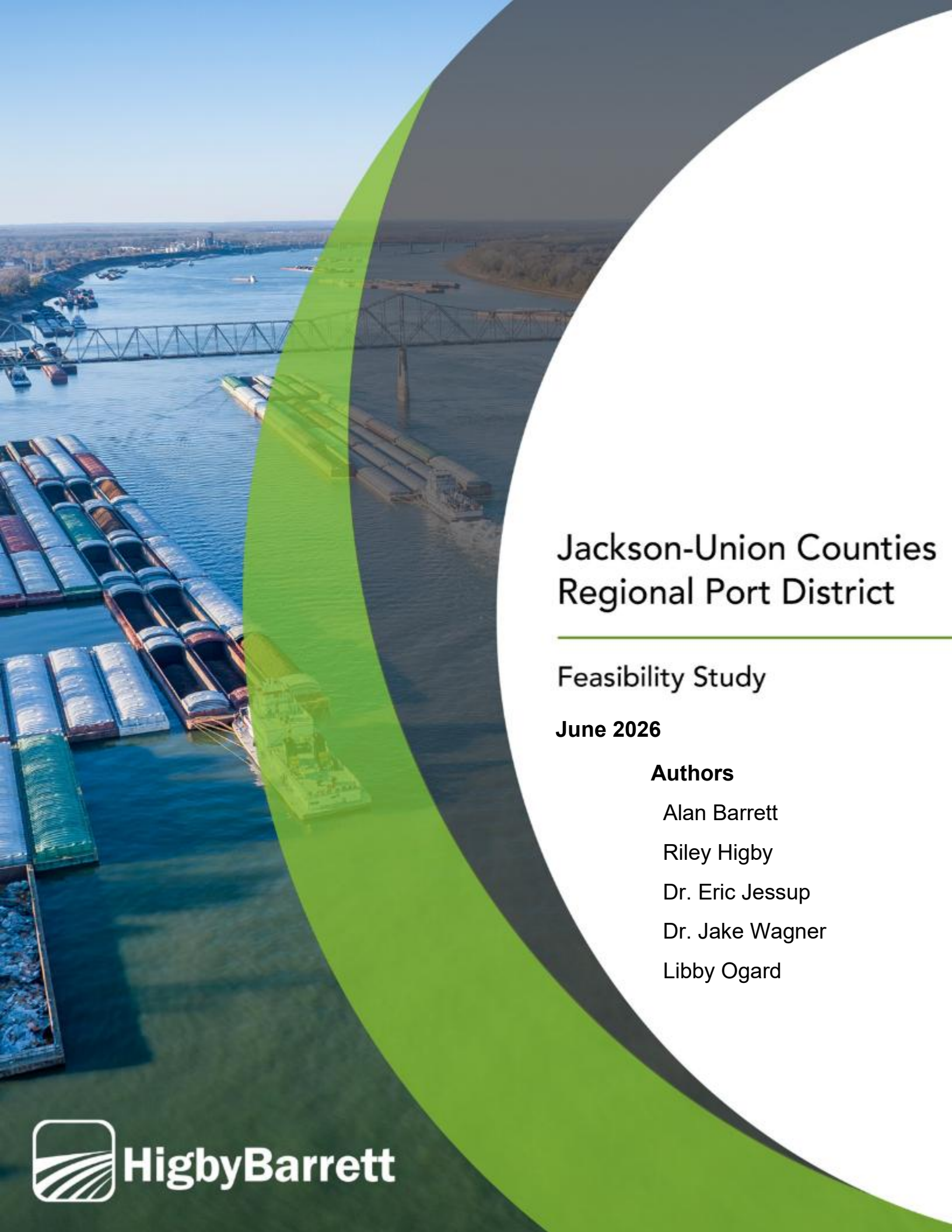


An aerial photograph of a wide river, likely the Mississippi River, featuring a large steel truss bridge in the background. In the foreground, several long barges loaded with colorful shipping containers are moving down the river. A green curved graphic element separates the image from the text on the right.

Jackson-Union Counties Regional Port District

Feasibility Study

June 2026

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Disclaimer: The information in this analysis was prepared using information that was believed to be reliable. Higby Barrett LLC does not guarantee that this information is accurate, and opinions expressed in this report or the reports that accompany this work, reflect personal judgement as of the date it was prepared and is subject to change without notice. Neither Higby Barrett LLC nor Greater Egypt Regional Planning and Development Commission shall be liable for any loss or damage suffered by any person because of reliance on any of the contents within the reports or related deliverables.



Acknowledgements

It was a pleasure working on this project both due to the topic and the people and organizations that Higby Barrett worked with along the way. Special thanks to everyone who contributed to this project by assisting our team understand the important issues in the local economy and providing honest and useful feedback. Higby Barrett's project team wanted to acknowledge the following groups for their help in this important work.

- Jackson Union Counties Port Board
- Greater Egypt Regional Planning and Development Commission
- Illinois Department of Transportation
- SI Now
- Maritime Administration
- Jim Garrett, Paducah McCracken Port Executive Director
- Paducah McCracken County Riverport Authority and FTZ 294
- Captain Mark Murphy, Hines Furlong Line
- Office of Innovation and Economic Development, Southern Illinois University
- And all the private businesses and public entities that agreed to be surveyed for this project



Executive Summary

This financial feasibility study was funded through Illinois Department of Transportation via a grant written by the Greater Egypt Regional Economic Development Commission on behalf of the Jackson Union Counties Port Authority. Higby Barrett was awarded the bid to conduct this strategic analysis and to determine if a marine port is feasible for the Jackson Union Counties port authority. The study team analyzed all aspects needed to make this determination and, because there are many options when developing a new port, the team created five scenarios to determine overall feasibility. This report presents the project team's findings as well as a roadmap for how the port board may consider moving the project forward.

Role of Public Ports

Public ports are engines for economic development, which require land, interconnectivity (multimodal), and support from business and government. A public port is more successful when it has access to rail, interstates, heavy haul corridors, waterways, and pipelines. Ports that have these service attributes and are geographically situated to support broader economic growth across the region are poised for operational success and long-term viability and sustainability.

The primary goals of public ports are job creation and increasing the tax base, either directly or indirectly. Typically, moving freight is the key to a port's success, but it is primarily a tool for economic development. Development of land can be used by industries that may not use the inland waterway navigation system. Items that make a piece of land development-ready are transportation connectivity, electricity, sewage, heavy haul corridors, and legal designations, such as Foreign Trade Zone, Enterprise Zone, U.S. Customs Port of Entry. The more pathways that are provided to a client the better. While access to the inland waterways navigation system is an advantage, some public port tenants have other reasons to locate at a public port.

Inland Rivers Ports and Terminals describe the inland waterways navigation system as part of the U.S. marine transportation system. The maritime transportation system is comprised of 12,000 commercially navigable miles of inland and intra-coastal waterways and channels.



Figure 1: Inland Waterways Navigation System River Sections



Source: Army Corps, Eric Jessup

The location of the Jackson Union Port is an advantage over ports upriver of a lock and dam. Operations at the Jackson Union Port would not be directly impacted by a lock and a dam failure, and because the



mid-Mississippi River has more breadth and depth than upper Mississippi River, the Jackson Union Port has a lower impact from high and low water events. Because the Jackson Union Port is located below the locks and dams, the risk of lock and dam closures is eliminated for southbound traffic. Also, when the upper reaches of the inland waterways navigation system closes, barge backup on the mid-Mississippi river, which creates fleeting and storage revenue opportunities. Additionally, the geographic position of the Jackson Union Port minimizes the threat of ice concerns and limits any impact of hurricanes.

Environmental Benefit of Barge versus Truck

Transportation infrastructure projects reduce congestion and improve efficiency, which improves economic returns, reduces traffic related deaths, limits environmental impacts and reduces government expenditures. Often when promoting transportation infrastructure projects, the primary focus is on the positive economic impact while many of the other benefits receive much less attention. Transportation projects that involve roadways and waterways depend on public funding. The health of the environment continues to be a very important issue, which means educating the public about environmental advantages of transportation projects are also very important.

The main environmental benefits include:

- Lower Emissions
- Reduced Spills
- Increased Road Safety
- Reduced Road Damage and Road Maintenance Cost Reductions

Estimates specific to a Jackson Union Counties Port are in the report, but most of the positive environmental impacts are a result of moving freight to the river, which is a more efficient mode of transportation and river freight has less interaction with vehicle traffic. The tonnage differential between barge and other modes shows the number of trucks removed from the road when using river transportation.

Figure 2: A 15-Barge Tow Configuration Cargo Capacity Comparison



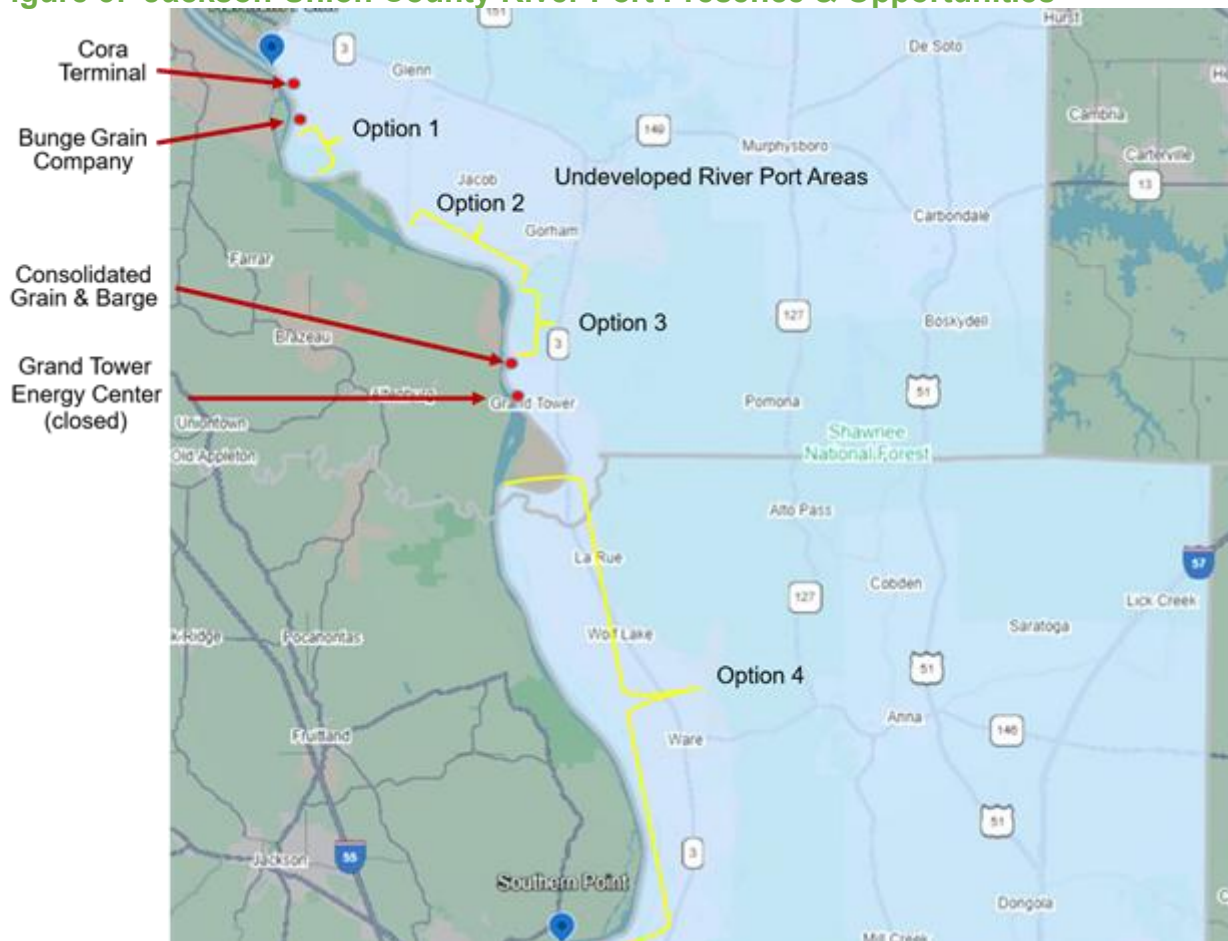
Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University



Port Site Analysis Summary Findings

The combined counties of Jackson and Union comprise 43 miles of Mississippi river frontage along the western edge of Southern Illinois, as illustrated in Figure 1. There are currently three river loading facilities, including the Cora Marine Coal Terminal, Bunge Grain and the Consolidated Grain & Barge. The Grand Tower Energy Center is currently non-operational (closed) and being dismantled but is situated on the river and could offer a variety of opportunities. The evaluation of potential public port opportunities will first focus on these existing facilities and river front properties, given that they already possess some developed infrastructure, river access, utilities and equipment. The description of each will begin with the northernmost facility and progress southward.

Figure 3: Jackson-Union County River Port Presence & Opportunities



Source: Higby Barrett LLC

All site options are viable but each has its own contingent requirements in that the land must be acquired or under option to be acquired. Having multiple options provides the port board some latitude in how they choose to move forward. The financial scenarios focus on a port built south of the Cora Marine Terminal towards the undeveloped land Option 1. This selection was needed in order to develop certain costs in the financial analysis, but after reviewing all undeveloped land sites the costs are expected to be similar. Two of the financial scenarios include connecting the new port via rail and this is a cost factor that will change if

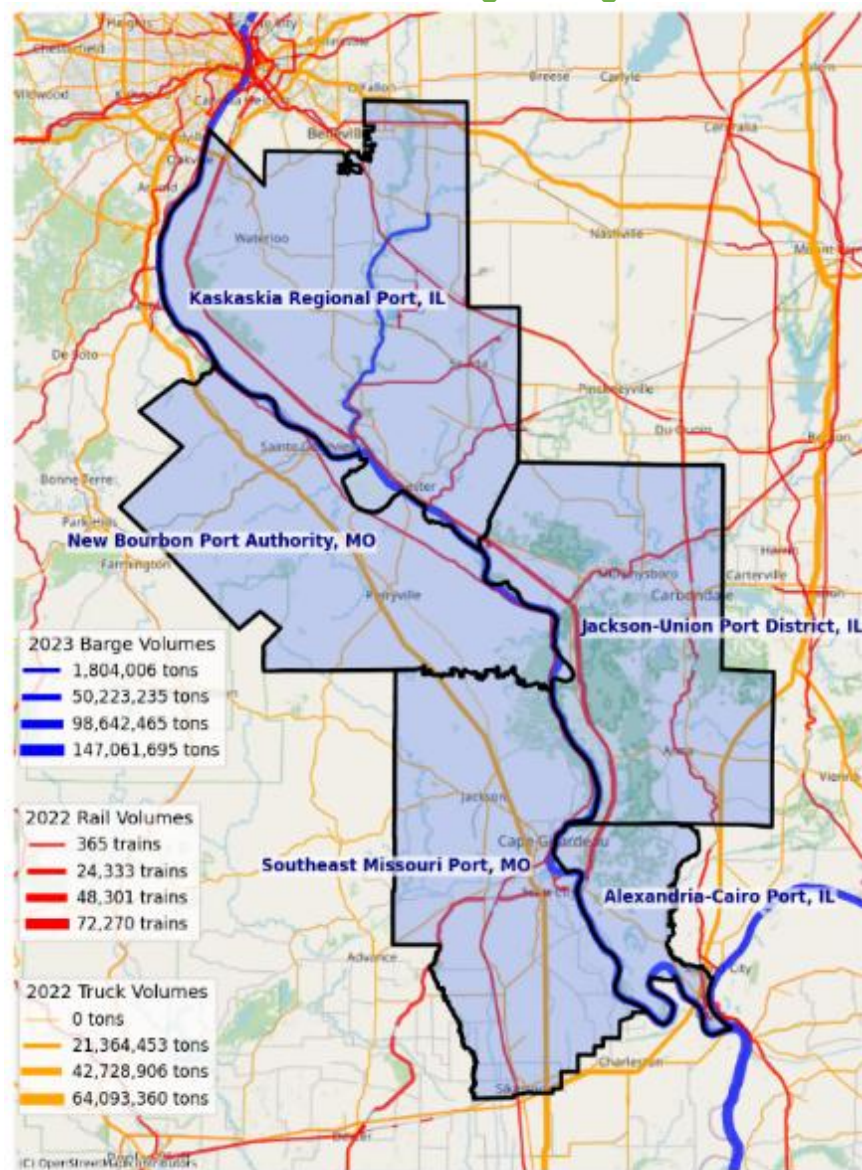


another site is used as not every site enjoys equal distance to the area's rail line. However, scenarios 1 and 3 don't have rail access and are examples of feasible ports that can get started without rail access.

Jackson and Union Counties Economy Versus the Region

The Jackson and Union County economies, as well as their connectivity with other transportation nodes lends itself to creating an economic environment in which a port is viable. The current freight volumes of the focus region and neighboring regions is shown in Figure 4. The combined counties move considerable volumes of agricultural goods and aggregates that, if given the option, should flow through a nearby Jackson Union port instead of being routed elsewhere.

