infrastructure: Improve connections and frequency to more efficiently transload diversified, import and export commodities.

Repurpose Logistics Infrastructure: Repurpose outdated infrastructure for new logistics uses to facilitate goods movement.

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Strategy: Become an 'inland port of choice' for west coast seaports

Partnership Agreements: Institutionalize pre-existing and growing commercial linkages through partnership agreements with seaports.

Cargo Processing: Alleviate seaport congestion and complement growth in rail by exploring opportunities to process cargo in Utah.

Policy Coordination: Coordinate policy objectives in data sharing, sustainability, and advanced technologies.

Strategy: Maximize Foreign Trade Zone opportunities

FTZ Designation: Work with U.S. Customs and Border Protection in evaluating the establishment of a new or expanded Foreign Trade Zone covering both the Utah Inland Port area and satellite ports statewide.

FTZ Certification Assistance: Support best-fit distribution/warehousing and manufacturing businesses in attaining Foreign Trade Zone certification.

Centralized Warehousing to Support Small Businesses: Promote centralized FTZ-warehousing uses that can be used by multiple businesses to lower small business threshold costs of using an FTZ.

Strategy: Develop a complementary satellite inland port system

Satellite Port Designations: Identify candidates for designation as a Utah satellite port through application processes.

Facilities and Infrastructure: Take stock of opportunities for logistics facilities and supporting infrastructure to more efficiently move cargo from origin to destination.

Rural Broadband: Consider rural broadband projects to support smart logistics solutions.

Sustainability: Encourage the development of environmentally-sustainable solutions across the state through sustainable logistics, sustainable development, and sustainable industry practices.

Redevelopment and Reuse: Facilitate redevelopment and reuse of existing and underutilized infrastructure assets.

Advance Sustainable and Smart Supply Chains

Strategy: Promote sustainable logistics investments

Zero Emission and Near Zero-Emission Fleet: Incentivize older truck and rail engine upgrades to zero or near-zero emission technology, equipment retrofits, accelerated replacement, and renewable energy sources.

Clean Cargo-Handling Equipment: Promote the use of clean cargo-handling equipment for industrial activity.

Charging Infrastructure: Promote electric vehicle charging and clean energy fueling infrastructure for commercial and passenger vehicles.

Eco-Driving Training and Education: Promote fuel-efficient truck driving and rail speeds.

Dynamic Vehicle Routing and Scheduling: Use dynamic vehicle routing optimization and scheduling with real-time data sharing to mitigate congestion.

Strategy: Initiate sustainable development standards

Site Access Planning: Streamline site access planning in concert with local government and developers to maximize trip efficiency within inland port areas.

Sustainable Development Standards: Establish sustainable development standards for buildings and pavements for construction and completed developments within inland port areas.

Clean Construction Equipment: Promote use of clean construction equipment for developments within inland port areas.

Truck Parking: Evaluate truck parking demand and promote the development of new, sustainable truck parking sites with auxiliary, renewable energy plug-ins to help minimize idling while addressing truck parking shortages.

Sustainability Certification: Undergo performance-based certification process such as the EcoDistricts certification.

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Strategy: Promote sustainable industry practices

Responsible Sourcing and Procurement: Promote responsible corporate sourcing and procurement through education on environmental impacts through emission inventories that account for impacts both upstream and downstream in an organization's supply chain.

Energy Efficiency and Emission Standards: Establish energy efficiency and emission standards in coordination with DEQ for businesses using facilities in the inland port areas, and promote enhanced microgrid technologies and renewable energy.

Dust Control: Implement dust control measures such as dust suppressants, installation of hoods, fans, or fabric filters, vegetation, tilling, soil stabilizers, fencing, stones, and frequent use of sweep equipment along paved roads.

Strategy: Create jobs of the future

Existing Workforce Development Programs: Support, participate, and enhance ongoing workforce development programs in logistics-dependent industries.

Logistics Workforce Development Program: Establish a transportation, distribution, and logistics workforce development program with a focus on next-generation logistics including big data, automation, digitization, and sustainable technologies.

Strategy: Advance new technologies

Research and Innovation Program: Form a Research and Innovation program to support advanced technology testing and deployments such as aerodynamics, fuel efficiency, blockchain, automation, platooning, electrification, hydrogen fuels, LNG, and others to improve reliability, efficiency, and cost reduction in the state-wide logistics system.

Digital Infrastructure Provision: Serve as a digital infrastructure provider within its jurisdictional area and project areas in coordination with telecom providers and local governments to support integrated operations, digitization, data analytics, and advanced technologies within the logistics industry.

Informed Decision-Making: Utilize new technology and big data to make recommendations on logistics and sustainability improvements.

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Strategy: Improve traffic and congestion issues in the Wasatch Front.

