



Business Plan

2024

Moving Utah Forward



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This Strategic Business Plan sets forth UIPA’s roadmap for the next five years, aiming to transform Utah into a leading center for trade and logistics while promoting regional economic growth and environmental sustainability.

By implementing these strategies, UIPA will not only enhance Utah’s logistics capabilities but also ensure that the state continues to thrive economically and environmentally.

—Ben Hart, UIPA Executive Director

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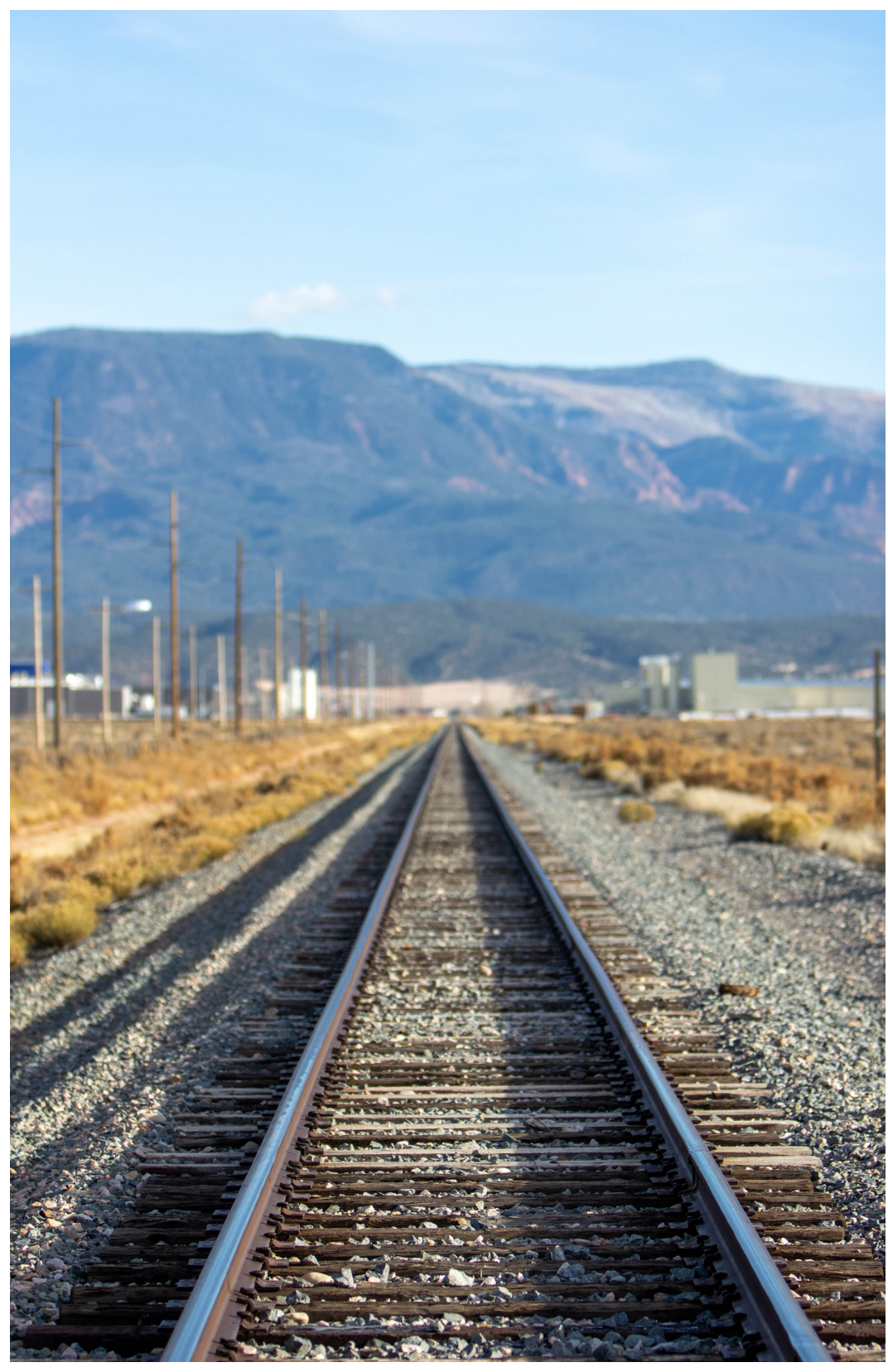
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Executive Summary

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:

We maximize long-term economic benefits in Utah by developing and optimizing economic project areas and logistics-based infrastructure.

Vision:

We move Utah forward. We aspire to transform Utah through multi-generational, logistics-based, economic solutions.