Figure 4: Jackson-Union Port District & Neighboring River Ports



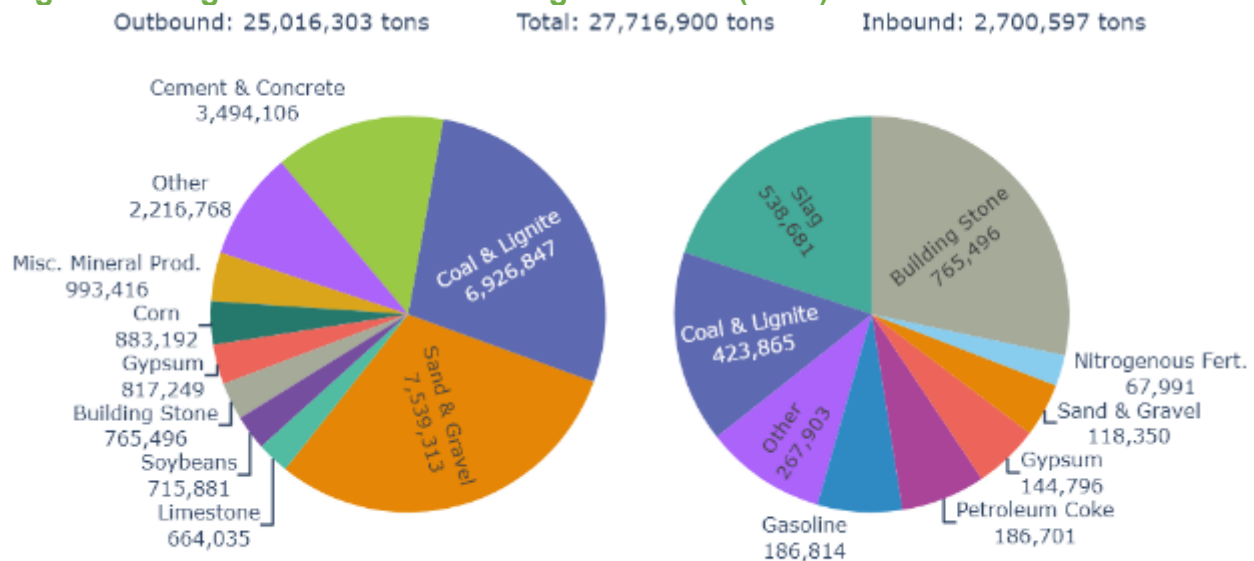


Since 2022, Jackson-Union Port District has experienced growth in barge-related industries, evidenced by growth in total wages (2022-2025): crop production: +96 percent, fabricated metal product manufacturing: +52 percent, heavy and civil engineering construction: +46 percent, and nonmetallic mineral product manufacturing: +14 percent.

Jackson-Union Port District is a peer economy relative to neighboring port districts, with marginally lower than average employment (-2.9 percent), total wages (-5.2 percent), and average wages (-2.3 percent), but higher than average GDP (+17.6 percent) (Figure 31). Outperforming sectors related to the region include public administration, health care and social assistance, finance and insurance, and accommodation and food services. Underperforming sectors related to the region include wholesale trade, utilities, manufacturing, and transportation and warehousing.

Economic growth in Jackson-Union Port District has outperformed the regional economy, with total employment contracting only marginally (-0.2 percent per year), total wages outpacing inflation growing at an inflation adjusted rate of 2.1 percent per year, and GDP remaining stagnate (0 percent annualized inflation adjusted growth). Regional district barge volumes are shown in Figure 5 and provide perspective on the type of barge cargoes being moved in the greater area.

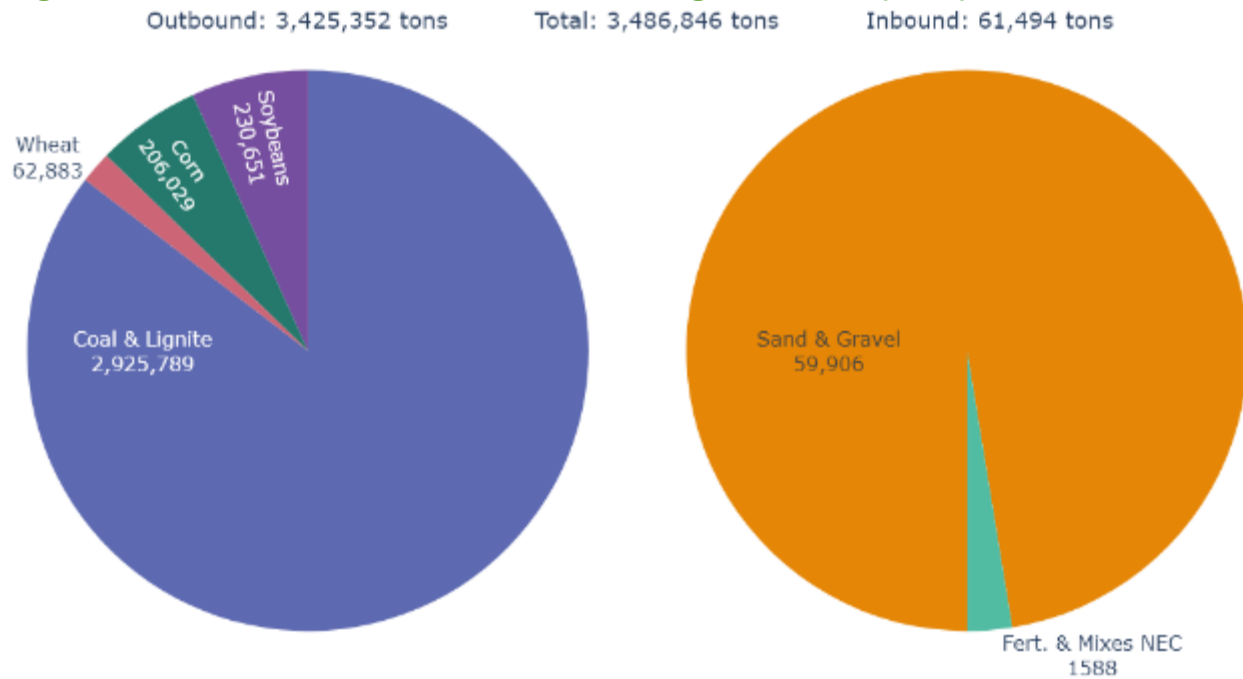
Figure 5: Regional Port District Barge Volumes (2023)



Despite the economic activity in Jackson and Union County, lack of port access has reduced the amount of goods that travel by barge. The barge activity for Jackson and Union Counties is shown in Figure 6. After reviewing the full economy, which is further described in detail in the report, the project team concluded that there are significant opportunities to move existing cargoes via barge if a port was sited in the Jackson and Union County area and also that such a site may serve as a natural selection for growth particularly for agricultural goods, fertilizers, and aggregates. However, a public port may also serve many other industries, especially when over the road weight limits are an issue for certain freight types.



Figure 6: Jackson-Union Port District, IL Barge Volumes (2023)



Statutory Authority and Funding

The Jackson Union County Port Authority has six sections within the statutory authority 70 ILCS 1820 which includes 35 sections and 22 powers. The statute is organized into six sections:

- Authority
- Definitions
- Powers
- Finance
- Administration
- Property Rights and Annexation

Powers Include:

1. To Issue Permits
2. To Prevent or Remove Obstructions in navigable waters.
3. To locate and establish dock lines and shore or harbor lines.
4. To regulate the anchorage, moorage, and speed of water borne vessels
5. To Acquire, own, construct, lease, operate and maintain terminals.
6. To Locate, establish and maintain a public airport & public airport facility.



These six powers allow the Port Authority to create revenue streams to invest in infrastructure, partners with private entities to apply for grants and to support the development of infrastructure to be responsive to the region's economic needs.

Powers 7-12 apply to aviation activities and to support the local airport and education of future aviators. These powers speak to potential partnerships with the aviation community.

7. To Operate, maintain, manage, lease sublease and to make and enter into regulations for the operation, management and use of any public airport or public airport facility.
8. To fix, charge and collect reasonable rentals, tolls, fees and charges for the use of any public airport.
9. To establish, maintain extend and improve roadways and approaches by land, water or rail to any such airport.
10. To restrict the height of any object of natural growth or structure within the vicinity of any airport.
11. To agree with the State or federal governments ow with any public agency to remove or relocate any object of airport hazard.
12. For the prevention of accidents, for the furtherance and protection of public health, safety and convenience in respect to aeronautics for the projects of property and persons within the District from any hazard or nuisance resulting from flight aircraft.

Powers 13 to 22 focus on safety, protection, partnerships and economic development activities. Specific areas of interest include the ability to own, lease or sell real property to allow the port to establish site control. Specific authority is also granted to engage with banks and lending institutions and participate in grants and joint ventures. Of significant interest is Power 22, which allows for the acquisition, ownership and operation of industrial facilities such as ethanol plants, foreign trade zones or industrial parks.

13. To police its physical property only and all waterways and to exercise police powers to enforce rules and regulations provided by the ordinances of the District.
14. To enter into agreements with the corporate authorities or governing body of any other municipal corporation or any political subdivision of this State to pay the reasonable expense of services furnished for or on account of income producing properties of the district.
15. To enter into contracts dealing in any manner with the objects and purposes of this Act.
16. To acquire, own, lease, sell or otherwise dispose of interests in real property and improvements and personal property as necessary to fulfill the purpose of the District.
17. To designate the fiscal year for the District.
18. To engage in any activity or operation which is incidental to and in furtherance of efficient operation to accomplish the District's primary purpose.
19. To build, construct, repair and maintain levees.
20. To enter into agreements with banks and other lending institutions guaranteeing contract performance of a person or business entity doing or planning to do business in Jackson County or Union County area.
21. To make and give grants to a person or business entity doing or planning to do business in the Jackson County or Union County area.
22. To acquire, own, construct, lease, operate and maintain industrial plants and facilities including but not limited to ethanol plants, facilities and the by-products therefrom, within the confines of Jackson and Union County. The charges collected shall be used to defray the reasonable



expenses of the Port District and to pay the principal and interest in any revenue bonds issued by the district.

This report provides an in-depth discussion around the various sources of funding, past funding levels, one-time programs and guidance specific to the Jackson Union Counties Port Board. It explores non-grant funding such as debt, public private partnerships with private entity matching funds, and other sources of port revenue. Grants will likely be the initial source of capital for a successful Jackson Union County Port Board initiative to move forward and below are the high-level takeaways to keep in mind when pursuing grant opportunities.

Grants

Typically, there are two types of eligibility requirements in each application. You must have an eligible applicant and an eligible project.

Uniform Entity Identifier

This is a credential which is required to submit a federal grant and often can take up to 30 days or more to receive. It is advisable to do a dry run with your UEI number in advance of the application due date to ensure everything is in order.

Joint Venture

A Joint Venture is often completed if a private applicant seeks to apply for a Federal Grant which is located and benefits a public agency. An example might be a privately owned small business who leases a terminal within a port jurisdiction. A joint venture basically specifies the roles and responsibilities of each party. The lead applicant must be an eligible applicant with a UEI number to submit a Federal Grant application.

Eligible Projects

Each funding program lists program goals and project eligibility. Make sure your project is within an eligible jurisdiction and meets the goals of the program. There are two federal programs which specify the Buy America Program and the Build America Buy America Program. As of now grants may require all project components meet one or the other or both. It is best to request that each project vendor who provides you with a cost estimate also provides you with a statement of compliance.

Matching Funds

Matching fund requirements vary by program, some require 20 percent, some such as the small shipyard program require 25 percent. Many grant programs will give your project a higher review priority if you bring more than the stated minimum for the project. In some programs there are opportunities to provide a reduced grant if your project is in a disadvantaged or rural area.

Predevelopment Planning

Predevelopment planning includes project cost development, public outreach, feasibility studies, engineering drawings, permitting and review of public documents which might refer to a public need or plan for future support for your project. This predevelopment effort validates that others besides the project owners support the need for the proposed project.



Grant Management

Grant Management is an eligible project cost and is a time consuming, detailed effort. Since many grants are reimbursement based make sure you have the cash reserves to manage the grant and identify bridge loan costs and access up front before you apply.

Grant Readiness

Grant Readiness is a term that Grant Writing Community uses to screen eligible projects. The attributes below help determine if an eligible applicant is ready to start the process of preparing a competitive grant. Federal Grants are more competitive and on average have higher awards. State grants can be faster to assemble in general and have lower average awards. Planning provides the applicant and opportunity to shape and consider tradeoffs as the project is developed. Many grant applicants tend to wait until a grant opportunity is posted for competition. Most successful grant applicants start well in advance of the Notice of Funding Opportunity posting. The average Federal grant takes more than 100 hours to complete and a team of finance, engineering, operating and public and private sector partners are needed to develop a winning project. If a project includes a railroad connection, coordination with their network design and local operating managers is an essential first step.

- Concise project description of the scope of work.
- “What is the Problem this Project is Trying to Solve?”
- Who will be the lead Applicant?
- Has the necessary permit work been completed?
- Have engineering drawings been completed to show project improvements?
- Identification of budget cost components?
- What is the source of Matching Funds?
- Do project Components comply with the Build America Program and BABAP
- Has the project been identified in state and or local planning documents?
- Can the project be completed without unreasonable delay before the grant funds expire?
- Will the project produce a positive Benefit Cost Ratio to be competitive?
- Does the applicant have site control?
- Are the improvements an eligible expense for the available grant funds?
- Is the proposed project supported by the stakeholders and the community?
- Is there leadership and project management expertise available to oversee the process?
- Is public data available to support safety, efficiency, resilience and productivity claims?

The first step in the port roadmap for all scenarios is additional planning. An example of state planning and research grants for fiscal year 2025 is shown in Figure 7. A more complete listing is included in the appendices.



Figure 7: Example of Select Illinois Special Planning and Research Awards



STATE PLANNING AND RESEARCH GRANTS
Awarded August 2024

FY 2025

Organization	Project	Federal	State	Local	Total Cost
America's Central Port District	America's Central Port District Climate Action Plan	\$280,000.00	\$70,000.00	—	\$350,000.00
Board of Trustees of Southern Illinois University	Mitigating Deer-Vehicle Collisions through Sophisticated Models of Deer Behavior	\$125,884.80	\$31,471.20	—	\$157,356.00
Champaign County Regional Planning Commission	Champaign-Urbana Active Transportation Plan with 10-Minute Walk-to-Parks Analysis Map Application and Website	\$315,944.19	\$78,986.05	—	\$394,930.24
Chicago Department of Transportation	CDOT Railroad-Related Support Services	\$400,000.00	—	\$100,000.00	\$500,000.00
Chicago Department of Transportation	CREATE Program Planning Support Services	\$400,000.00	—	\$100,000.00	\$500,000.00
City of Macomb	McDonough County Public Transportation Assessment of Services	\$176,000.00	—	\$44,000.00	\$220,000.00
City of Morris	City of Morris - SPR Trail and Parking Plan	\$176,000.00	\$44,000.00	—	\$220,000.00
City of Rock Island	Rock Island Port District Master Plan and Implementation Strategy	\$368,000.00	—	\$92,000.00	\$460,000.00

Scenario Based Financial Analysis

Five scenarios were analyzed for the establishment of port authority activity and to develop a recommendation in terms of the path forward. The largest impediment to moving forward is a lack of established funds for the port authority to invest in land, infrastructure, and development of the port. The scenarios looked at a variety of paths forward using initial investment from \$250,000 up to \$9,000,000. The analysis assumes that initial investment capital for the port must come from a grant or similar means, but these grants vary greatly by size and in certain cases may require matching funds. Therefore, it was important to identify ways that the port authority could move forward with less capital and a smaller footprint to establish themselves and lay the groundwork for larger grant awards. Grants that require an independent feasibility study can use the findings of this study depending on when in the future they are considered, and updated version of this study to fulfill the feasibility requirement. The five scenarios for this analysis are shown in Table 18.



Table 1: Financial Scenarios

Scenario	Description
1	Port Authority Becomes Capitalized and Builds a Marine Port
2	Foreign Trade Zone with Usage Driven Sites and in Partnership with Regional Economic Entities, such as the Airport
3	Port Authority Becomes Capitalized and Builds a Marine Port and Creates a Foreign Trade Zone, Including Usage Driven Sites
4	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Creates a Foreign Trade Zone, Including Usage Driven Sites
5	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Partners with a Third Party to Operate the Port

Scenarios 2, 3, and 4 include foreign trade zones (FTZ). The FTZ represents service the port can offer clients if it gains authorization from Customs and Border Protection. The FTZ is described below.

Foreign Trade Zone Description

Department of Commerce defines foreign-trade zones as designated sites licensed by the Foreign-Trade Zones (FTZ) Board (Commerce Secretary is Chairperson) at which special customs procedures may be used. These procedures allow domestic activity involving foreign items to take place prior to formal customs entry. Duty-free treatment is accorded items that are re-exported and duty payment is deferred on items sold in the U.S. market, thus offsetting customs advantages available to overseas producers who compete with producers located in the United States. Subzones/usage-driven sites are approved for a specific company/use. A site which has been granted zone status may not be used for zone activity until the site or a section thereof has been separately approved for FTZ activation by local U.S. Customs and Border Protection (CBP) officials, and the zone activity remains under the supervision of CBP. FTZ sites and facilities remain within the jurisdiction of local, state or federal governments or agencies.

Each of the five scenarios are accompanied by two pro forma budget statements. The first is the annual budget during the construction phase of the port and the second is the pro forma budget for the first ten years that the port is operating. During these initial ten years, port tenants are building their facilities on-site, which is expected to take an additional two years. An example of these statements for Scenario 3 is shown in Table 2 and Table 3.



