Discover
What’s Possible

Industrial Park Analysis & Distributed Logistics Consulting Engagement

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Specific Project Objectives:

- Understand what industries would best be suited for the Salina Industrial Park
- Promote interest in the development of Salina Industrial Park
- What can rural counties do to promote sustainable growth?
- What attributes do these communities have that could be leveraged to encourage healthy development?
- Develop long-term strategies to support economic regional growth through diversification of industries
Our Colliers Team

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CEO | Utah
Salt Lake City, UT

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Location Strategy Consulting & Workforce Analytics
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Land Specialist, Development & Investment
Provo, UT

Lana Howell
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Salt Lake City, UT
Discover What’s Possible

Our Process for Your Success

- **DISCOVERY**: Understanding the community strengths, weaknesses, opportunities and threats, stakeholder interviews
- **ALIGNMENT**: Soliciting direct feedback from the members of the community, commissioners, community leaders
- **STRATEGY**: Understanding both macro and micro economic trends to determine the right strategy specific to your community
- **DELIVERY**: Development of a specific plan for the Salina site, recommendations for incentives to attract the right industries and plans to diversify the industrial base for the region
- **METRICS**: Measuring and reporting results as we continue our evolution of the site
Understanding Our Communities:

Tapestry segmentation
The fabric of America’s neighborhoods

Tapestry lifetime

Household size: 3

Affluent Estates (L-1)
0 0.00% 9.9% 0

Uptown Avenues (L-3)
0 0.00% 3.2% 0

Uptown Individuals (L-3)
0 0.00% 3.8% 0

Family Landscapes (L-4)
1,333 16.29% 7.8% 216

GenXurban (L-5)
1,323 17.34% 11.4% 153

Cavvy Country Living (L-6)
2,500 32.85% 12.0% 274

Ethnic Enclaves (L-7)
0 0.00% 7.1% 0

Middle Ground (L-8)
729 9.58% 16.9% 88

Senior Styles (L-9)
0 0.00% 5.8% 0

Rustic Outposts (L-10)
1,404 18.45% 8.2% 224

Midtown Singles (L-11)
0 0.00% 6.2% 0

Hometown (L-12)
428 5.98% 6.1% 91

Next Wave (L-13)
0 0.00% 3.9% 0

Scholars and Patriots (L-14)
0 0.00% 3.6% 0

Key facts:

$177,690
Median home value

$52,982
Median household income

34.4
Median age

7,611
Households

40%
Some college

32%
Degree or higher

Education

10%
No HS diploma

Income vs. Age profile

Tapestry Segments

Middleburg
1,233 households
16.2% of Households

Salt of the Earth
1,000 households
13.1% of Households

Midlife Constants
422 households
12.2% of Households

Tapestry Segments

Salina, Utah
30 minute radius

Data show comparison to:
Sevier County

Households by Income

The largest group: $50,000 - $74,999 (22.6%)
The smallest group: $200,000 - (1.4%)

Indicator Value Difference

$30,000 - $34,999 10.6% -0.1%
$35,000 - $39,999 11.1% -0.3%
$40,000 - $44,999 8.9% -1.6%
$45,000 - $49,999 15.3% -1.3%
$50,000 - $54,999 25.2% -0.1%
$55,000 - $59,999 14.6% -0.2%
$60,000 - $64,999 13.3% -0.6%
$65,000 - $69,999 2.2% -0.3%
$70,000 - $74,999 1.4% 0

REAL ESTATE ADVISORY SERVICES FOR SUCCESS

Discover What's Possible
Strengths
What are the strong suits of the site at and what distinguishes it from the competition?

Weaknesses
What are the challenges of the site at and what diminishes its competitiveness?

Opportunities
What external factors bode favorably for the site?

Threats
What external factors bode unfavorably for the site?

SWOT – Salina Industrial Park and 7 County Region
We Have An Imminent Threat:

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S. primary energy consumption by major sources, 1950-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>110 quadrillion British thermal units</td>
</tr>
<tr>
<td>1960</td>
<td>110</td>
</tr>
<tr>
<td>1970</td>
<td>110</td>
</tr>
<tr>
<td>1980</td>
<td>110</td>
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<td>1990</td>
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<td>2000</td>
<td>110</td>
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<tr>
<td>2010</td>
<td>110</td>
</tr>
<tr>
<td>2019</td>
<td>110</td>
</tr>
</tbody>
</table>

Boiling Point: The coal industry comes tumbling down in the American West

-Los Angeles Times, December 24th, 2020

A decline in the coal industry means a decline in good paying jobs for Central Utah

Note: Petroleum is petroleum products excluding biofuels, which are included in renewables. Source: U.S. Energy Information Administration, Monthly Energy Review, Table 1.3, April 2020, preliminary data for 2019
We Have To Plan NOW

Economic + Environmental + New Administration =

The Change is Imminent

It’s not just Los Angeles that stands to benefit. Arizona, Nevada, New Mexico and Washington have followed California’s lead in adopting 100% clean energy goals. In Utah, Salt Lake and 22 other cities and counties are targeting **100% clean energy by 2030**. In Wyoming — home to a bunch of coal plants with no retirement dates — several cities are **pushing to reduce emissions**.
We Must Design the Next Opportunity for the Seven Counties

“The pace of change has never been this fast, but it will never be this slow again.”
Thank you!