Shift Cargo from Truck to Rail: Shift increased amounts of cargo originating from and destined for the Wasatch Front from truck to rail. UIPA will focus on improving the quality of rail service – reliability, level of service, and cargo-handling capabilities –to induce modal shifts. Seaport partners will be key to the success of this action.

Disperse Cargo Traffic from Wasatch Front: Disperse cargo that does not need to flow through the Wasatch Front to satellite locations around Utah.

Incentivize Use of Smart, Clean Energy: While the UIPA does not have tariff authority to influence the conversion of cargo-handling equipment, locomotives, and trucks serving the port to more fuel-efficient sources, UIPA intends to develop incentives to move toward the implementation of renewable energy sources.

Environmental Quality Monitoring: Work with the Utah Department of Environmental Quality to expand monitoring efforts and make improvements to environmental sustainability, air quality, and water quality within inland port areas.

Strategy: Enhance Community Livability

Noise and Visuals: Support best practice noise and visuals to address environmental sensitivities in partnership with local government and private partners.

Air and Water Quality Monitoring: Support best practice monitoring of air and water in coordination with the Utah Department of Environmental Quality and private partners.

Flood Planning: Coordinate with local government to mitigate risks of flooding in flood hazard areas.

Maintain Water Quality: Promote sustainable strategies related to water resources to address conveyance and drainage, stormwater and hydrology, groundwater, floodplains, surface water habitat and wetlands, and water supply in coordination with municipal policies and statewide through the Utah Department of Environmental Quality.

Emergency Protocols: Work with local agencies to study current hazardous waste policies and the adequacy of existing emergency protocols.

Logistics Safety Campaigns: Promote campaigns to raise awareness of rail and truck safety practices within communities in partnership with local communities.

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Affordable Housing: Support affordable housing in local communities to promote equity and workforce housing needs.

Look and Feel of the Community: Promote community beautification in partnership with local government, school districts, residential care facilities, libraries, and emergency service stations.

Childcare and Afterschool Programs: Advocate for enhanced community childcare and afterschool programs in partnership with local communities.

Strategy: Coordinate Protection of Community Areas

Site Planning: To minimize noise, vibration, and visuals, work with private and public partners to coordinate land uses between industrial uses and community areas such as schools, parks, and residences through environmental setbacks, transition zones, non-access easements, and other tools.

Truck Routing: Work with state and local government to designate specific routes for truck access to minimize disruption to local communities.

Rail Access: Channel warehousing and distribution developments to sites with rail access to more efficiently move goods and minimize trucking activity where unneeded.

Environmental Quality Monitoring: UIPA will work with the Utah Department of Environmental Quality as well as private partners to monitor and make improvements to environmental sustainability and air quality within the jurisdictional area and project areas.

Strategy: Coordinate Protection of Wildlife, Habitat, and Wetlands

Environmental Preservation: Work with local groups, government, and private landowners to protect wildlife, habitat, and wetlands such as by creating buffers from industrial development.

Building Standards: Promote the use of sustainable building standards such as reducing bird collision risk, using native plants, and advancing sustainable landscaping practices that enhance habitat and reduce water use in conjunction with local permitting authorities.

Water Collection: Work with local government to incorporate green-stormwater infrastructure in site development through rain gardens, green roofs, porous pavement, and other strategies to collect stormwater.

Dark Sky Lighting: Encourage Dark Sky lighting throughout inland port areas and participation in Lights Out by turning off unnecessary indoor and outdoor lighting at night during peak bird migration periods – March-May and August-October, by working with private landowners and users.

Coordinate with Experts: Form a Policy Advisory Council made up of subject matter experts in habitat and wetlands management specific to the ecosystems found within and around the UIPA jurisdictional area.

Effectively Manage UIPA Resources

Governance

As a new state entity, the Utah Inland Port Authority established the following governance standards with respect to (1) Fiscal and Strategic Oversight; (2) UIPA Performance; (3) Public and Private Stakeholder Participation.

Organizational Culture

Organizational culture impacts the habits, skills, and styles by which work is accomplished. As a newly-formed organization, the UIPA's culture is still in the process of being established. However, the UIPA has introduced a series of core values to reinforce its strategic direction and cultivate a specific organizational culture. Core values embody an organization's identity – its principles, beliefs, and approaches. The established UIPA Core Values are (1) Accountability; (2) Sustainability; (3) Creativity; (4) Collaboration; (5) Equity.

Organizational Structure and Staffing

The Utah Inland Port Authority intends to be a lean and focused team that builds up to 14-15 staff members in the five-year term within business development, corporate affairs, and planning divisions.

Lines of Business

The Utah Inland Port Authority has four primary lines of business: (1) Infrastructure Development; (2) Strategic Investments; (3) Development Financing; (4) Advisory Services. Property tax differential funds are intended to be used for common-use infrastructure for the benefit of all landowners that pay into the fund. As a result, direct fees and user charges will not be assessed for common user infrastructure developments.

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