Table 2: Scenario 3 Pro Forma Construction Period Budget

	Construction Years	
	Construction Y1	Construction Y2
Port Cash Available		
Beginning Port Capital	\$0	\$4,518,675
New Capital Raised	\$6,600,000	\$0
Cash Available for Port Investment and Operations	\$6,600,000	\$4,518,675
Capital Expenditures		
Land Acquisition	\$300,000	
Land Expansion Options	\$30,000	
Construction Crew Mobilization	\$25,000	\$25,000
Land Clearing	\$105,000	
Ten Acre Pad Construction	\$1,250,000	\$1,250,000
Waterside Dock Area		\$1,560,000
Storm Water Pollution Prevention Plan (SWPPP)	\$60,000	\$60,000
Perimeter Security		\$300,000
Port Warehouse for FTZ		\$500,000
Utilities, Engineering, Environmental Study	\$175,000	\$175,000
Riverside Mooring Improvements	\$25,000	\$25,000
Capital Expenditure Total	\$1,970,000	\$3,895,000
Annual Operating Costs		
Port Director	\$62,500	\$125,000
FTZ Clerical Support		
River Dredging	\$0	\$30,000
Legal Fees	\$7,200	\$7,380
Accounting Fees	\$7,200	\$7,380
Utilities (Portion Port is Responsible for)	\$12,000	\$12,300
Insurance	\$14,925	\$15,298
Repairs and Maintenance		
Land Expansion Option Renewal (ten years)		
Office and other Admin Expenses	\$7,500	\$15,000
Annual Operating Cost Total	\$111,325	\$212,358
Ending Cash	\$4,518,675	\$411,317

Source: Higby Barrett LLC



Table 3: Scenario 3 Pro Forma Operating Budget (Ten Years)

	Operating Years									
	1	2	3	4	5	6	7	8	9	10
Port Cash Available										
Beginning Port Capital	\$411,317	\$259,625	\$77,898	\$83,760	\$91,583	\$153,684	\$225,727	\$436,574	\$603,180	\$855,453
New Capital Raised	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Available for Port Investment and Operations	\$411,317	\$259,625	\$77,898	\$83,760	\$91,583	\$153,684	\$225,727	\$436,574	\$603,180	\$855,453
Revenue										
Tenants	0	0	1	1	1	1	2	2	2	2
Tenant Rent	\$59,700	\$59,700	\$59,700	\$59,700	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400
Tenant Volume Fees	\$0	\$0	\$135,000	\$135,000	\$135,000	\$135,000	\$270,000	\$270,000	\$270,000	\$270,000
Interest Earned on Prior Year Excess Cash	\$0	\$12,144	\$6,109	\$2,926	\$3,174	\$4,439	\$6,867	\$11,988	\$18,820	\$26,401
FTZ Users (Total)	1	1	2	2	2	3	3	3	4	4
FTZ Users (General Site)	0	0	1	1	1	1	1	1	2	2
FTZ Application Fees	\$25,000	\$0	\$25,000	\$0	\$0	\$25,000	\$0	\$0	\$25,000	\$0
FTZ Annual Fees	\$25,000	\$25,000	\$50,000	\$50,000	\$50,000	\$75,000	\$75,000	\$75,000	\$100,000	\$100,000
FTZ Volume Fees			\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$80,000	\$80,000
Total Revenue	\$109,700	\$84,700	\$309,700	\$284,700	\$344,400	\$394,400	\$504,400	\$504,400	\$594,400	\$569,400
Annual Operating Costs										
Port Director	\$128,125	\$131,328	\$134,611	\$137,977	\$141,426	\$144,962	\$148,586	\$152,300	\$156,108	\$160,011
FTZ Clerical Support	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
River Dredging	\$0	\$0	\$32,250	\$0	\$0	\$34,500	\$0	\$0	\$36,750	\$0
Legal Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Accounting Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Utilities (Portion Port is Responsible for)	\$12,608	\$12,923	\$13,246	\$13,577	\$13,916	\$14,264	\$14,621	\$14,986	\$15,361	\$15,745
Insurance	\$15,681	\$16,073	\$16,474	\$16,886	\$17,308	\$17,741	\$18,185	\$18,639	\$19,105	\$19,583
Repairs and Maintenance	\$29,850	\$30,596	\$31,361	\$32,145	\$32,949	\$33,773	\$34,617	\$35,482	\$36,369	\$37,279
Land Expansion Option Renewal (ten years)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,403	\$0	\$0
Office and other Admin Expenses	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Annual Operating Cost Total	\$261,392	\$266,427	\$303,838	\$276,877	\$282,299	\$322,357	\$293,553	\$337,794	\$342,127	\$311,511
Ending Cash	\$259,625	\$77,898	\$83,760	\$91,583	\$153,684	\$225,727	\$436,574	\$603,180	\$855,453	\$1,113,342
Working Capital (3 Months of Operating Expenses)										
Minimum Working Capital Reserve	\$65,348	\$66,607	\$75,959	\$69,219	\$70,575	\$80,589	\$73,388	\$84,449	\$85,532	\$77,878
Minimum Working Capital Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Annual Revenue less Annual Operating Expenses	\$151,692	\$181,727	\$5,862	\$7,823	\$62,101	\$72,043	\$210,847	\$166,606	\$252,273	\$257,889
Cumulative Operating Gain/(Loss)	\$475,375	\$657,102	\$651,240	\$643,417	\$581,316	\$509,273	\$298,426	\$131,820	\$120,453	\$378,342

Source: Higby Barrett LLC

A summary of the scenarios is shown in Table 29. The initial cash capital used in the analysis varies from as low as \$250,000 to as high as \$8.7 million. The larger port scenarios have the highest payback as the ports generate greater fees from throughput than from static rents.



Table 4: Scenario Summaries

Scenario	Description	Initial Capital	Initial Capital with Margin of Safety	Operating Year for Port Sustainability ¹	Year 10 Ending Cash Position ²
1	Port Authority Becomes Capitalized and Builds a Marine Port	\$6,200,000	\$7,130,000	7	\$542,733
2	Foreign Trade Zone with Usage Driven Sites and in Partnership with Regional Economic Entities, such as the Airport	\$250,000	\$287,500	9	\$166,670
3	Port Authority Becomes Capitalized and Builds a Marine Port and Creates a Foreign Trade Zone, Including Usage Driven Sites	\$6,600,000	\$7,590,000	3	\$1,113,342
4	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Creates a Foreign Trade Zone, Including Usage Driven Sites	\$8,700,000	\$10,005,000	3	\$1,879,737
5	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Partners with a Third Party to Operate the Port	\$7,600,000	\$8,740,000	3	\$2,378,381

1. Note that scenario 2 only has one "start up year" where as the other scenarios require two years before operations begin. This metric is counting the years after the start-up or construction period has ended

2. This cash position ignores the additional cash associated with the "Margin of Safety".

Source: Higby Barrett LLC

Economic Impact of a Marine Port

The economic contribution of a port's output is tied to the one-time benefits from construction of both the port itself and of the tenant facilities located at the port, as well as ongoing impacts from port operations and the tenants that utilize the port. These impacts include three different types of economic contributions. These contributions are explained below.

- **Direct Impacts:** the economic activity that occurs directly within the focus industries. This includes port operations as well as representative tenants that are used in this analysis.
- **Indirect Impacts:** the economic activity needed to support the port and the port users. This is everything from repairs and maintenance to the professional services that tenants require in their operations.
- **Induced Impacts:** the economic activity from the spending of labor income and profit. This model includes the increased income that is realized from the profit and labor income generated by having a public port in Jackson and Union Counties.
- **Total Impacts:** When an impact is referred to as a "total impact" it is referring to the summation of the direct, indirect, and induced impacts described above.

The ongoing operations ramp up during the initial years after the port is completed and after in year five begin to mature as each of the two tenants used in the analysis are up and running. The ongoing economic impacts from adding a port and attracting the two example tenants is shown for year five of operations or after the six-year construction phase. This slightly understates the impacts as some economic activity begins occurring prior to year five of port operations, but it shows the potential of what a fully utilized port, given the small footprint used in the scenarios, can produce in terms of economic contributions to the local area. The ongoing economic contributions utilize the same impact types as the one-time construction



impacts and with the same definitions but show what the economic impacts will be in year five of operations forward, assuming the output and throughput remain consistent.

Table 5: Average Annual Impact on Jackson and Union Counties from Port and Port Tenant Operations

Impact	Employment (Jobs)	Value Added (\$ Millions)	Output (\$ Millions)
Direct	71	\$36.4	\$794.4
Indirect	1,121	\$179.0	\$460.8
Induced	349	\$40.6	\$65.0
Total	1,541	\$256.0	\$1,320.2

Source: Higby Barrett LLC

Once the initial tenant operations are completed, the economic contribution they provide to Jackson and Union County is around \$1.3 billion per year. Jackson and Union counties had combined output of \$41 billion in 2024 so this would represent 3.2% growth in area revenues over 2024 levels.

The county taxes are separated to show the tax revenue to Jackson and Union counties, but it also shows the amount of revenue other counties in Illinois are expected to benefit. This is because the economic activity of the port has further reaching impacts than Jackson and Union counties alone. Total tax contributions generated by the port and its two fully operational tenants at the state is expected to be \$13.7 million in the combined Jackson and Union county region. A further \$17.9 million in taxes is expected at the county or sub county level elsewhere in Illinois and an additional \$33.6 million is supported at the state level.

Table 6: Average Annual Tax Generated in Illinois from the Port and Port Tenant Operations

Impact	Jackson and Union Counties	Other Illinois Counties	State Taxes (millions)	Federal	Total
Direct	\$3.8	\$1.2	\$4.8	\$5.2	\$15.0
Indirect	\$7.5	\$11.8	\$21.2	\$47.8	\$88.2
Induced	\$2.4	\$4.9	\$7.7	\$17.4	\$32.4
Total	\$13.7	\$17.9	\$33.6	\$70.4	\$135.6

Source: Higby Barrett LLC

The port needs to receive grant support to capitalize itself and break ground on a new site and facility. For this reason, it is important to show what tax revenue is being supported by port operations. The analysis assumes two tenants of average size, which is one contingency to the success of the project and the accuracy of the analysis, but this approach provides tax revenues that annually exceed the one-time cost of \$7 to \$10 million dollars in grant funds that are needed to consider building a port. The economic analysis also shows that the port will contribute to the regional economy and elsewhere in the state by providing additional demand for Illinois produced commodities and goods and from the value-added manufacturing that can occur by port tenants on site.

Direct level jobs may appear low, but that is normal for facilities such as ports and the tenants they host. The real job creation comes from the indirect activity that benefits from access to another transportation



node and the facilities the port hosts. Jobs are also created from the spending of labor income, profits, and taxes generated by the port complex.

Port Roadmap and Conclusions

A scenario-based roadmap is presented to illustrate the specific activities that must be accomplished. The activities are similar across scenarios, as many scenarios share aspects of the port development plan.

Figure 8: Port Development Roadmap

Scenario	1	2	3	4	5
Scenario Description	Port Authority Becomes Capitalized and Builds a Marine Port	Foreign Trade Zone with Usage Driven Sites and in Partnership with Regional Economic Entities, such as the Airport	Port Authority Becomes Capitalized and Builds a Marine Port and Creates a Foreign Trade Zone, Including Usage Driven Sites	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Creates a Foreign Trade Zone, Including Usage Driven Sites	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Partners with a Third Party to Operate the Port
Pre Planning		Gather the application materials needed to pursue a Foreign Trade Zone for the Jackson Union Counties Port Authority. Coordinate with Customs and Border Protection to understand and work toward mitigating eligibility hurdles as an FTZ Grantee. Develop a roadmap of items needed to move the FTZ forward. This includes client contracts, standard operating procedures, annual auditing processes, and documentation of FTZ management for the benefit of the board and CBP.			Collaborate with existing port operators to determine interest in operating the Jackson Union Marine Port.
Funds Acquired	Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port. Grant Writing	Grant Writing	Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port. Grant Writing	Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port. Grant Writing	Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port. Grant Writing
Planning	Grant Awarded Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates Staff Hiring	Grant Awarded Staff Hiring Establish FTZ Approved by CBP Recruit FTZ Clients	Grant Awarded Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates Staff Hiring Establish FTZ Approved by CBP Recruit FTZ Clients	Grant Awarded Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates Staff Hiring Establish FTZ Approved by CBP Recruit FTZ Clients	Grant Awarded Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates
Construction Phase	Construction Contracting Tenant Collaborations Transportation Connectivity Collaborations		Construction Contracting Tenant Collaborations Transportation Connectivity Collaborations	Construction Contracting Tenant Collaborations Transportation Connectivity Collaborations	Contracting with Third Party Port Operator Construction Contracting Tenant Collaborations Transportation Connectivity Collaborations
Future Planning	Two Years for the Port and Possibly Two More Years for the First Tenant Consider Renewal or Execution of Land Contract Options Consider Port Improvements		Two Years for the Port and Possibly Two More Years for the First Tenant Consider Renewal or Execution of Land Contract Options Consider Port Improvements	Two Years for the Port and Possibly Two More Years for the First Tenant Consider Renewal or Execution of Land Contract Options Consider Port Improvements	Two Years for the Port and Possibly Two More Years for the First Tenant Consider Renewal or Execution of Land Contract Options Consider Port Improvements



Higby Barrett recommends that the port simultaneously work on the pre-planning initiatives for each scenario and then choose the path of most interest or least resistance. Scenario 2 offers the lowest price of admission and has the benefit of getting a professional on staff on at least a part-time basis. This human resource can be of tremendous value as the port board works to expand Scenario 2 to Scenario 3 or 4 and combine the FTZ activity with a functioning marine port. Alternatively, the cost estimates to create a function port are in the \$7 million to \$10 million range and this is in line with past grants awarded in Illinois. If grants are awarded through the help from economic development groups such as Greater Egypt Regional Planning and Development Commission, then pursuing the marine port right away is a valid path forward. All scenarios are contingent upon certain aspects of the analysis being realized by the port board. These contingent requirements vary by scenario but include:

- Grant Award
- Approval by U.S. Army Corps of Engineers
- Approval by Customs and Border Protection for a foreign trade zone
- Successful Hire of a Motivated Port Director or Successful Contracting with an Experienced Port Operator
- Successful Land Acquisition and Land Option Contracts for Future Expansion
- Successful Negotiations with Bulk Transportation Carriers (Rail and Barge) to Service the Site
- Attracting Port Tenants that Meet or Surpass the Volume Goals in the Financial Analysis



Public Port Importance to Economic Development

The transportation and logistics industries are comprised of many components that must simultaneously compete and cooperate with each other to be successful. The reason is the transportation system is one system that is interconnected.

Public ports are engines for economic development, which require land, interconnectivity (multimodal), and support from business and government. A public port is more successful when it has access to rail, interstates, heavy haul corridors, waterways, and pipelines. Ports that have these service attributes and are geographically situated to support broader economic growth across the region are poised for operational success and long-term viability and sustainability.

The transportation industry is an extremely important component in economic development and job creation. A challenge ports face is the political reality that freight does not vote but people do. To that end, there is a tendency to view transportation projects within political boundaries versus maximizing the interconnectivity of the transportation system.

The primary goals of public ports are job creation and increasing the tax base, either directly or indirectly. Typically, moving freight is the key to a port's success, but it is primarily a tool for economic development. Development of land can be used by industries that may not use the inland waterway navigation system. Items that make a piece of land development-ready are transportation connectivity, electricity, sewage, heavy haul corridors, and legal designations, such as Foreign Trade Zone, Enterprise Zone, U.S. Customs Port of Entry. The more pathways that are provided to a client the better. While access to the inland waterways navigation system is an advantage, some public port tenants have other reasons to locate at a public port.

Transporting commodities by barge has many cost and service advantages, particularly for bulk products. For industries that are commodity dependent, such as fertilizer, steel, or grain, having access to the waterways is a considerable advantage.

An inland waterway-based port terminal allows the continuous flow of commerce between barges and other modes of transportation. Public port terminals provide many services and functions including bulk (homogenous product that flows), breakbulk (piece meal products, equipment, etc.), ro-ro (roll-on, roll-off), transloading, intermodal, warehousing, industrial development, etc. Private ports fill a function to maximize profits. For example, a high-volume liquid terminal can generate revenue from throughput and storage agreements but provide limited economic growth. Public ports want liquid business for revenue but would prefer it to be part of a larger industrial development. For example, a public port would want a biodiesel plant that wants the option to ship product by barge. The hope being the biodiesel plant combined with the public port having development ready land will attract a soybean crushing plant, which in turn will increase hog and poultry production that will attract an animal processing plant. The infrastructure will provide support to farmers and all the inputs that farmers purchase. This industrial cluster provides jobs and supports jobs in other industries. A private port would prefer a pipeline that generates high throughput volumes and revenue while not occupying much space.

Economic development tends to concentrate where available infrastructure already exists. A public port is a tool to attract infrastructure to be built with either public or private funding. Exploring public funding sources at the local, state and federal government levels is important.

Port Authorities oversee public ports in Illinois. Public ports function along two major areas, one as a landlord port where the port makes available land, berths and structures available as a lease to terminal



operators or companies wanting to move cargo through a port, or two as an operating port where they can be a landlord port and operate the terminals. Public ports often have tariff schedules available that detail costs and rates to use the port structures for cargo to flow into and through the facility. It is not uncommon for a port to be autonomous and still be part of a larger economic development group. The reason for this arrangement is that economic zones often cross different political jurisdictional boundaries.

Inland Waterways Navigation System

Inland Rivers Ports and Terminals describe the inland waterways navigation system as part of the U.S. marine transportation system. The maritime transportation system is comprised of 12,000 commercially navigable miles of inland and intra-coastal waterways and channels.

Inland Marine Highways, that is, the inland rivers, move commerce to and from 38 states throughout our nation's heartland; they serve as transport ramps to industrial and agricultural centers; and they facilitate imports and exports at gateway ports on the Coasts. Our nation's rivers deliver vital goods between major gateway ports, establish new trade networks with significant public benefits and create a foundation for future trade growth.

A multitude of ports and terminals service the inland waterways. The primary focus of our inland ports is to grow our economies by providing an access point for multi-modal and inter-modal transport via river, rail and road. An efficient intermodal freight network is vital to both domestic and international commerce of the U.S. and its contributions to the integrated freight network.

River Sections

The inland waterways navigation system comprises the navigable areas of the upper and lower Mississippi River, McClellan-Kerr Arkansas River, Ohio River Systems, Tennessee River, and Gulf Intracoastal Waterway. The Jackson Union Port potential location is located on the mid-Mississippi River.

On the lower Mississippi River, a typical tow configuration includes a 7,000 horsepower (HP) towboat with 40 barges, which is impacted by water conditions and the density of the commodities. On mid-Mississippi River (St. Louis to Cairo), a typical tow uses a 4,000 to 6,000 HP towboat with 24 barges. A major function of the mid-Mississippi River is barge fleetings to adjust the tow configuration from 40 barges to 24 barges. For barges continuing to the Ohio, Upper Mississippi and Illinois Rivers, the tows are reconfigured into tows of 2,400 HP towboats with 12 to 15 barges. During the winter, the upper Mississippi River near Keokuk, IA is closed to commercial traffic. The U.S. Coast Guard limits tow configurations to 6 barges on the Gulf Intracoastal Waterway. An 1,800 HP towboat will be required east of Houston for tow configurations of 4 to 6 barges.

Commercial navigation along the river system and its geographical characteristics of high and low elevation, is made possible by locks and dams. The U.S. Army Corps of Engineers currently operates and maintains 239 chambers at 193 lock sites. The Army Corps of Engineers are under a mandate to maintain at least a nine-foot draft on the main navigation channels. Because the mid-Mississippi River is wider and larger than the upper Mississippi River, the draft is typically much deeper, which allows barges on the mid-Mississippi River to load heavier. The cost per ton is lowered with each additional ton loaded. This is a significant advantage for the Jackson Union Port.