We Appreciate Your Collaboration

Questions?
## Part I: Salina Site Development & Greater Regional Promotion

<table>
<thead>
<tr>
<th>Objective</th>
<th>Analysis of Site Potential</th>
<th>Identify Potential Key Industries</th>
<th>Identify Potential Trade Associations</th>
<th>Identify Potential Companies</th>
<th>Conceptual Master Plan</th>
<th>Develop Marketing Plan</th>
<th>Identify Potential Incentives Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>Stakeholder interviews for historical baseline; comparative analysis with other similar sites, etc.</td>
<td>Review which industries are growing in industrial footprint requirements</td>
<td>Understand which groups 7 counties has reached out to in the past, identify roadblocks, identify other new trade groups</td>
<td>Based on key industry findings, send to market site info for marketing- this is a later stage based on market position strategy</td>
<td>Based on market study for what demand is like for this site as well as competition, develop a site plan</td>
<td>Tied to the master plan development, recreate a marketing plan based upon new market position</td>
<td>Need to understand what the weaknesses are of the site and create action plan to counter these challenges</td>
</tr>
<tr>
<td>National market research group, local&amp; national brokerage community</td>
<td>National market analysis for comparable sites, SWOT analysis</td>
<td>Leverage national database of trade associations, noting applicable groups</td>
<td>National and local brokerage teams</td>
<td>Internal GIS team, marketing and brokerage intel</td>
<td>Local Utah marketing team and national team, external marketing channels</td>
<td>Leverage national database of state, regional and local databases to propose targeted incentive program (if necessary) to promote growth</td>
<td></td>
</tr>
</tbody>
</table>
Right People + Right Strategies = Your Success

Business Strategy
- Current assessment
- Benchmarking
- Scenarios / best practices

Market Insights
- Site selection
- Market intelligence
- Market and negotiation expertise
- Valuable market relationships

Innovative Technology Offerings
- Collaboration portal
- “Project rooms”
- Preferred tech partnerships

Landvision
ColliersATLAS
Esri
Reapplications

Colliers360
myColliers
Emsi
Hydra

- Web-based analytics
- Understand market dynamics, demographics and available labor
- Analyze location feasibility, transit, access and amenities
- Analytics for comprehensive insights
Part II: Utah Inland Port Integration

Your objectives:

- Identify/Review plans/policies for Utah logistics
- How can rural communities participate?
- How can we be successful?
- Outline requirements for success

- Understand the timeline and master plan for Utah Inland Port Project, engage early, develop a plan if it can be integrated, but also a contingency if not
- Leverage local team who is familiar with the players and the objectives of the project
Why Partner with Colliers?

Our enterprising culture brings our clients innovative advice and speed to deliver a competitive advantage.

• People
• Process
• Proven Performance
The Right Solutions

We listen and understand your unique situation, then leverage our enterprising platform to develop a custom solution to meet your needs.

- **DISCOVERY**: Understanding your business goals and objectives
- **ALIGNMENT**: Analyzing results and gaining agreement on direction
- **STRATEGY**: Generating opportunity and developing a procurement strategy
- **DELIVERY**: Implementing the plan and managing the details
- **METRICS**: Measuring and reporting results
We’ve Got You Covered

Continued Growth
$3.5B
REVENUE (US$)

Global Reach
68
COUNTRIES

Client Outcomes
$129B
TRANSACTION VALUE (US$)

Proven Performance
70,000
TRANSACTIONS

Bench Strength
18,000+
PROFESSIONALS

*All statistics are for 2019, are in U.S. dollars and include affiliates*
Our Clients’ Industries

Our specialized experts understand your industry sector and your business operating in dedicated practice groups and teams with niche expertise.

**Consumer Products & Retail**
We bring experience and expertise, advising some of the world’s most well-known consumer brands in the delivery of customized real estate solutions.

**Technology, Media & Telecom (TMT)**
Our TMT experts understand the potential disruption to talent attraction and retention by financial considerations and ever-changing approaches.

**Healthcare & Life Sciences**
Within the life sciences and healthcare industries, our agile and integrated experts service these dynamic clients and their rapidly evolving strategies.

**Banking & Financial Services**
Our experts serve firms and institutions across the financial sector, including insurance, retail and commercial banking.

**Industrial & Automotive**
Our comprehensive advisory services and integrated solutions are designed to streamline operations and reduce costs for your unique operational needs and real estate considerations.

**Education, Public Sector & Energy**
We find creative, value-add solutions that increase efficiencies for long-term requirements, balancing between operating requirements, mission, asset viability and local property markets.

**Professional Services**
Our advisors support a wide range of firms with customized, knowledge-based services and benchmarking specific to each industry.
We’re Ready to Deliver

What sets us apart is not what we do, but how we do it.

**ENTERPRISING CULTURE**
We are enterprising and collaborative, advocating for your business with innovation at our core.

**UNIQUE TECHNOLOGY OFFERINGS**
We deploy innovative solutions to assess alternatives, analyze applicable workforce and market data and interact with your stakeholders digitally.

**ADVISORY ONLY**
We stay pure in the advisory space within the industry. We are not distracted by facilities management (maintenance and repairs).
Technology Solutions for Your Success

Data analytics to help you make informed decisions.

- Web-based GIS analytics powered by ESRI and other subscription data sources
- Understand competitive insights, market dynamics, demographics and available labor
- Analyze location feasibility, transit, access and amenities
- Integrates local market data and analytics for comprehensive insights
- Analyze hiring trends and industry market trends