

MISSION FORWARD:

OUR STRATEGIC PLAN TO SERVE THE MILITARY AND COMMUNITY

EXECUTIVE DIRECTOR'S MESSAGE

Dear Colleagues and Friends:

Because of a series of Federal Base Realignment and Closure Commission actions in closing military installations across the country in the early 2000's, Utah leaders took decisive action to ensure that Hill Air Force Base continued to remain active and viable as the largest single employer and economic contributor in the state. The Military Installation Development Authority (MIDA) was established with a mission to facilitate development of public-private projects that would make use of underutilized military land (in order to safeguard our bases from future closures) and that would enhance the quality of life for both our service members and local communities.

Since our inception, MIDA has been a cornerstone of economic development in Utah. To date we have generated \$ 1.5 billion of property tax value growth for the state and we are proudly on track to more than triple the economic growth contributed by MIDA project areas by 2030. Given our pivotal role, refining a strategic plan was natural and necessary in defining MIDA's future trajectory over the coming critical years.

At the direction of MIDA Board leadership, we engaged staff and stakeholders in a series of meetings throughout the fiscal year of 2024 where we gathered valuable insights and identified essential priorities that have shaped the strategic direction outlined in the attached document.

This strategic plan is more than a document—it is a roadmap for MIDA. It articulates our mission, vision, and core values, and it details our strategic themes, work plans, and the goals and objectives we aim to achieve over the next five years. Furthermore, it provides a framework to measure our success through key performance indicators and a means to guide our daily operations.

Central to our mission is a steadfast and unwavering support for the military community; for those stationed in Utah and those who travel from afar to experience the many offerings in this great state. As we move towards 2029, I challenge every member of MIDA to keep this commitment at the heart of all we do.

Thank you for your continued dedication and support. Together, we will continue to make a significant impact on our military service members and our community.





OUR MISSION

The Military Installation Development Authority (MIDA) is a political subdivision with statewide jurisdiction whose mission is to support the military community and base installations through facilitating development that promotes economic health and sustainable projects in partnership with communities in Utah.

OUR VISION

We strive to serve the State of Utah for the next century by creatively developing and constructing civil and environmental improvements for military projects, initiating public policies that promote healthy economic ecosystems in military communities, and incentivizing new missions with a pipeline to the national security strategy through diversified financial models.



Aerial view of Falcon Hill Aerospace Park at Hill Air Force Base, Utah Photo courtesy of Sunset Ridge Development Partners

OUR VALUES

In the performance of our duties the following values represent our guiding principles. At MIDA we are:

Pro-Military

We are privileged to serve past and present members of the armed forces. We work for and alongside service members, civilians, and contractors who develop projects that impact veteran and military families and their communities. We honor all who make and have made sacrifices for our freedoms.

Ethical

We uphold and obey the rule of law and remain above reproach in our personal and professional conduct. We do not engage in any activity that could potentially compromise our mission, our stakeholder partnerships, and our stewardship of taxpayer dollars.

Transparent

We operate openly, candidly, and truthfully. We endeavor to share information with staff, partners, and the public in order to foster clarity, trust, and accountability surrounding and throughout the organization.

Flexible

We offer powerful solutions to problems by adapting to the needs of our stakeholders and partners with timely and unbureaucratic responsiveness.

Creative

We are innovative and original. We think outside-the-box and explore beyond conventional models for results.

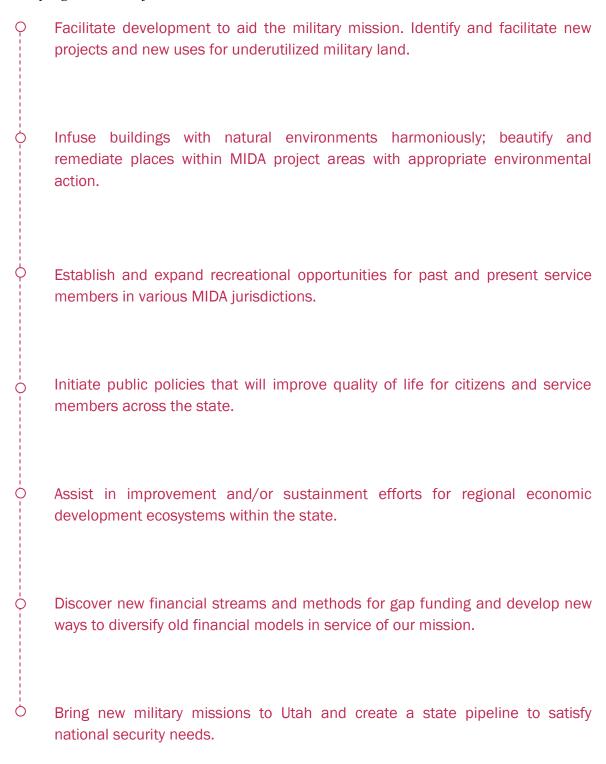
Collaborative

We cooperate with public and private partners and stakeholders across the state, at all levels of government, and at all grades of armed services command structures. We grow and foster these relationships and welcome new opportunities to collaborate in service of our mission.