Figure 9: Inland Waterways Navigation System River Sections



Source: Army Corps, Eric Jessup

Dredging is typically required to maintain waterway channel depth in areas where silt/sand build up and is increasingly a major concern for accessing port properties. Many ideas are being floated to fund public



ports dredging, but the federal and state governments are reluctant to spend funds on ports. The desire is to push funding for port dredging down to the local level and/or port level. Local governments are having to contend with possible plant closures or a tremendous increase in truck traffic and associated costs. This is a problem for ports with small volumes.

The upper Mississippi River, Ohio River, Illinois River, Tennessee River and Arkansas River are subject to lock closures. The locks and dams are owned and operated by the Army Corps of Engineers. Almost all the locks and dams exceed 50-year maintenance life. For ports highly dependent on the locks and dams operating, the lack of maintenance is a real problem and makes it imperative that ports have access to other modes of transportation.

Weather and seasonal factors include high winds along the Texas Coast that impact navigation and the horsepower required for the tow configurations, winter closures on upper Mississippi River, spring floods, summer and winter droughts, spring and fall fog along lower Mississippi River and Gulf Intracoastal Waterway, and hurricanes and tropical storms. The operational challenges of the river increase the importance of having access to other modes of transportation.

The location of the Jackson Union Port is an advantage over ports upriver of a lock and dam. Operations at the Jackson Union Port would not be directly impacted by a lock and a dam failure, and because the mid-Mississippi River has more breadth and depth than upper Mississippi River, the Jackson Union Port has a lower impact from high and low water events. Because the Jackson Union Port is located below the locks and dams, the risk of lock and dam closures is eliminated for southbound traffic. Also, when the upper reaches of the inland waterways navigation system closes, barge backup on the mid-Mississippi river, which creates fleeting and storage revenue opportunities. Additionally, the geographic position of the Jackson Union Port minimizes the threat of ice concerns and limits any impact of hurricanes.

Port Revenue Services

Some ports provide multiple services that help the clients and generate revenue. The advantage of the port providing the service itself is the ability to offer better service to complete an agreement with a potential client.

It should be noted that tax revenues from port activities flow to the county and state. For example, a soybean crushing plant that owns the land would have to pay property taxes, corporate taxes and the employees would have to pay taxes. Often taxes are employed for infrastructure projects that help the community and port.

1. Development-Ready Land

A base rent of eight percent to 10 percent of the fair market value of the land and facilities leased. Often an endeavor with many jobs receives a better deal.

2. Terminal Operator

Some ports own their own terminal operating company. Like any other terminal operating company, the port charges for stevedoring services. The disadvantage of this arrangement is the port is competing directly with its customers, which creates a politically sensitive situation. The advantage is the public port's ability to handle smaller volumes for a client that provides significant employment.



3. Barge Services

Provide a barge cleaning service. Provide an area for cover storage. Provide minor maintenance for the barges. The disadvantage of this arrangement is the port is competing directly with its customers, which creates a politically sensitive situation.

4. Port Rail Operations

Several ports indicate rail is the most important source of revenue. Besides allowing rail service to be more flexible in meeting the terminal operator's needs, it is another source of revenue to be negotiated with tenants. Tenants like not having to negotiate with the Class I railroads. Operating a shortline railroad is difficult but viewed as worth the effort. Reportedly requires two full-time maintenance workers, two summertime workers, three pick-up trucks, one high rail and one maintenance shed.

5. Trucking or Draying Services

A small fleet of trucks to handle port to warehouse moves. For the Jackson Union Port, the lack of a large quantity of trucks in the surrounding area makes this service essential.

6. Maintenance Crews

Like trucking or draying services, the Jackson Union Port would need a port maintenance crew.

7. Fleeting Services

Fleeting companies charge \$150 to \$200 per barge to enter a tow and another \$150 to \$200 to exit a tow. To shift a barge from the tow to dock to get loaded and put back into the tow is \$250 to \$350 per hour. The average charge for barge storage is between \$35 and \$60 per day on the mid-Mississippi River. Jackson Union Port would receive a lower amount because it is further away from the locks and dams.

Lease Structure

The lease structure should be designed to encourage tenants to act in the best interest of the port. For this to occur, the port and tenant need to have similar goals. For example, riverfront property ideally will be used to load products on and off the river. Furthermore, a terminal operator's revenue is tied to volume moved. A tenant is more willing to pay a higher rate if the lessor shares the risk. For a public port, the concept of variable revenue is unpopular. The most popular lease is lump sum up front payment. Although this works well for public accounting, it results in underperforming assets at the port, which limits public value in terms of jobs and opportunity cost because no money is saved for large dollar maintenance projects that are common at a port. A common temptation is to use the port for short term economic growth without a plan for long-term maintenance.

Many ports base lease rates on eight percent to 10 percent of the fair market value of the land and facilities leased were charged. An engineering concept is a maintenance fee that covers the cost of ensuring the asset remains viable. For a port, the funds are used to maintain the port, such as mowing banks, killing weeds and spot dredging. The fund also covers cost related to road and bridge construction that results from heavy equipment and trucks. Another major expense is updating the port to modern standards, such as a rail loop track for shuttle loading. Preparing and implementing a long-term maintenance fund allows the port to predict and budget for future maintenance expenses for the property. Another advantage is the port can ensure the lessees play a role in identifying needed projects to improve the port. Together the port and lessees can plot a course forward.



Environmental, Safety and Public Funding Benefits of Barge versus Truck

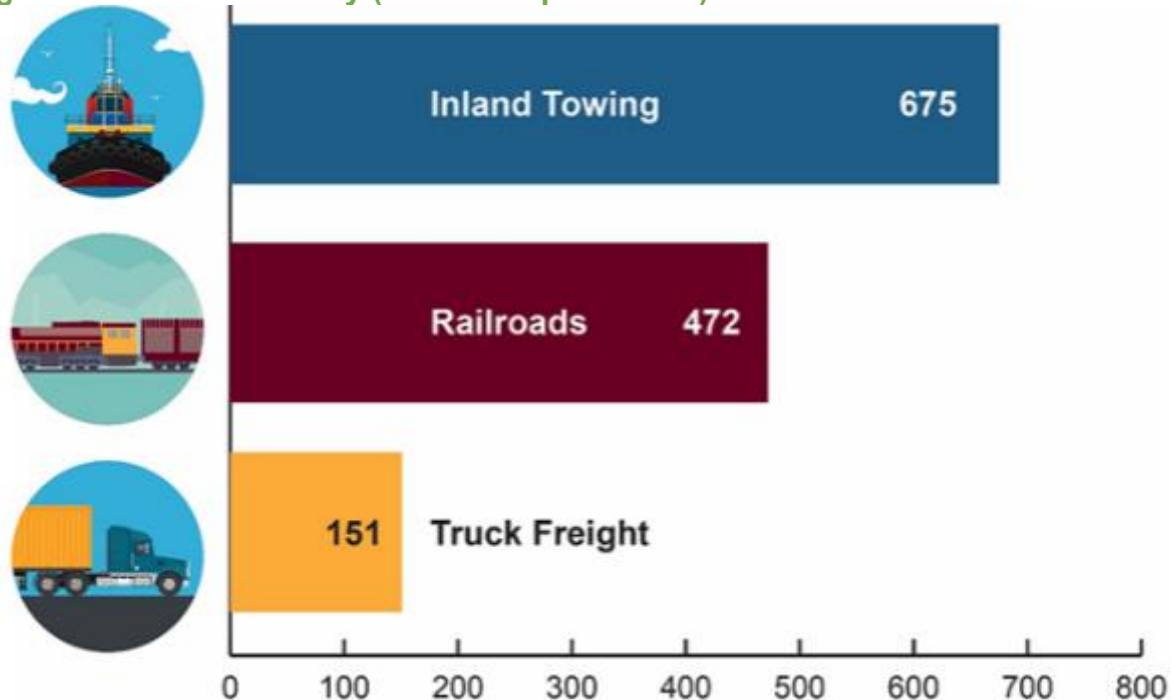
Transportation infrastructure projects reduce congestion and improve efficiency, which improves economic returns, reduces traffic related deaths, limits environmental impacts and reduces government expenditures. Often when promoting transportation infrastructure projects, the primary focus is on the positive economic impact while many of the other benefits receive much less attention. Transportation projects that involve roadways and waterways depend on public funding. The health of the environment continues to be a very important issue, which means educating the public about environmental advantages of transportation projects are also very important.

Emissions

Road projects are often funded because drivers demand the roads are repaired. For rail and barge, the lack of public interaction results in a lower level of concern. One way to build support for rail and barge transportation projects is to demonstrate how transporting freight by these modes has lower emissions than truck.

The driving force behind the lower emissions is the increased fuel efficiency on a ton-mile basis (tons times miles) of barge versus rail and truck. The ability to transport cargo without burning as much fuel results in lower emissions.

Figure 10: Fuel Efficiency (Ton-Miles per Gallon)



Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University

Although all transportation modes will have an impact on the environment, it should be noted that floating cargo on a barge has a lower impact than operating a truck as demonstrated by A Modal Comparison of Domestic Freight Transportation Effects on the General Public: 2001–2019 (January 2022), that was conducted by the Texas Transportation Institute's Center for Port and Waterways at Texas A&M University.



The table below demonstrates how emissions per gram traveled one ton-mile vary by transportation mode. If freight can be transported by rail and barge versus truck, emissions will be lower.

Table 7: Emissions by Transportation Mode (Grams per Ton-Mile)

Mode	Hydrocarbon and Volatile Organic Compounds	Carbon Monoxide	Nitrogen Oxide	Carbon Dioxide	Total
Inland Towing	0.01	0.04	0.15	15.08	15.28
Railroad	0.01	0.06	0.22	21.57	21.85
Truck	0.02	0.19	0.45	140.70	141.36

Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University

Due to the size of the U.S. transportation freight market, freight movements are often quoted in million ton-miles or billion ton-miles. To transform the data from grams per ton-mile to tons per million ton-miles, it was assumed 907,185 grams per ton times one million.

Table 8: Emissions by Transportation Mode (Short Ton per Million Ton-Miles)

Mode	Hydrocarbon and Volatile Organic Compounds	Carbon Monoxide	Nitrogen Oxide	Carbon Dioxide	Total
Inland Towing	0.01	0.04	0.17	16.62	16.84
Railroad	0.01	0.06	0.24	23.77	24.09
Truck	0.02	0.21	0.49	155.10	155.83

Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University

The Port of Jackson Union is expected to handle between 250 thousand short tons to one million short tons annually. If fertilizer trucked 500 miles to Jackson and Union counties, 250 thousand tons times 500 will equal 125 million short ton-miles. Likewise, a volume of one million short tons will equal 500 million short ton-miles. Shifting 250 thousand short tons from truck to barge would reduce emissions by over 17 thousand short tons and one million short tons would reduce emissions by 69 thousand short tons. For comparison, the Illinois Waterways handles 7.5 to 8 billion short ton-miles.

Table 9: Port of Greater Egypt Emissions Impact (125 Million Short-Ton-Miles)

Mode	Hydrocarbon and Volatile Organic Compounds	Carbon Monoxide	Nitrogen Oxide	Carbon Dioxide	Total
Inland Towing	0.80	5.43	21.03	2,078.06	2,105.32
Truck	3.05	26.15	61.83	19,387.21	19,478.23
Difference	2.25	20.72	40.80	17,309.15	17,372.92

Source: Texas Transportation Institute's Center for Port, Army Corps of Engineers and Waterways and Higby Barrett LLC

Table 10: Port of Greater Egypt Emissions Impact (500 Million Short-Ton-Miles)

Mode	Hydrocarbon and Volatile Organic Compounds	Carbon Monoxide	Nitrogen Oxide	Carbon Dioxide	Total
Inland Towing	3.20	21.72	84.11	8,312.25	8,421.27
Truck	12.18	104.61	247.30	77,548.85	77,912.94
Difference	8.98	82.89	163.20	69,236.59	69,491.67

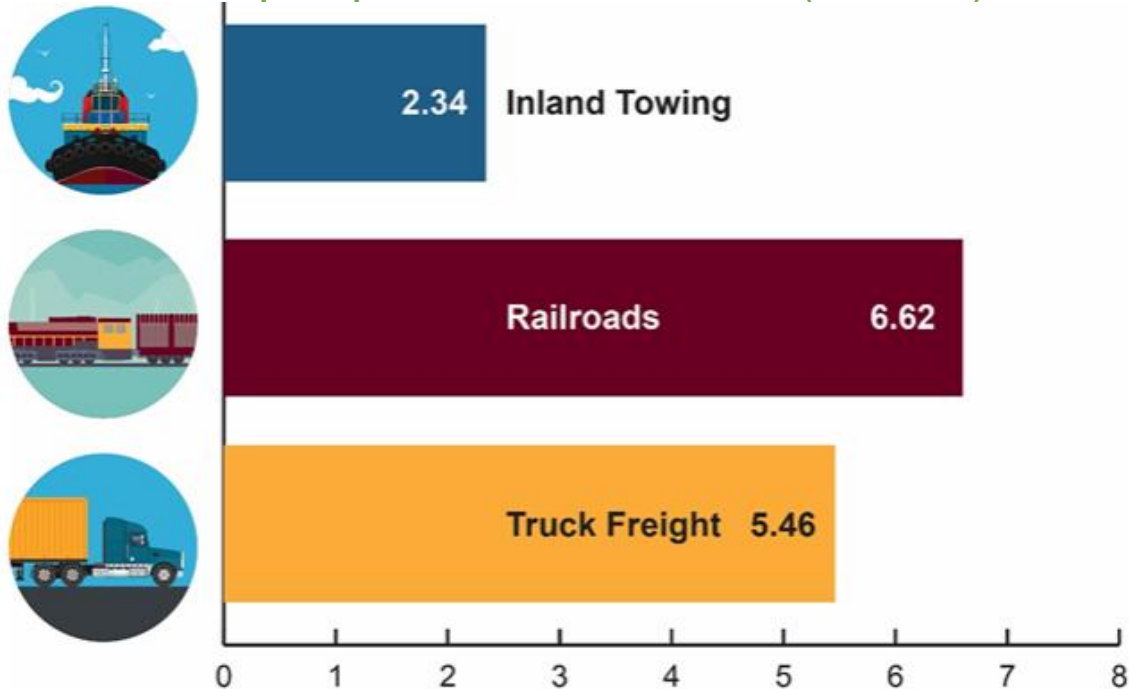
Source: Texas Transportation Institute's Center for Port, Army Corps of Engineers and Waterways and Higby Barrett LLC



Spills

The data on liquid spills is questionable, especially for small spills. The belief is data on larger spills is more accurate because the cleanup is more involved and harder to hide. Data covering hazmat spills suggests that barge is the safest mode to avoid spills. Because trucks have the largest number of small spills, truck spill rate is understated.

Figure 11: Gallons Spilled per Million Hazmat Ton-Miles (2001–2019)



Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University

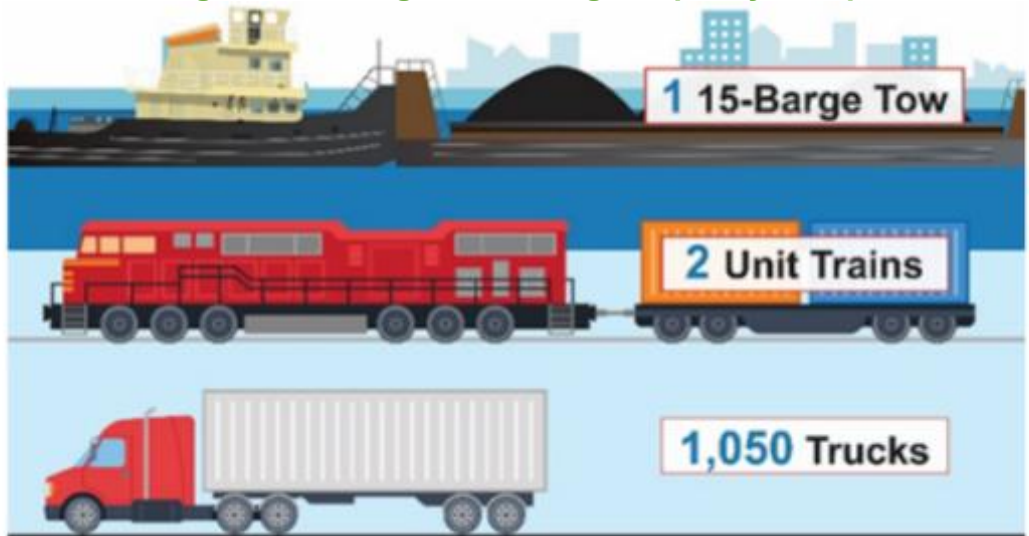
Safety

Generally, the public has a vested interest in identifying and improving unsafe road conditions. Politicians realize that people get angry when their vehicle hits a pothole and fixing the roads becomes a priority. Obviously, having functioning roadway transportation system is very important for freight transport. Typically, the “last mile” is delivered by a truck.

For rail and barge, the public's lack of interaction results in a lower level of concern despite a very positive safety impact. For example, one barge tow of 15 barges transporting 1,750 short tons per barge is equal to 1,050 semi tractor-trailers or Class 8 trucks each transporting 25 short tons.



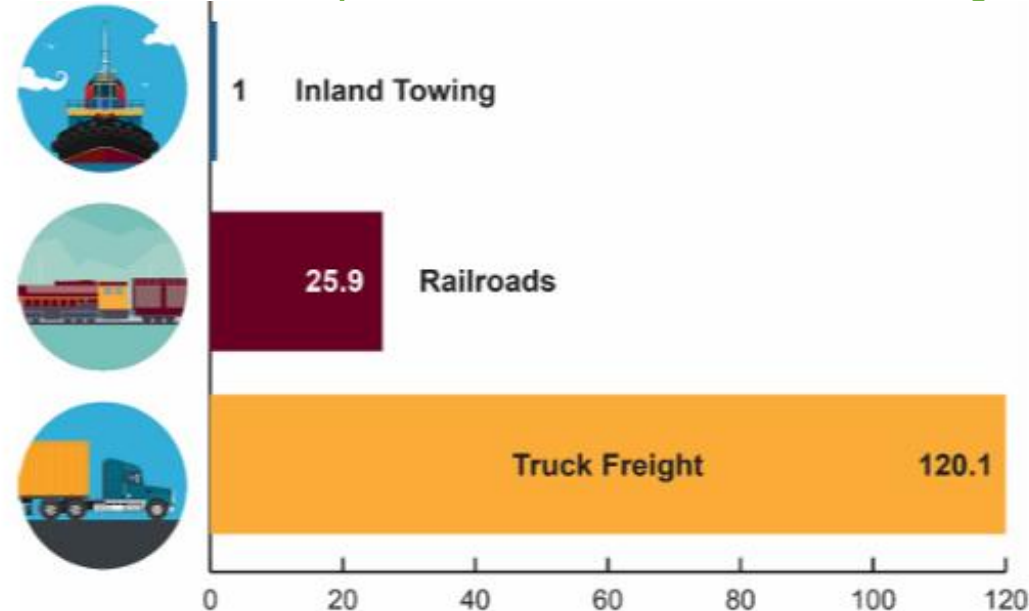
Figure 12: A 15-Barge Tow Configuration Cargo Capacity Comparison



Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University

Transferring the tonnage to the waterways reduces road congestion and lowers the risk of wrecks. In addition, the wear and tear on the roads is greatly reduced, which stretches the pothole fixing budget. Although all transportation modes will unfortunately have fatalities, it should be noted that the barge safety rate is better than other transportation modes that interact with passenger traffic as demonstrated by A Modal Comparison of Domestic Freight Transportation Effects on the General Public: 2001–2019 (January 2022), that was conducted by the Texas Transportation Institute's Center for Port and Waterways at Texas A&M University. The table below demonstrates how fatalities vary by transportation mode.