CORE Objectives & Strategies



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.



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.

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.



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.



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.

Utah Code: 11-58-203

Policies and objectives of the authority -- Additional duties of the authority.

The policies and objectives of the authority are to:

- maximize long-term economic benefits to the area, the region, and the state;
- maximize the creation of high-quality jobs;
- 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;
- improve air quality and minimize resource use;
- 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;
- 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;
- take advantage of the authority jurisdictional land's strategic location and other features, including the proximity to transportation and other infrastructure and facilities, that make the authority jurisdictional land attractive to:
 - (i) businesses that engage in regional, national, or international trade; and
 - (ii) businesses that complement businesses engaged in regional, national, or international trade;
- facilitate the transportation of goods;
- coordinate trade-related opportunities to export Utah products nationally and internationally;
- support and promote land uses on the authority jurisdictional land and land in other authority project areas that generate economic development, including rural economic development;
- establish a project of regional significance;
- facilitate an intermodal facility;
- support uses of the authority jurisdictional land for inland port uses, including warehousing, light manufacturing, and distribution facilities;
- facilitate an increase in trade in the region and in global commerce;
- promote the development of facilities that help connect local businesses to potential foreign markets for exporting or that increase foreign direct investment;
- encourage all class 5 through 8 designated truck traffic entering the authority jurisdictional land to meet the heavy-duty highway compression-ignition

diesel engine and urban bus exhaust emission standards for year 2007 and later;

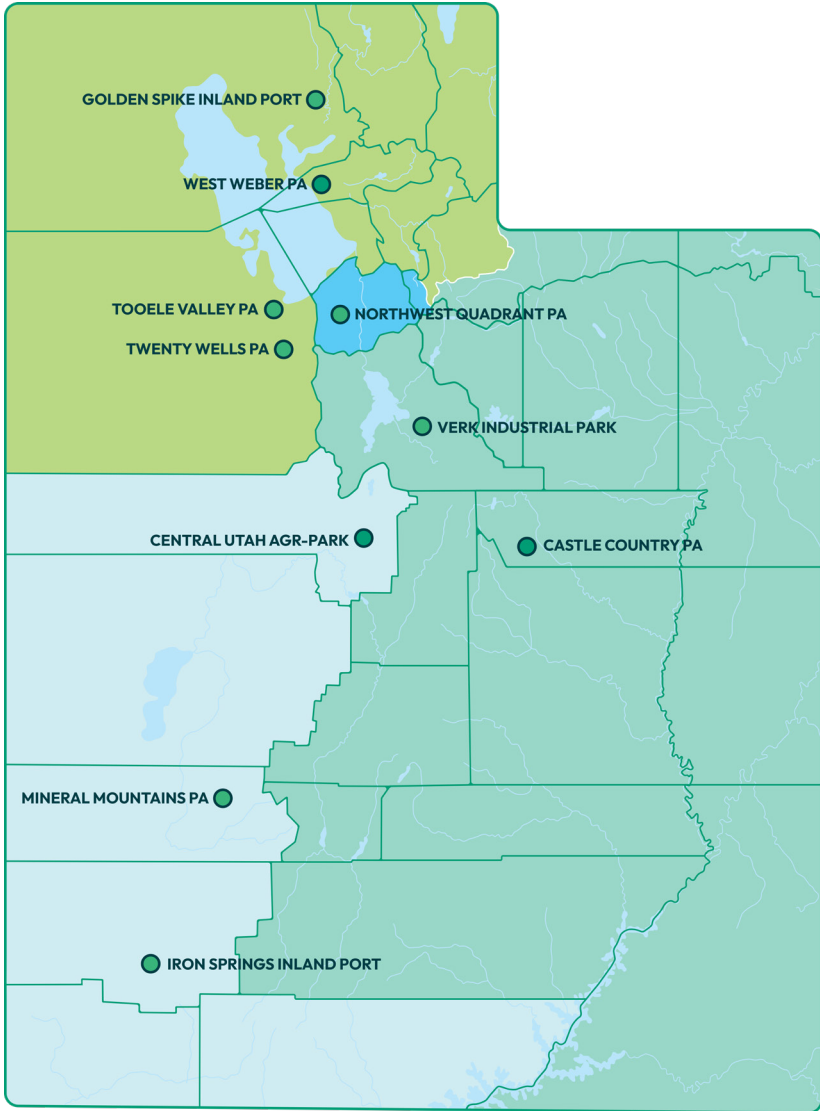
- encourage the development and use of cost-efficient clean energy in project areas;
- aggressively pursue world-class businesses that employ cutting-edge technologies to locate within a project area; and
- pursue land remediation and development opportunities for publicly owned land to add value to a project area.