OUR OBJECTIVES AND KPI'S

We are constantly measuring key performance indicators against our mission, the hallmarks of which are **ensuring contractual compliance** and **generating economic benefits** to facilitate our outlined goals and objectives, which drive our organization's outcomes. Goals and objectives provide guard rails, help guide decision making, and serve as milestones to evaluate progress. Our objectives are to:



OUR GOALS

Falcon Hill Project Area

(goals for next 5 years)

- 1. 2024-2025 Participate in the IGSA program on base and with our community partners
- 2. 2025-2026 Facilitate the 1200 series replacement buildings
- 3. 2026-2027 Complete 3–Gate Trail improvements in concert with our state and local partners
- 4. 2026-2030 Complete all major infrastructure projects including 1800 North, North Gate and water infrastructure upgrades
- 5. 2025-2030 Work with our partners to continue to build out of the master plan to include flex office, retail establishments (including food offerings), and other commercial establishments

Military Recreation Facility Project Area

(goals for next 5 years)

- 2024 Initiate Military Recreational Programming with Regional Partners
- 2. 2024-2030 Facilitate affordable housing building project
- 3. 2025 Implement Public Infrastructure Operations
- 4. 2025-2030 Develop Jordanelle Marina Recreation Area

Dugway Proving Ground & Utah Army National Guard Project Areas

(goals for next 5 years)

- 2025–2026 Develop funding streams for road infrastructure improvements (DPG)
- 2. 2025–2025 Develop aggregate mining project (UTARNG)
- 3. 2025-2029 Construct new base entry point (UTARNG)
- 2025-2030 Develop designs for new Hanger and Aviation Facility (UTARNG)

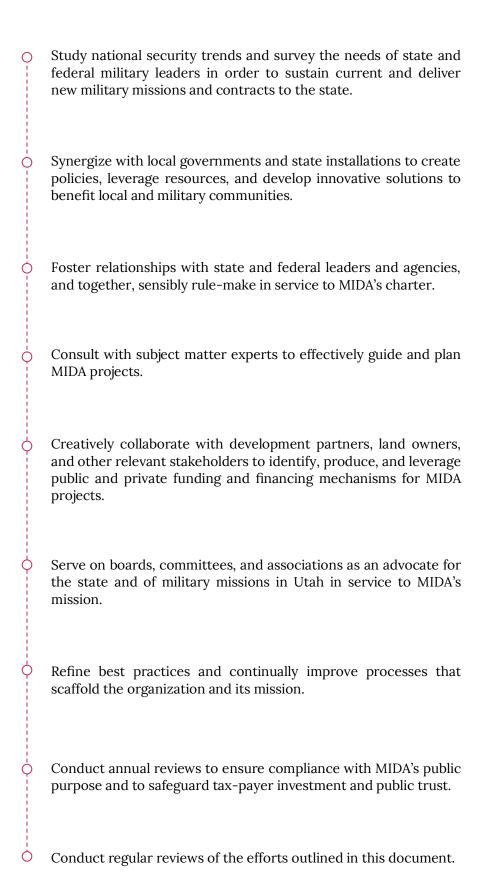
Sundance Project Area

(goals for next 5 years)

- 2024 Issue bonds to construct 62room ADA compliant lodge at Sundance Resort
- 2025 Oversee the construction of the public infrastructure that will host Veterans Rehabilitation and Recovery programming
- 3. 2026 Contemplate additional phases of project area expansion
- 4. 2025-2030: In partnership with Mountain Veterans Program (MVP), introduce and oversee the Veterans program at the Sundance Inn

OUR STRATEGIES AND TACTICS

The following strategies are general operational directives. project area directors, supervisors, and other functional managers are encouraged to develop additional tactical postures for their respective areas of responsibility. MIDA will:



FY 2024-2025 ANNUAL WORK PLAN

Utah Data Center Project Area

- 1. Submit invoice for Maryland Procurement Office Payment (October 2024)
- 2. Remit payment to Unified Fire Authority (December 2024)

Falcon Hill Project Area

- 1. Complete UDOT transactions (November 2024)
- 2. Close out Museum and Gate Project (August 2024)
- 3. Finalize on/off base utility plan (November 2024)
- 4. Position for base Change of Command (June-July 2024)

Military Recreation Facility Project Area

- 1. Update Traffic Study Q3 (2024)
- 2. Complete Economic Impact Study Q3 (2024)
- 3. Open Moral Welfare Recreation Hotel (Grand Hyatt Deer Valley) Q4 (2024)
- 4. Complete West Side Frontage Road Construction Project Q4 (2024)

Dugway Project Area

- Complete NEPA paperwork (June 2024)
- 2. Submit DCIP grant (June 2024)

Sundance Project Area

- Sundance Inn Groundbreaking ceremony (June 2024)
- 2. Issue bond for construction (August 2024)

MIDA Organization

- 1. Complete strategic plan (June 2024)
- 2. Create and pass a budget (June 2024)
- 3. Conduct financial audit of all accounts (December 2024)
- 4. Participate in the legislative session (February 2025)

Utah Army National Guard Project Area (27 properties)

- 1. Create Project Area (June 2024)
- 2. Create project Priority lists (July 2024)
- 3. Beginning master plan development (December 2024)