Figure 13: Ratio of Fatalities per Billion Ton-Miles versus Inland Towing



Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University



The ratio per waterway fatality is each mode's rate per million ton-miles divided by the inland waterway rate per million ton-miles. It should be noted that truck fatality rates are increasing due to passenger vehicle drivers texting. Still, lower traffic congestion lowers fatalities.

Table 11: Fatality Statistics by Mode (Short Ton per Million Ton-Miles)

Mode	Rate of Fatalities	Ratio per Waterway Fatality
Inland Towing	0.000019	1
Railroad	0.000479	26
Truck	0.002221	120

Source: Texas Transportation Institute's Center for Port and Waterways at Texas A&M University

The Port of Jackson Union is expected to handle between 250 thousand short tons to one million short tons annually. If fertilizer trucked 500 miles to Jackson and Union counties, 250 thousand tons times 500 will equal 125 million short ton-miles. Likewise, a volume of one million short tons will equal 500 million short ton-miles. Shifting 250 thousand short tons from truck to barge would reduce fatalities by one person every three years and one million short tons would reduce fatalities by one person annually.

Table 12: Port of Greater Egypt Fatality Impact (125 Million Short-Ton-Miles)

Mode	Rate of Fatalities	Toal Fatalities
Inland Towing	0.0000185	0.0
Truck	0.0022212	0.3
Difference	0.0022027	0.3

Source: Texas Transportation Institute's Center for Port, Army Corps of Engineers and Waterways and Higby Barrett LLC

Table 13: Port of Greater Egypt Fatality Impact (500 Million Short-Ton-Miles)

Mode	Rate of Fatalities	Toal Fatalities
Inland Towing	0.0000185	0.0
Truck	0.0022212	1.1
Difference	0.0022027	1.1

Source: Texas Transportation Institute's Center for Port, Army Corps of Engineers and Waterways and Higby Barrett LLC

Road Damage and Cost Reduction

Most of the damage to roads is the result of heavier per axle loads combined with changing weather temperatures. The freight transported by barge tends to be extremely heavy loads. The truck loads diverted from the roads weigh out versus cube out. By law, fully loaded trucks can only weight 80,000 pounds. Approximately 80 percent of trucks cube out or fill up before reaching the weight limit and do less damage to the roads than heavier trucks, especially overweight trucks.

As citizens in Minneapolis discovered after closing Upper Saint Anthony Falls Dam for navigation, having unnoticed barge coal tonnage diverted to fully loaded coal laden trucks traversing downtown Minneapolis was inconvenient. The result was massive traffic congestion and degraded roads.



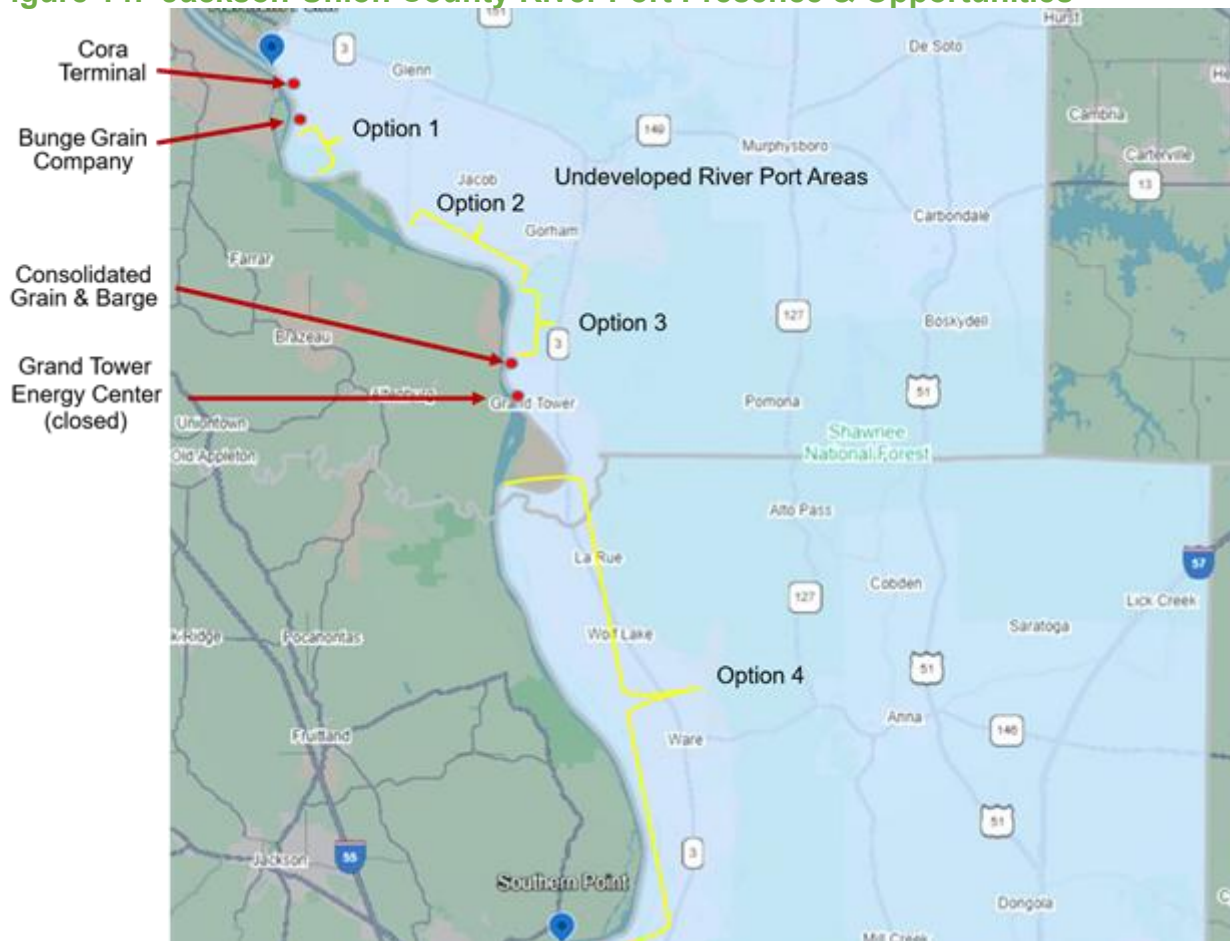
For many facilities that require large quantities of heavy inputs or feedstocks, the facility must be located near an interstate and preferably a heavy haul corridor (a road designed to handle heavy loads). A port can allow a county that does not readily have access to an interstate the ability to support facilities that require heavy inputs or feedstocks.



Jackson-Union County River Port Site Analysis & Evaluation

The combined counties of Jackson and Union comprise 43 miles of Mississippi river frontage along the western edge of Southern Illinois, as illustrated in Figure 1. There are currently three river loading facilities, including the Cora Marine Coal Terminal, Bunge Grain and the Consolidated Grain & Barge facility. The Grand Tower Energy Center is currently non-operational (closed) and being dismantled but is situated on the river and could offer a variety of opportunities. The evaluation of potential public port opportunities will first focus on these existing facilities and river front properties, given that they already possess some developed infrastructure, river access, utilities and equipment. The description of each will begin with the northernmost facility and progress southward.

Figure 14: Jackson-Union County River Port Presence & Opportunities



Source: Higby Barrett LLC



Existing Jackson-Union River Loading Terminals

Cora Marine Terminal

The Cora Marine Terminal is in northwestern Jackson County, along the Mississippi river and has been utilized for rail to barge coal shipments. It is currently owned by Cora Terminal, LLC and managed through a joint venture between Watco and SCH Services, LLC. It sits on 566 acres and can handle four, 150 car unit trains at any time, with a double-loop track that allows for two loaded and two empty trains (Figure 2). This facility is adjacent to the Class I rail provider, Union Pacific and therefore has direct origination capacity from those western coal fields served by Union Pacific, including the Powder River Basin, Unita Basin and even Illinois basin coal fields. This allows for river access to primarily export markets, but also domestic utilization through the Ohio and Tennessee river systems. The facility is designed for maximum bulk transport and handling efficiency and represents significant opportunity, not only for coal but other commodities and development businesses given three aligning attributes that are very difficult and expensive to replicate: 1) situated on the river with existing and expansive loading/unloading infrastructure, 2) possesses a double loop rail track served by Class I rail and 3) highway accessible (Hwy 3) and closest to a bridge to the west side of the river. These transportation assets allow for efficiencies that translates into other bulk moves and therefore ideal for development of commodities such as fertilizer, fuels (ethanol), grain, aggregates and other tangential processing such as refining, ethanol and soybean crush plants. According to the WATCO website, this facility is also available for lease.

Figure 15: Cora Marine Terminal



Source: Higby Barrett LLC



Figure 16: Cora Marine Terminal



Source: Higby Barrett LLC

Bunge Grain Facility

Just one river mile south of the Cora Marine terminal is the Bunge Grain facility that is located on the river, with barge loading capabilities and road access via Smokey Rd from the east and the Little Levee Rd from the north and south along the river. The closest highway is Hwy 3, which is 3 miles to the east and while the facility is relatively close to the Union Pacific rail line (2 miles), it does not possess rail access. This facility primarily sources grain within relatively close proximity, all delivered by truck. Development potential of this location would rank slightly below the Cora Marine Terminal, primarily due to lacking rail access and the infrastructure investment required to access the Union Pacific. Having rail access would vastly expand the grain draw region, significantly increase the scale of operations, and drastically improve pricing options for Bunge and producers utilizing the service. The Cora Marine Terminal does not currently have grain handling facilities, but it does have ample space to develop them, and the capital investment required to build the grain handling facilities would likely be less than purchasing land and building the loop rail track to connect the Bunge facility to the Union Pacific. It may also be easier to identify grain merchants seeking river access below the lock/dam system, south of St. Louis, MO for improved sourcing alternatives for accessing both domestic and export grain markets. The presence of an additional grain facility at Cora Marine Terminal would increase local grain producer's options and competitive pricing.



Figure 17: Bunge Grain River Port



Source: Higby Barrett LLC

Consolidated Grain and Barge

The second grain river port, operated by Consolidated Grain and Barge (Figure 4), is 14 miles south of the Bunge facility, near Fountain Bluff. The parent company of GGB is the Japanese corporation ZEN-NOH which has a sizeable U.S. grain origination capacity. Like the Bunge facility, it also is only accessible by truck (2 miles off of HWY 3) and therefore sources grain locally. The Union Pacific rail line is 3 miles to the east but would require sizeable investment to access the river port, particularly since it would need to cross the IL-3 highway and a natural gas pipeline. These are not insurmountable investments but certainly would require significant regulatory (permitting) approval, time and financial outlay. Without rail access, the CGB facility is limited in terms of how it can be utilized for other bulk or processing opportunities, essentially geographically constrained to about its current scale of handling grain volume from within proximity of the terminal by truck and east of the Mississippi River. The closest bridge accessing the west side of the Mississippi River is either south to Cape Girardeau, IL or north to Chester, IL. Those are distances that likely make truck delivery to this facility from the west side of the river not feasible. This CGB facility does border the Grand Tower Energy property, just to the south and the ZEN-NOH corporation also owns the river front property extending 2 river miles north of the CGB facility.



Figure 18: Consolidated Grain & Barge, Fountain Bluff River Port



Source: Higby Barrett LLC

Grand Tower Energy

The Grand Tower Energy center is just south of the CGB grain facility and sits on 300 acres of land just north of Grand Tower, IL and is owned by the Grand Tower Energy Center, LLC, parent company Rockland Capital. The electricity generation facility originally (1951) had coal and oil-fired boilers and turbines and had the ability to receive coal by barge and sold electricity to the Midcontinent Independent System Operator system. In 2001 the facility converted to natural gas (478 megawatt) combined cycle electrical plant and continued operations until December 2020. The plant originally closed due to significant mechanical failures but did present some environmental challenges and risks from the closed/capped ash basin that was a product of the earlier coal burning operations. The facility is currently being dismantled. The last quarterly groundwater monitoring report completed in the second quarter of 2022 identified arsenic, boron and sulfate from groundwater samples surrounding the location.

This location does offer some opportunities for industrial development, primarily due to being situated on the river and having access to the natural gas pipeline. Gaining access to Class I rail would further enhance its marketability, but any type of manufacturing requiring bulk inbound/outbound shipment and large energy



(power) needs would be well served at the Grand Tower Energy Center. The demand for electricity is expected to increase substantially over the next 25 years, particularly those powering data centers.

Figure 19: Grand Tower Energy Center



Source: Higby Barrett LLC



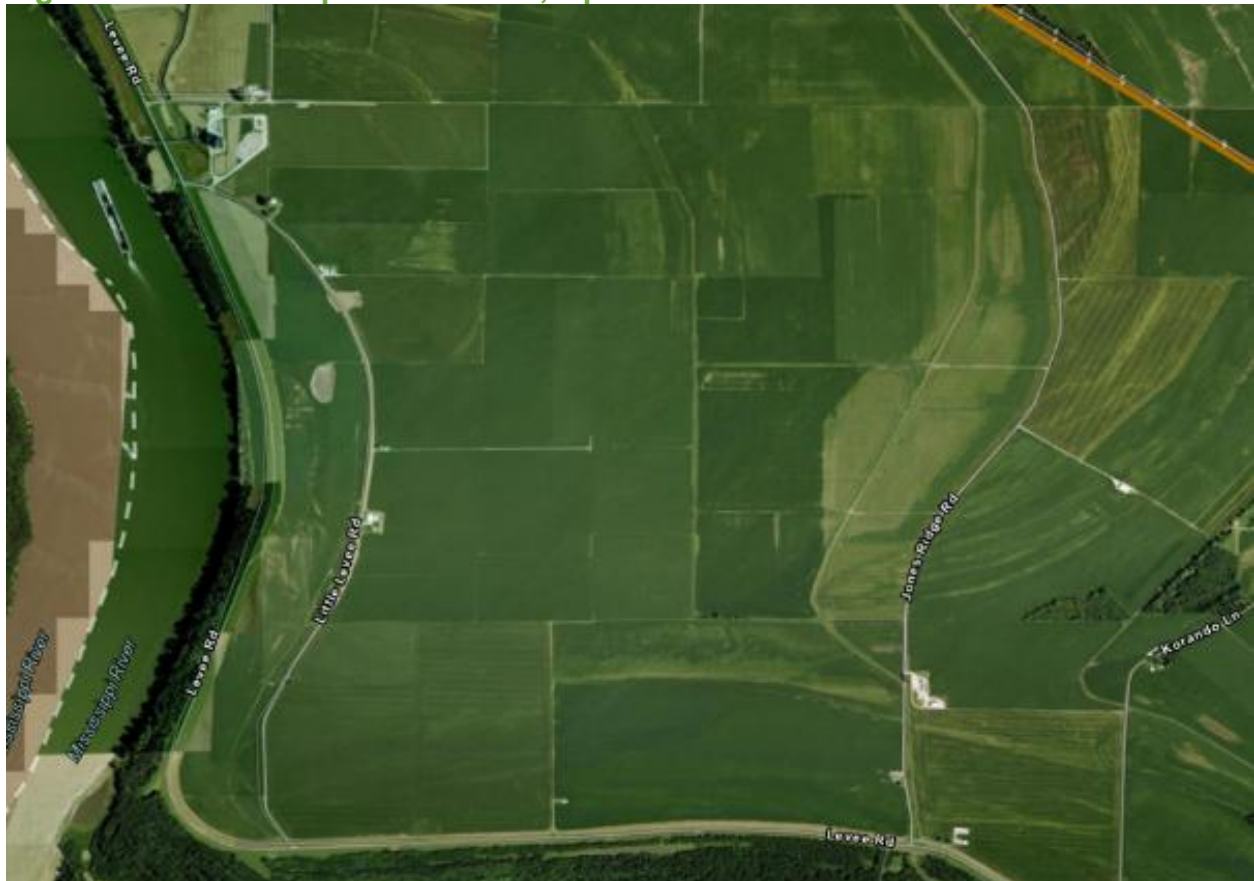
Undeveloped River Port Opportunities

The four general areas for locating and developing a river port are identified in Figure 14, Options 1 through 4, moving from the north to the south along the Mississippi River, but best to worst. The attractive attributes that each of the undeveloped sites possess is also generally highest at the northernmost location, primarily due to proximity to highway/rail, availability of land and lower regulatory hurdles.

Option 1

The location identified as Option 1 (Figure 20) is situated just south of the Bunge Grain loading terminal and represents 1.7 miles of river frontage that is currently privately owned, primarily by local farmers. At the southernmost point of this 1.7 miles is the beginning of the Middle Mississippi River National Wildlife Refuge, where the Levee Rd. bends east and development below this point would face substantial challenges. The development of a port along this river front would depend on the type of facility developed. A grain facility would face competition challenges with the other two existing grain companies for sourcing grain, as would an ethanol or soybean crush plant. And without rail access, achieving economies of scale would be difficult. While Option 1 would rank highest amongst the undeveloped options, it would still be less attractive than the Cora Marine Terminal, given the already developed infrastructure there and bulk transportation efficiencies achievable at that location.