In fulfilling its duties and responsibilities relating to the development of the authority jurisdictional land and land in other authority project areas and to achieve and implement the development policies and objectives under Subsection (1), the authority shall:

- work to identify funding sources, including federal, state, and local government funding and private funding, for capital improvement projects in and around the authority jurisdictional land and land in other authority project areas and for an inland port;
- review and identify land use and zoning policies and practices to recommend to municipal land use policymakers and administrators that are consistent with and will help to achieve:
 - (i) the policies and objectives stated in Subsection (1); and
 - (ii) the mutual goals of the state and local governments that have authority jurisdictional land with their boundaries with respect to the authority jurisdictional land;
- consult and coordinate with other applicable governmental entities to improve and enhance transportation and other infrastructure and facilities in order to maximize the potential of the authority jurisdictional land to attract, retain, and service users who will help maximize the long-term economic benefit to the state; and
- pursue policies that the board determines are designed to avoid or minimize negative environmental impacts of development.

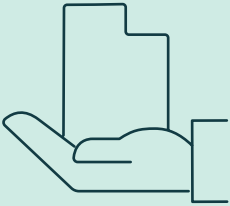
The board may consider the emissions profile of road, yard, or rail vehicles:

- in determining access by those vehicles to facilities that the authority owns or finances; or
- in setting fees applicable to those vehicles for the use of facilities that the authority owns or finances.



Project Area Status:

- Complete
- In Progress
- Resolution Adopted



Objective 1 – Support Regional Economies

Advance growth and community well-being through strategic project area management and sustainable practices aligned with local input and objectives.

1

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.



Savage, UIPA, Iron County and Cedar City announced the grand opening of the new Savage Cedar City, UT Transload facility, providing transload services between trucks and railcars, on-site storage for shippers, and direct access to Union Pacific Railroad.

2 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.
- Collaborate with local educational institutions, technical schools, and universities to develop project area's workforce.
- Establish best practices with businesses locating within UIPA project areas to incent workforce service opportunities for the local community.

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.

3

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.

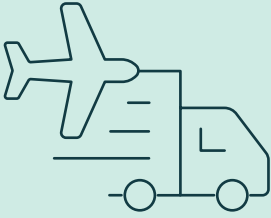
Action: Adoption and Construction

- 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.





Objective 2 – Enhance Logistics Efficiency

Enhance logistics efficiency and connectivity through strategic infrastructure and partnership development.

1 Strategy: 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.

2 Strategy: Optimize Rail

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

Action: Invest in strategic infrastructure

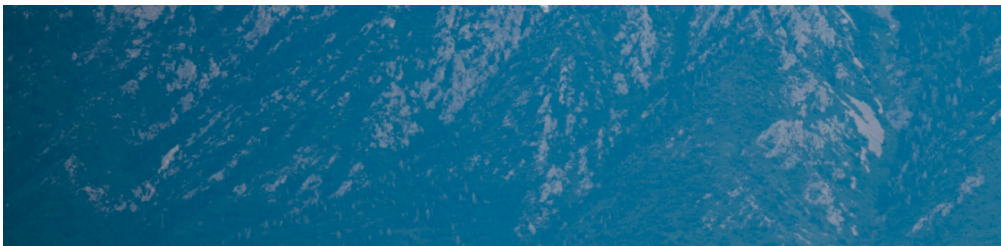
- Make strategic investments in rail infrastructure to enhance service integration and efficiency across Utah.

Action: Recruit and incentivize manufacturers which use rail

- Actively recruit and incentivize new manufacturing businesses utilizing rail transport for raw materials or finished goods.
- Work with developers to facilitate the development of rail parks in strategic locations.
- Promote rail opportunities with rail partners and engage with their marketing efforts to attract new manufacturing into the state

Action: Partner with rail providers to offer services in new locations to anchor future growth.

- Collaborate with rail partners to evaluate current and future rail needs throughout the state.
- Through rail partnerships, enhance the existing network and provide new services that provide economic opportunities to communities.



3 Strategy: Optimize Intermodal

Objective: Create a significant competitive advantage by establishing an inland intermodal gateway within the state.