Figure 20: Undeveloped River Port, Option 1



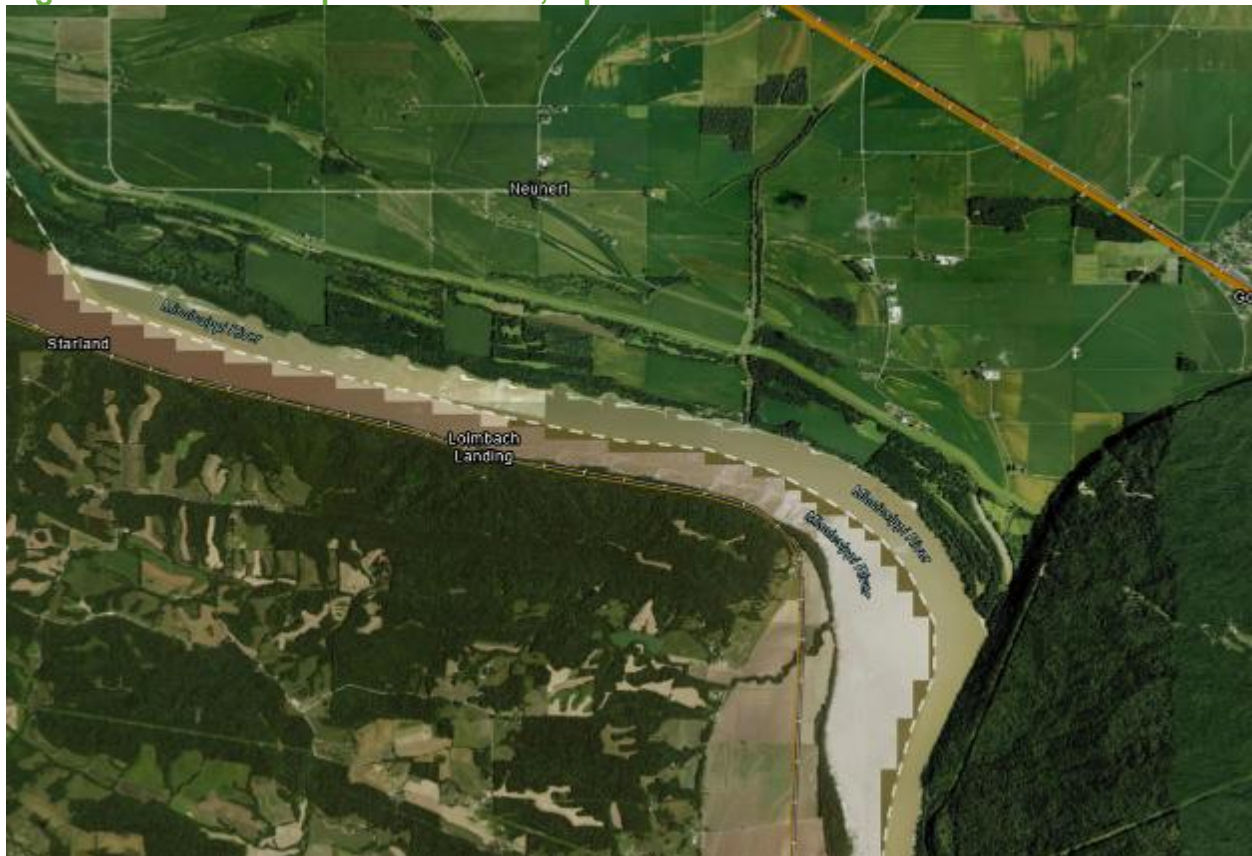
Source: Higby Barrett LLC



Option 2

Moving further south along the Mississippi River, Option 2 is just below the Middle Mississippi River Wildlife Refuge, extending for 5 miles along the Mississippi River, as illustrated in Figure 7. This stretch of undeveloped land is predominantly inaccessible by road with Levee Rd running parallel to the river, but $\frac{1}{2}$ mile off the river. The U.S. Army Corps of Engineers has established a long series of notched dikes along the Illinois side of the river, typically used on the outer bend of the river to maintain the navigation channel, manage sediment distribution and stabilize bank erosion. Obtaining approval from the USACE to build along this stretch of river could be challenging. Also, much of this stretch of land is a long distance from the Union Pacific line, but that distance gets smaller the further south along the river nearer to Gorham, IL. Thus, while developing a port in Option 2 would present significant challenges, the least challenging would be at the most southern portion of the river, just before the river bends south. At that location, the Union Pacific line is only 2 miles from the river (as opposed to over 3 miles away from the river at the northernmost point) and fewer disturbances of the existing notched dikes along the riverbank. Each of these undeveloped options will require sizeable investments in road, rail and dock infrastructure.

Figure 21: Undeveloped River Port, Option 2



Source: Higby Barrett LLC

Option 3

The Option 3 area extends 1.5 miles south after the river bends southward near Gorham, IL. There are no notched dikes along this stretch of river, but highway (2 miles) and rail (2.5 miles) are a long distance from



the river. The river frontage for this entire stretch of river, extending to the CGB grain terminal, is owned by ZEN-NOH. Thus, development would require either a partnership or purchasing the land from an entity that already has a grain loading port with the CGB facility. Additionally, the land between IL-3 and the river is U.S. Forest service land, which would create obstacles for building road/rail infrastructure to access the river.

Figure 22: Undeveloped River Port, Option 3



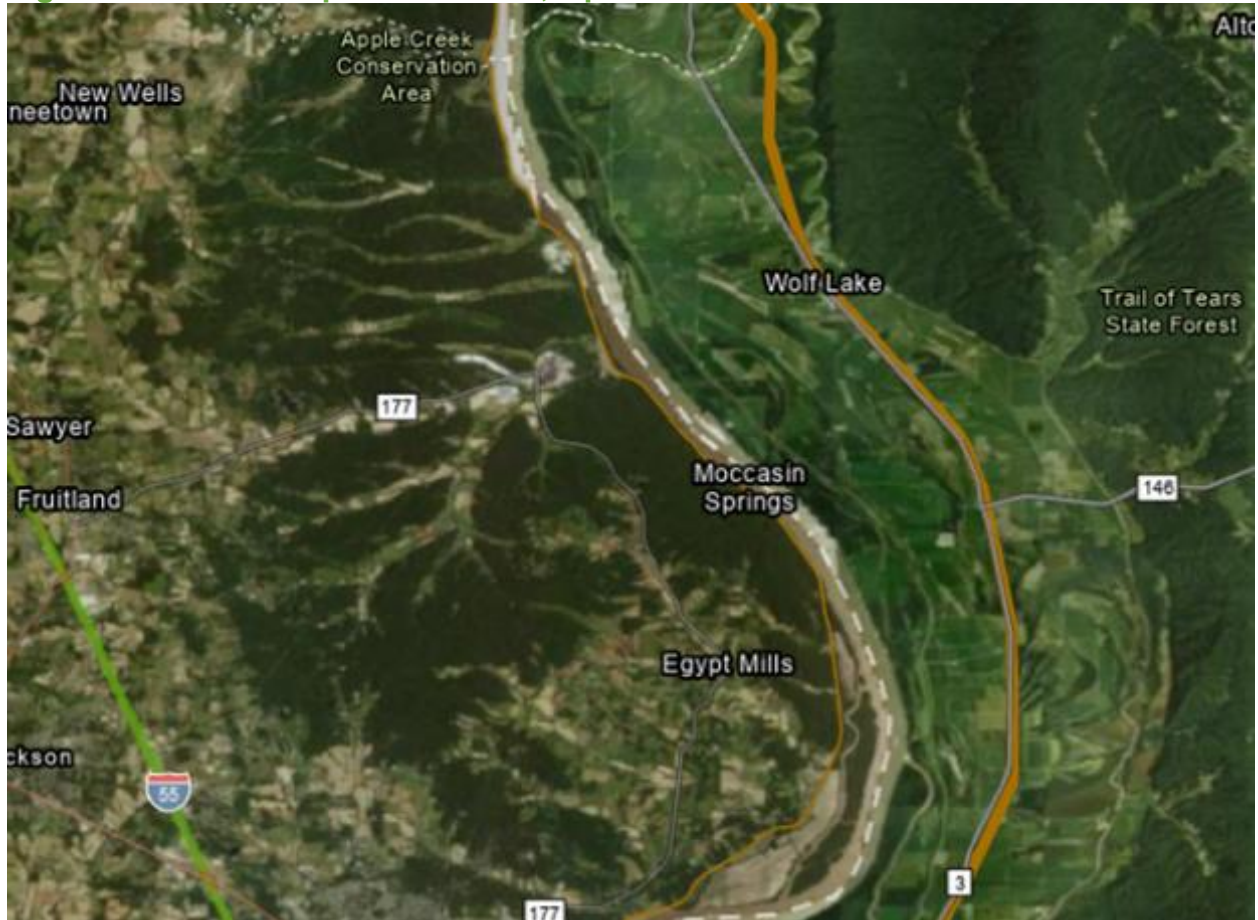
Source: Higby Barrett LLC

Option 4

The Option 4 area for developing a river port facility extends for about 22 river miles below the Tower Island Chute and the mouth of the Big Muddy River to the southwestern edge of Union County. There currently are no river port facilities in this stretch of river, which speaks to the hurdles of developing one, given the terrain between the river and highways (IL-3) and/or rail lines (Union Pacific). At the southern portion of this Option (between Union Point, IL and the Union County southern border) the area just east of the Mississippi River is wet/marshland with sloughs and likely labeled wetland habitat or present substantial construction/design hurdles to access the river, particularly over Picayune Chute. Amongst the undeveloped options, Option 4 would present the greatest hurdles to overcome.



Figure 23: Undeveloped River Port, Option 4



Source: Higby Barrett LLC



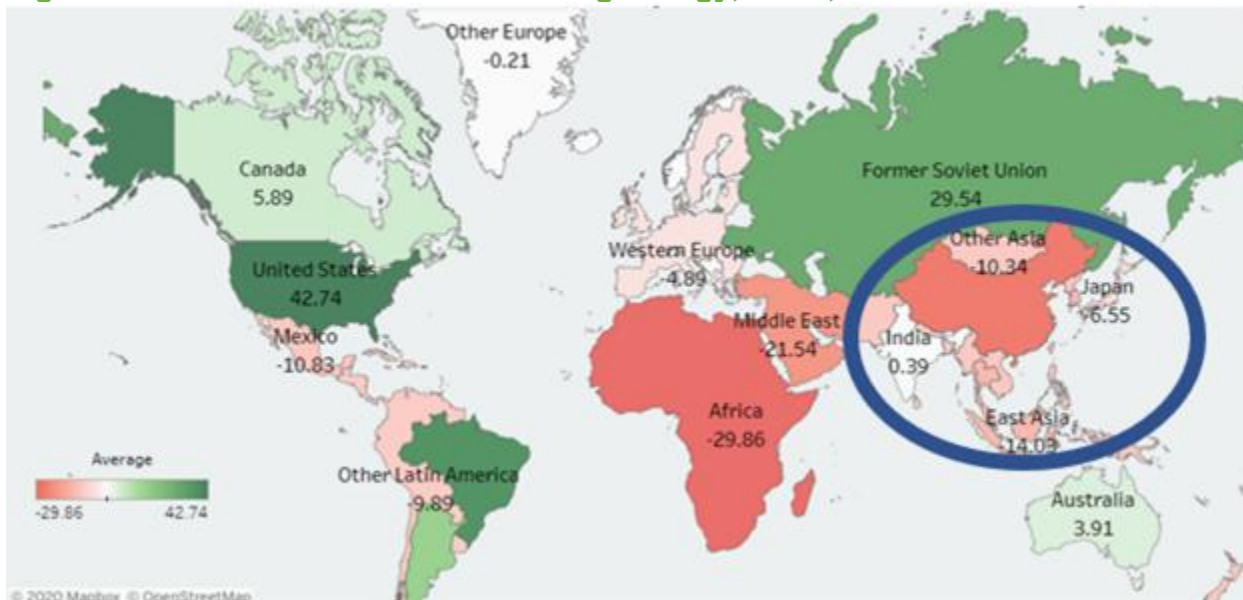
U.S. Economic Outlook

Production and/or exports of commodities transported on the river are projected to grow. The growth will require more transportation infrastructure. As the roadways and railroads are increasingly congested, an obvious solution is the waterways. Unfortunately, funding for maintaining transportation infrastructure projects continues to be an issue, but this gives a potential Jackson Union Port an advantage over ports upriver of a lock and dam. Operations at the Jackson Union Port would not be directly impacted by a lock and a dam failure, and because the mid-Mississippi River has more breadth and depth than upper Mississippi River, the Jackson Union Port has a lower impact from high and low water events. Because the Jackson Union Port is located below the locks and dams, the risk of lock and dam closures is eliminated for southbound traffic. Also, when the upper reaches of the inland waterways navigation system closes, barge backup on the mid-Mississippi river, which creates fleeting and storage revenue opportunities. Additionally, the geographic position of the Jackson Union Port minimizes the threat of ice concerns and limits any impact of hurricanes.

Class I railroads are increasingly exploring using short-line railroads and other transportation modes to increase marginal freight volume without increasing fixed investment. Short-line railroads have proven useful in accumulating freight for building a train for a Class I railroad. This process limits the number of stops per trip by increasing freight volume per stop. River posts by themselves or in conjunction with a short-line railroad can full fill the same function.

What is driving the volume increase or decrease on the river are world growth and world government policies. The circle in Figure 24 accounts for half the world's population. Any marginal improvements in economic wellbeing translate into increased consumption of goods that drive demand for more feedstocks. The typical feedstocks are energy, food and mined products. The transportation challenge is supplying countries within the circle with required feedstocks. The primary commodities transported on the Inland Waterways Navigation System are these products, especially coal and crops.

Figure 24: Asian Growth Center Driving Energy, Food, and Mined Products Trade



Source: USDA, Higby Barrett



Asian countries have little additional land available for agriculture and mining. China, India, and other Asian countries have experienced great economic growth for decades. To sustain economic growth the region must import more commodities from the rest of the world. Even with improved yields, Asia's limited supply of agricultural land prevents domestic supply from meeting domestic demand. The same is true for many mined products, such as coal and iron ore. Within a short period of time, China went from major exporters for iron ore and coal to the largest importer. China either must increase commodity imports or risk uncontrolled inflation.

India government policy is for total self-sufficient or domestic supply equals domestic consumption. Eventually, India will pick and choose which commodities to import. For example, India is already the largest importer of palm oil.

Aside from the Chinese importing more commodities, many other Asian countries have experienced strong gains in disposable income since 2000. Because of the low starting point, the absolute income gain is quite small. The area within the circle in Figure 12 consists of extreme poverty, which is important for commodity consumption, but especially food products. As income increases, a wealthier person responds by switching to high-end food products and eating at restaurants. Although a wealthy person is spending more money on eating, the volume of coarse grains, wheat and protein meals consumed might not increase. By comparison, as income increases for poor people, they respond by adding ingredients to a basic diet. Eating higher quality dishes often requires vegetable oil, meat, fruits, and vegetables. Meat production requires feed rations of grains and protein meals that are converted into animal weight gain. For example, if 1.8 pounds of feed is required to produce 1 pound of chicken, switching, or just adding chicken to the dish results in an increase in per capita consumption of grains and protein meals.

China chose to allow soybean imports to increase and attempt to stay self-sufficient in production of meat and food crops. This also allowed China to build its own soybean crushing plant capacity. It is widely believed that corn imports were not allowed to increase because the U.S. in the 1990s dominated world trade. By comparison, South America was already a major player in the world soybean market. The assumption was that the self-sufficient policy was altered from producing everything domestically to not being too dependent on one country. Regardless of the reason, China started to import greater volumes of soybeans.

China increasing soybean imports by approximately 100 MMT in 25 years pulled land into production. Brazil farmers in Mato Grosso increased investment in expanding crop land in soybean production to meet the challenge of supplying China. While Brazil, U.S., Argentina, and India all increased soybean acreage, Brazil was the country that expanding total acreage versus primarily switching acres from other crops. It should be noted that other countries have increased soybean meal consumption.

Governments increasingly view renewable fuel programs as the most acceptable route to increase farmer income because it can be enacted under the guise of improving the environment. Long-term, world leaders continue to push for cleaner energy. Clean energy policies are increasing crop consumption, which is providing support for crop prices. High fuel prices have many countries considering higher renewable fuel mandates. Many countries that made trade deals agreed to import more U.S. ethanol. The high fuel prices are making that an easy promise to keep. Examples within the last 12 months include:

- Indonesia is the largest palm oil producer in the world. In January 2026, Indonesia scrapped a plan to launch B50 but is now implementing B50.
- Brazil increased the mandatory blend of ethanol in gasoline from 27 percent to 30 percent and the mandatory blend of biodiesel in diesel from 14 percent to 15 percent, effective August 1, 2025. The increased mandates aim to eliminate gasoline imports while reducing emissions and fuel prices.



Expanded use of biofuels will also boost domestic biofuel producers. Brazil already has plans to expand its mandates but may accelerate the timeline.

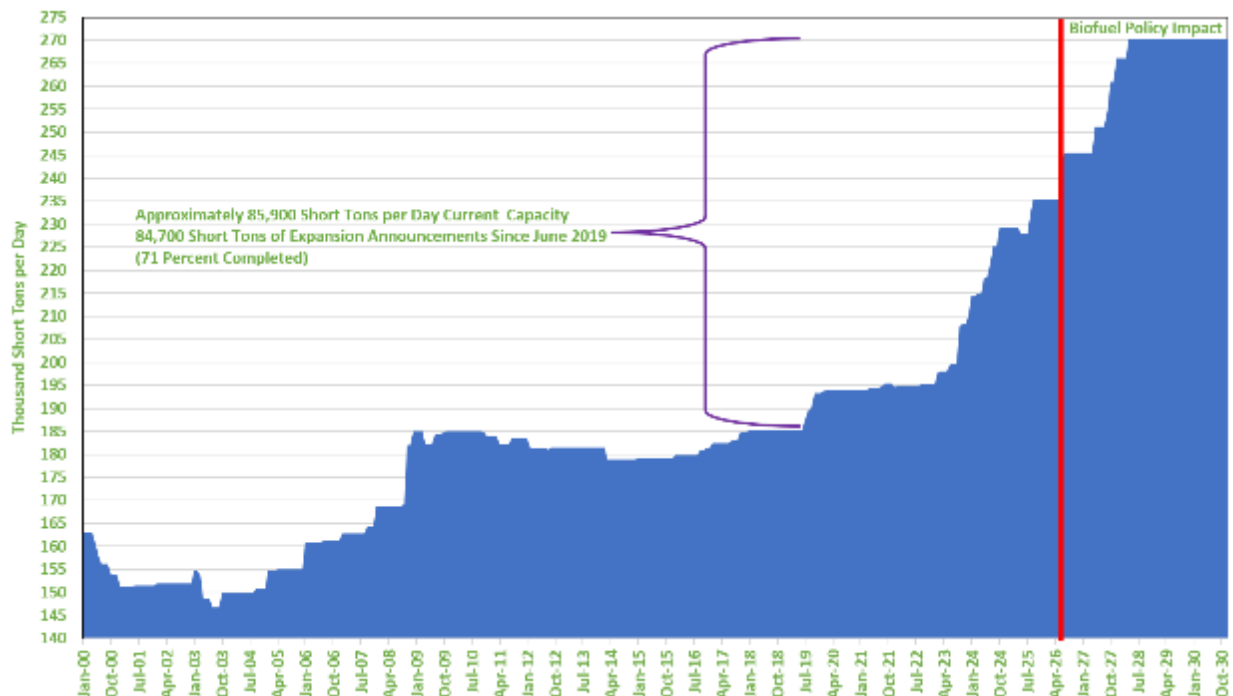
- Argentina's government will let local firms voluntarily blend up to 15 percent ethanol into gasoline to blunt the impact from higher oil prices on local fuel costs.
- Vietnam is accelerating its plans to implement E10.
- India began consumption of E20 gasoline on April 1, 2026.
- Tiawan is considering E10.

All the above policies either reduce the exportable supply available for an exporting country or increase the consumption in an importing country. The U.S. is an exporting country but has its own renewable fuel policies. This carries both a risk and an opportunity for a public port. For example, the original ethanol buildout turned Iowa into a corn deficit state for a short period of time. This resulted in corn exports by barge to plummet. The opportunity was several ports had ethanol plant built on the river. The ethanol plant provides jobs and infrastructure to the local farmers while increasing local tax revenues.

The U.S. current renewable fuel policies are driving the construction of soybean crushing plants. The last EPA renewable volume obligation for 2026 and 2027 were more aggressive numbers than the 2024 and 2025 renewable volume obligation numbers. The 2028 and 2029 renewable volume obligation numbers are expected to stay positive for domestic producers.

U.S. crush capacity has swelled in recent years as processors built new plants and expanded existing ones to meet rising vegetable oil demand from biofuels makers. Due to the expanded soybean crushing capacity, record soybean crush is expected. Another impact will be on planted soybean acreage. Farmers withing a 50-mile draw radius will experience a higher cash price and might have storage agreements with the soybean crushing procurement team.

Figure 25: U.S. Soybean Crushing Capacity



Source: NOPA, Company News Releases, Higby Barrett



For a public port the expanding renewable volume obligation is both an opportunity and threat. The threat is that a soybean crushing plant reduces the exportable supply of soybeans, but it also increases the volume of soybean meal exports. The small opportunity is a new soybean crushing plant will force exporters to find new ports. The big opportunity is for a soybean crushing plant to be built at the port. This would provide jobs and farmers withing a 50-mile draw radius will experience a higher cash price and might have storage agreements with the soybean crushing procurement team. Animal operation would also benefit with a local supply of soybean meal.

The same scenario exists for slew of other potential facilities. Another advantage of water transportation is it does not destroy the roads. A major consideration in a feasibility study is can the roads handle heavy truck traffic. This is a consideration on many fronts, ranging from potholes to congestion. A port can solve or mitigate these issues. For example, steel mills can have the feedstocks delivered by barge and deliver steel by barge.

A public port can also have a public terminal that allows local business the opportunity to use barges on a more limited basis and enter the world supply chain. The benefits are twofold. If barges are used, truck traffic is reduced. Even if barges are not employed, the competition can enable the local facility to negotiate a more favorable rail rate.

Provided income continues to increase is the Asian Growth Zone, commodity volumes on the Inland Waterways Navigation System will continue to increase. Government policies that encourage more renewable fuel consumption can cut many different ways, but that too is an opportunity for a public port.



Regional Economic Outlook

The regional economy of Jackson-Union and adjacent port districts in Illinois and Missouri including Kaskaskia Regional Port, IL, Alexandria-Cairo Port, IL, New Bourbon Port Authority, MO, and Southeast Missouri Port, MO (Figure 26), supports 49,510 jobs, with total annual pay of 4.94 billion dollars, an average annual wage of \$100,068 per year, and produces over 7.5 billion dollars of gross domestic product (GDP) annually (Figure 27) (Quarterly Census of Employment and Wages, Bureau of Labor Statistics; Gross Domestic Product by County and Metropolitan Area, 2023, Bureau of Economic Analysis).

The highest employing industries include Health care and social assistance: 9,207 jobs, Retail trade: 7,152 jobs, Manufacturing: 6,340 jobs, and Accommodation and food services: 5,623 jobs.

The highest paying industries are Management of companies and enterprises: \$217,612 per year, Finance and insurance: \$158,684 per year, Mining, quarrying, and oil and gas extraction: \$158,495 per year, and Utilities: \$148,570 per year.

The highest contributions to total wages come from Health care and social assistance: \$1,055,846,051 per year, Manufacturing: \$823,373,078 per year, Retail trade: \$498,341,383 per year, and Construction: \$359,851,241 per year.

The highest gross domestic product contributing industries are: Public administration: \$1,245,586,000 per year, Manufacturing: \$1,066,802,000 per year, Real estate and rental and leasing: \$874,567,000 per year, and Health care and social assistance: \$758,488,000 per year.

The regional economy has contracted over the last 10 years. Since 2014, total employment has fallen at an annualized rate of 2.1 percent per year, and inflation adjusted GDP has fallen 1.3 percent per year (Figure 28). However, total wages and average wages have outpaced inflation growing at an inflation adjusted rate of 1.5 percent per year and 4.4 percent per year respectively.

Contraction in regional GDP has been driven by contraction in public administration (-0.6 percent per year), Real estate and rental and leasing (-0.9 percent per year), and Health care and social assistance (-0.6 percent per year). Regional GDP has been supported by real growth in Manufacturing (+1.7 percent per year), Retail trade (+3.9 percent per year), and Agriculture, forestry, fishing and hunting (+20.3 percent per year).



Figure 26: Jackson-Union Port District & Neighboring River Ports

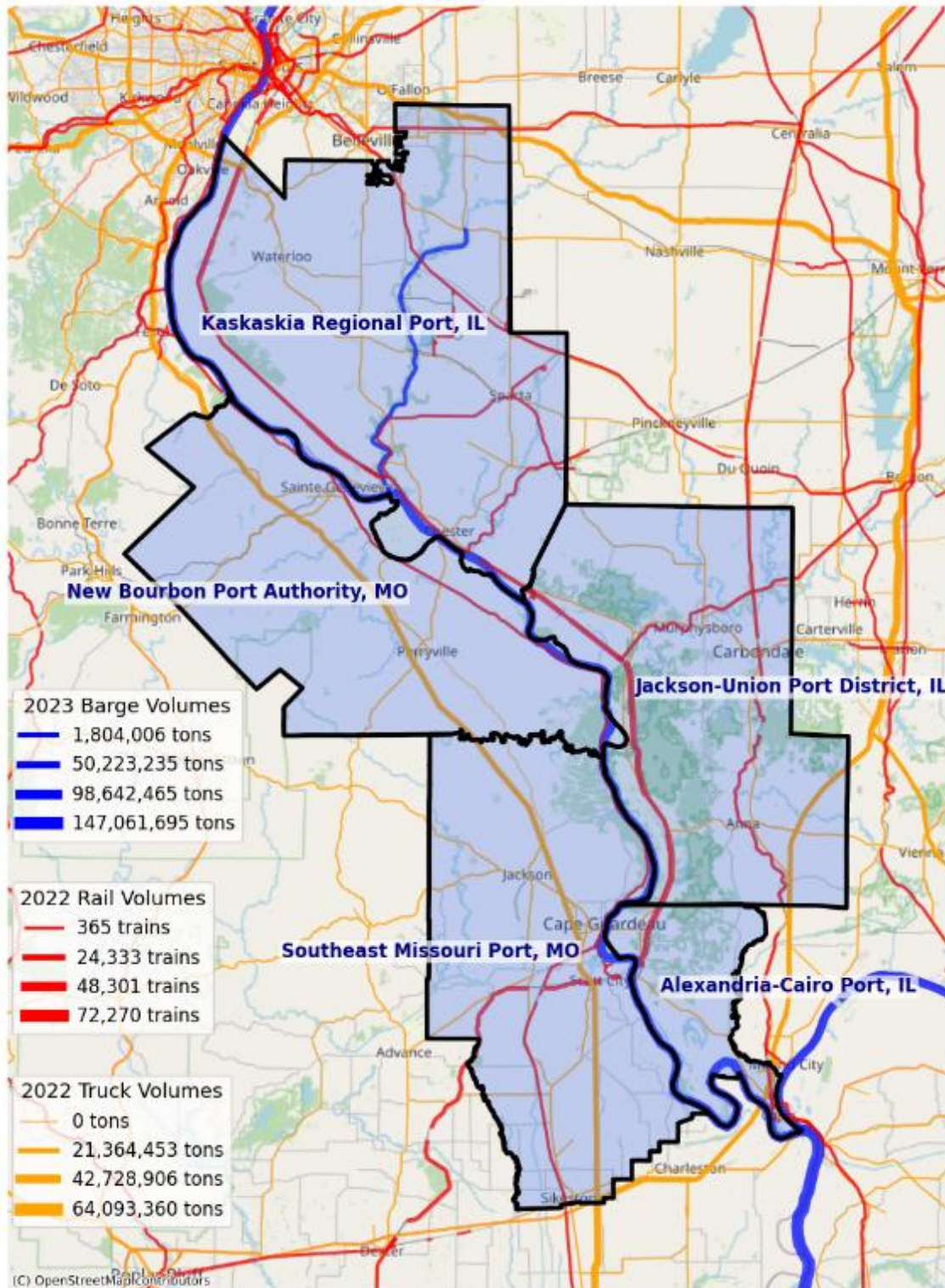




Figure 27: Annual Industry Employment, Wages, and GDP - Jackson-Union and Adjacent Port Districts (2023-2024)

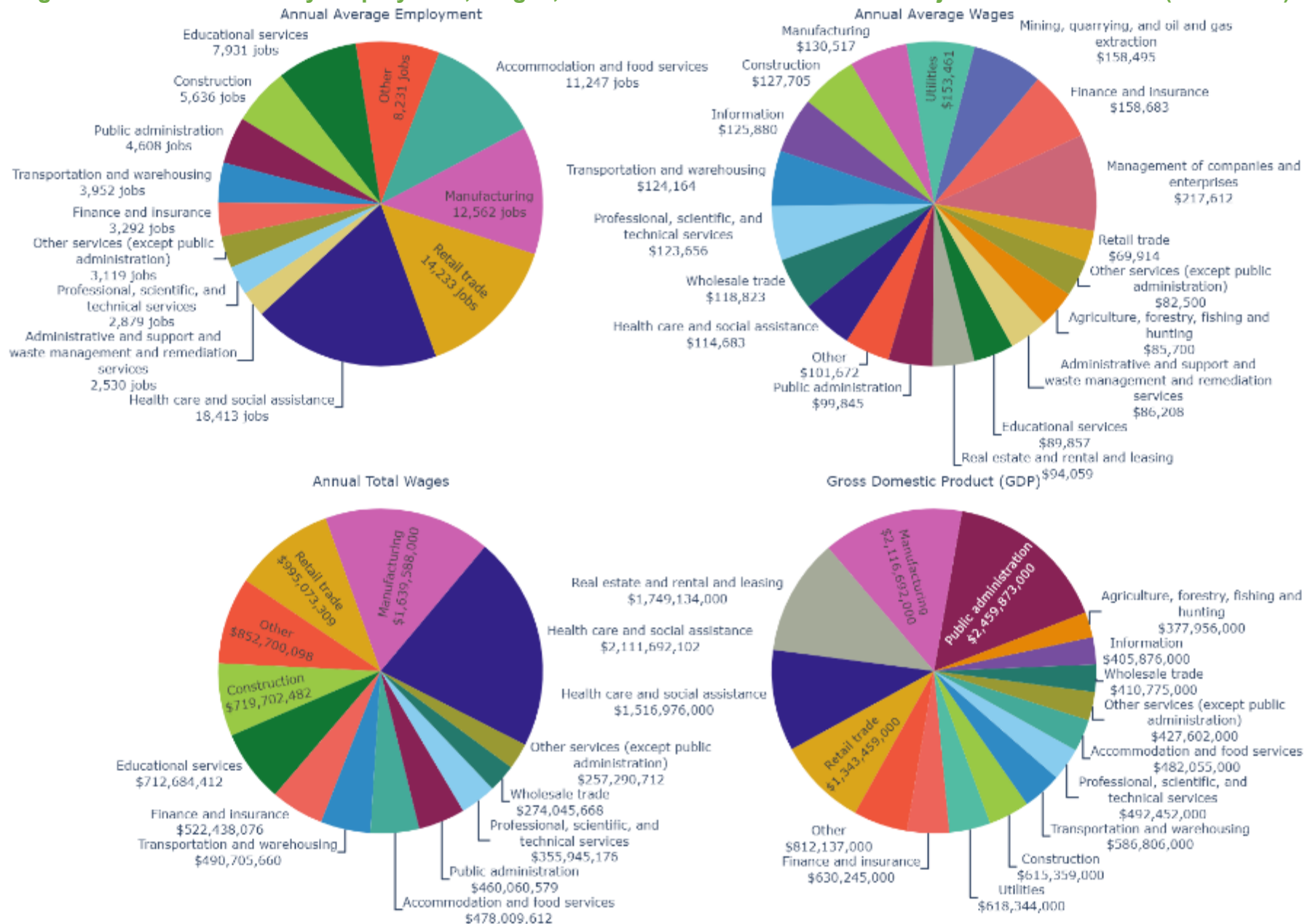
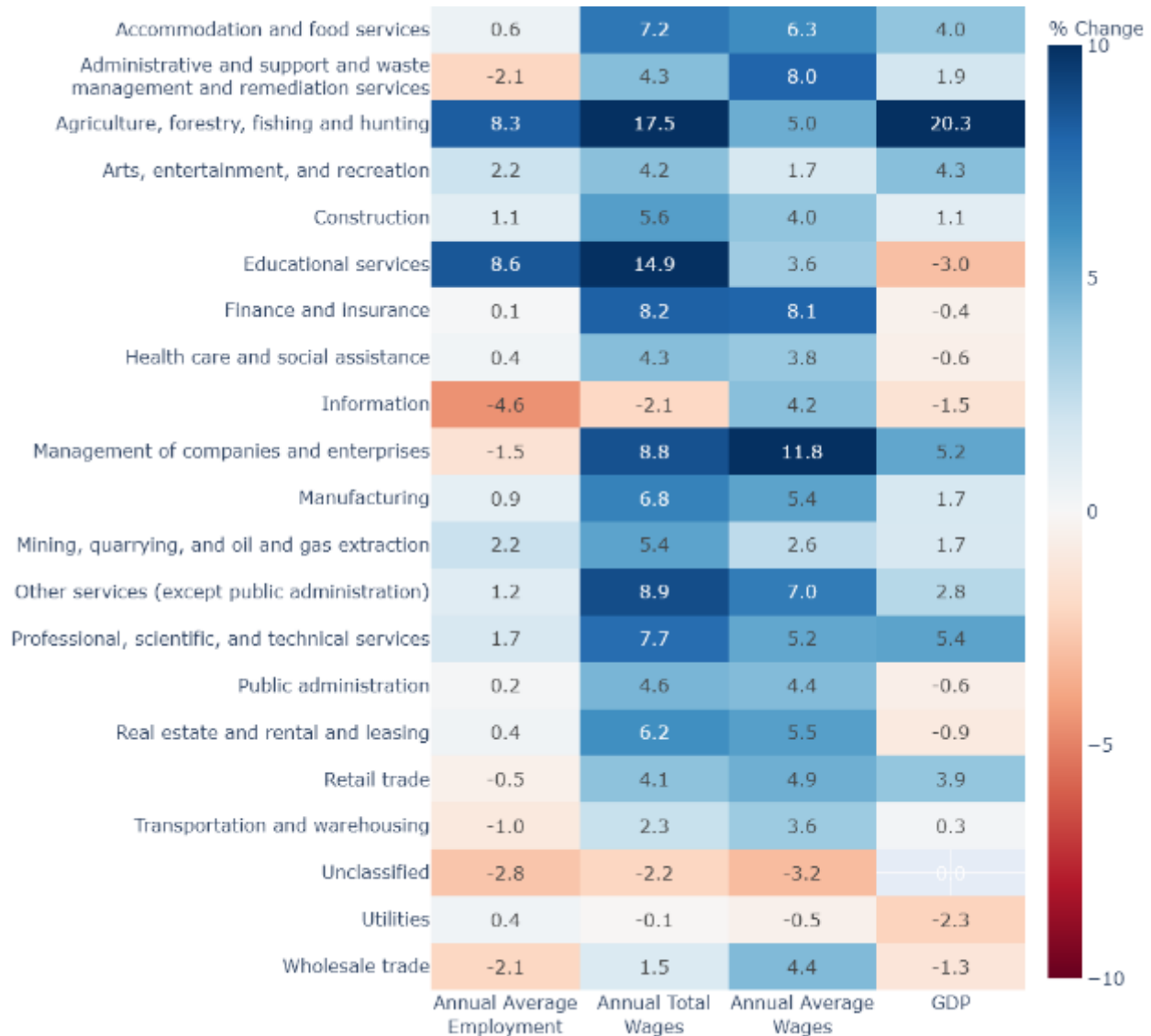




Figure 28: Annualized Real Growth in Employment, Wages, and GDP - Jackson-Union and Adjacent Port Districts (2014-2024)





Jackson-Union Port District Economic Outlook

The Jackson-Union Port District represents the second largest economy in the region. In 2024 in the Jackson-Union Port District, annual average employment totals 9,725 jobs, with average wages of \$98,014 per year, total annual wages of \$953,134,954 per year, and total gross domestic product of \$1,708,812,000 per year (Figure 29) (Quarterly Census of Employment and Wages, Bureau of Labor Statistics; Gross Domestic Product by County and Metropolitan Area, 2023, Bureau of Economic Analysis).