Action: Identify key partners and develop new or strengthen existing relationships

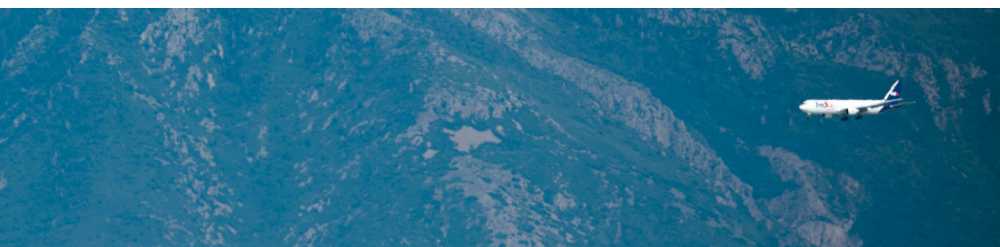
- Engage and partner with coastal ports, ocean carriers, railroads and shippers to develop an inland terminal strategy.
- Collaborate with key intermodal stakeholders on projects that impact economic development for Utah.
- Identify and participate in key industry trade organizations.

Action: Identify, expand and promote strategic capabilities

- With partners, identify gaps or improvements to market capabilities and determine how the need can be met competitively in Utah.
- Identify goods passing through Utah to unlock opportunities for adding value to the supply chain.

Action: Shift the location of terminal services to strengthen Utah's diverse economy.

- Work with manufacturers and transportation providers to utilize terminal services inside Utah.
- Promote Utah's terminal capabilities through economic development and trade organizations.







Objective 3 – Safeguard Environmental Integrity

Assess potential environmental impacts and implement mitigation strategies to safeguard Utah’s natural environment.



Strategy: Establish Environmental Reviews for Project Areas

Objective: Ensure all project areas undergo thorough environmental reviews to identify and understand potential 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.

2 Strategy: 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.



3 Strategy: 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.







Objective 4 – Uphold Transparency and Compliance

Enhance and maintain transparency and Compliance in UIPA Operations and Project Development.

1

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.

2 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.

3 Strategy: Community Engagement

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.



UIPA and Weber County officials present the final plan for adoption for the West Weber Project Area on May 20, 2024.



UIPA hosts a community open house Cedar City on April 17, 2024, to highlight logistics and project areas across the state .

Measures for Success

To ensure the effectiveness and accountability of the Utah Inland Port Authority's initiatives, we have established key measures of success aligned with our strategic goals. These metrics will be regularly monitored, analyzed, and reported to gauge progress and inform necessary adjustments.

By systematically tracking these measures, UIPA aims to ensure the successful execution of its strategic objectives, fostering economic growth, enhancing logistics efficiency, safeguarding environmental integrity, and maintaining transparency and community trust.



Support Regional Economies:

1. Project Area Development

Capital Expenditure (CapEx):

- Track the annual capital expenditure for each project area to measure the level of investment and its impact on property values.

Square Footage Developed:

- Report the actual square footage of industrial space under construction and completed annually for each project area.

Differential Generated:

- Monitor the property tax differential generated by increased property values, reporting annually for each project area.

2. Recruitment and Economic Growth

Active Recruitment Projects:

- Number of recruitment efforts resulting in letters of intent.
- Number of companies representing targeted industries.
- Number and value of incentives awarded.
- Number of contractual agreements with incentive recipients.
- Collaboration with the Governor's Office of Economic Opportunity (GOEO) on dual-incentive awards.

Job Creation:

- Annually report the number of jobs created in each project area, in collaboration with the Department of Workforce Services to assess workforce impact.



Enhance Logistics Efficiency:

Enhance relations with coastal ports:

- Track opportunities benefiting Utah shippers which occur through collaborating with coastal ports.

Air Cargo Strategy Implementation:

- Develop a standardized method to track air cargo volumes moving in and out of Salt Lake City International Airport.
- Track shippers which shift air freight to Salt Lake International Airport.

Rail Network Expansion:

- Create a baseline inventory of rail infrastructure for each project area and statewide.
- Track additions and improvements to rail infrastructure that seeks to optimize the state rail system.
- Track additional infrastructure that converts road freight to rail.



Uphold Transparency and Compliance:

- Maintain a transparent operation with measurable indices, such as the frequency and quality of communication with the public and media.
- Achieve an unmodified audit opinion with minimal to zero findings.



Safeguard Environmental Integrity:

Environmental Reviews and Mitigation:

- Completion of standardized environmental reviews for each project area.
- Implementation and monitoring of environmental mitigation strategies.
- Number of sustainable strategies implemented from the NWQ Sustainability Action Study.
- Acres of wetlands mitigated per UIPA's Wetland Policy.

Sustainable Development Initiatives:

- Number of eco-friendly businesses recruited.
- Number of green technology deployment projects.
- Amount of funding secured for sustainable solutions.