The highest employing industries include Health care and social assistance: 2,327 jobs, Retail trade: 1,710 jobs, and Accommodation and food services: 1,382 jobs.

The highest paying industries are Utilities: \$227,238 per year, Finance and insurance: \$205,449 per year, Construction: \$134,427 per year, and Health care and social assistance: \$128,895 per year.

The highest contributions to total wages come from Health care and social assistance: \$299,874,618 per year, Retail trade: \$108,702,452 per year, Construction: \$86,834,450 per year, and Finance and insurance: \$82,607,733 per year.

The highest gross domestic product contributing industries are: Public administration: \$562,211,000 per year, Health care and social assistance: \$239,205,000 per year, Real estate and rental and leasing: \$202,297,000 per year, and Retail trade: \$165,397,000 per year.

From 2014-2024, annual inflation adjusted total wages have grown on average 4.2 percent year-over-year, average wages (not inflation adjusted) have grown on average 4.2 percent per year, Gross domestic product (GDP) (not inflation adjusted) has grown on average 2.4 percent per year, and total employment has been stagnant. Growth in total wages has been driven by gains in Manufacturing (+13.6 percent), Finance and insurance (+10.5 percent), Administrative and support and waste management and remediation services (+10.4 percent), and Professional, scientific, and technical services (+9 percent). Growth in average wages has been supported by wage growth in Manufacturing (+13.6 percent), Finance and insurance (10.5 percent), Administrative and support and waste management and remediation services (+10.4 percent), and Arts, entertainment, and recreation (+7 percent). GDP has grown in Professional, scientific, and technical services (+112.8 percent), Agriculture, forestry, fishing and hunting (+69.6 percent), Wholesale trade (+27.5 percent), and Utilities (+14.6 percent), but contracted on an inflation adjusted basis in Educational services (-1.3 percent), Administrative and support and waste management and remediation services (+1.5 percent), Transportation and warehousing (+1.5 percent), Retail trade (+1.6 percent), and Public administration (+1.6 percent). Total employment has been stagnant, with employment gains in Administrative and support and waste management and remediation services (+12.2 percent), Professional, scientific, and technical services (+4.7 percent), and Construction (+3 percent) being offset by job losses in Information (-8.6 percent), Wholesale trade (-6.5 percent), Utilities (-2.7 percent), and Retail trade (-1.7 percent).

Since 2022, Jackson-Union Port District has experienced growth in barge-related industries, evidenced by growth in total wages (2022-2025): crop production: +96 percent, fabricated metal product manufacturing: +52 percent, heavy and civil engineering construction: +46 percent, and nonmetallic mineral product manufacturing: +14 percent.

Jackson-Union Port District is a peer economy relative to neighboring port districts, with marginally lower than average employment (-2.9 percent), total wages (-5.2 percent), and average wages (-2.3 percent), but higher than average GDP (+17.6 percent) (Figure 31). Outperforming sectors related to the region include public administration, health care and social assistance, finance and insurance, and accommodation and



food services. Underperforming sectors related to the region include wholesale trade, utilities, manufacturing, and transportation and warehousing.

Economic growth in Jackson-Union Port District has outperformed the regional economy, with total employment contracting only marginally (-0.2 percent per year), total wages outpacing inflation growing at an inflation adjusted rate of 2.1 percent per year, and GDP remaining stagnate (0 percent annualized inflation adjusted growth).



Figure 29: Annual Industry Employment, Wages, and GDP - Jackson-Union Port District, IL (2023-2024)

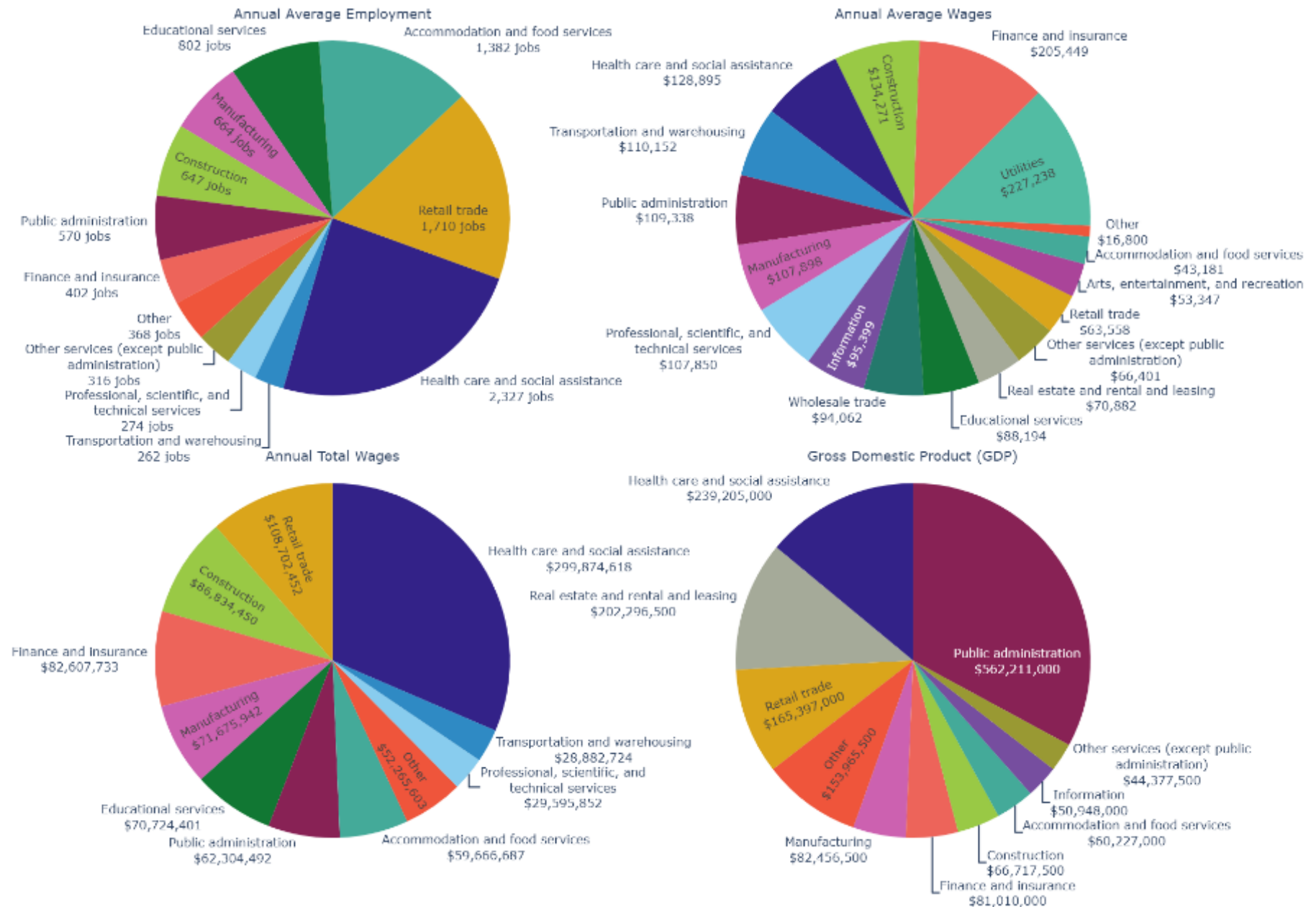




Figure 30: Annualized Real Growth in Employment, Wages, and GDP - Jackson-Union Port District, IL (2013-2024)

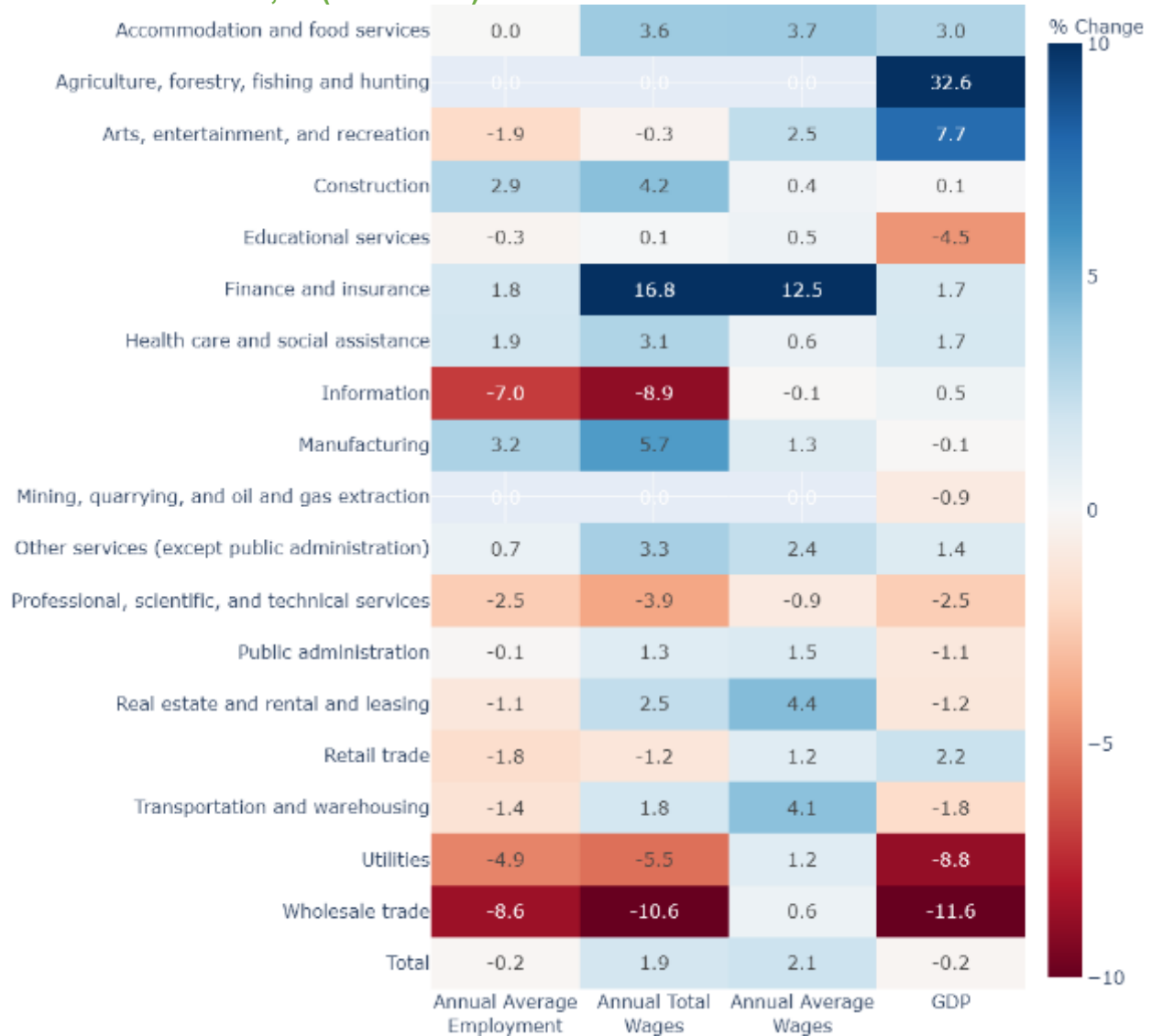
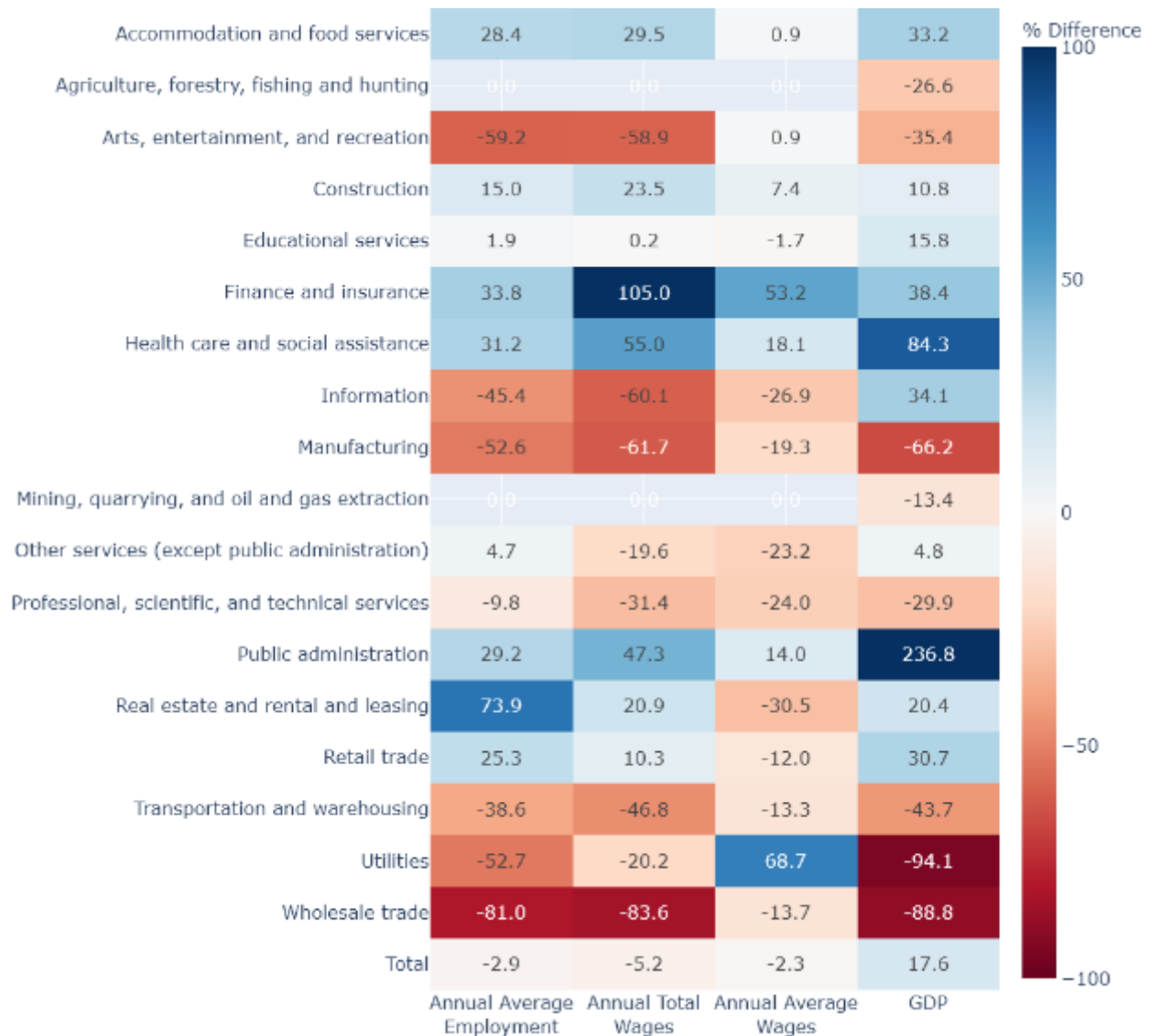




Figure 31: Industry Employment, Wages, and GDP Relative to Region Average Across Neighboring Port Districts - Jackson-Union Port District, IL (2023-2024)





Regional Port District River Port Activity

Jackson-Union and adjacent port districts in Illinois and Missouri, including Kaskaskia Regional Port, IL, Alexandria-Cairo Port, IL, New Bourbon Port Authority, MO, and Southeast Missouri Port, MO, handled 27.7 million short tons by barge in 2023, comprising of 25 million short tons of outbound (mostly downbound) shipments and 2.7 million short tons of inbound shipments (Figure 32) (Waterborne Commerce of the United States, U.S. Army Corps of Engineers).

New Bourbon Port Authority, MO handled 10.8 million short tons in 2023: 9.6 million short tons outbound, and 1.3 million short tons inbound (Table 38 and Table 39). Kaskaskia Regional Port, IL handled 7 million short tons in 2023: 6.1 million short tons outbound, and 0.9 million short tons inbound. Southeast Missouri Port, MO 5.4 handled million short tons in 2023: 5 million short tons outbound, and 0.4 million short tons inbound. Jackson-Union Port District, IL handled 3.5 million short tons in 2023: 3.4 million short tons outbound, and 61,494 short tons inbound. Alexandria-Cairo Port District, IL, handled 1 million short tons in 2023: 0.9 million short tons outbound, and 78,559 tons inbound.

Outbound volumes across the region are predominantly comprised of aggregate construction materials including Sand & Gravel, Cement & Concrete, Building Stone, and Limestone, accounting for 12.5 million short tons in 2023, Coal & Lignite, accounting for 6.9 million short tons in 2023, mineral materials including Misc. Mineral Products, Gypsum, and Lime, accounting for 2.4 million short tons in 2023, and agricultural products including Corn, Soybeans, Oilseeds, Wheat, Vegetable oils, accounting for 1.7 million short tons annually (Figure 32).

High volume outbound commodities within the region include Sand & Gravel: 7.5 million short tons, Coal & Lignite: 6.9 million short tons, Cement & Concrete: 3.5 million short tons, Misc. Mineral Products: 1 million short tons, Corn: 0.9 million short tons, Gypsum: 0.8 million short tons, Building Stone: 0.8 million short tons, Soybeans: 0.7 million short tons, Limestone: 0.7 million short tons, Lime: 0.5 million short tons, Oilseeds 0.5 million short tons, Wheat: 0.3 million short tons, Vegetable oils: 0.2 million short tons.

High volume inbound commodities within the region include Building Stone: 0.8 million short tons, Slag: 0.5 million short tons, Coal & Lignite: 0.4 million short tons, Gasoline: 0.2 million short tons, Petroleum Coke: 0.2 million short tons, and Fertilizers: 0.2 million short tons (Nitrogenous Fert., Potassic Fert., Fert. & Mixes NEC, Phosphatic Fert.).

Total regional barge volumes have grown modestly on average 331,091 tons per year (2013-2023) (Figure 33). Outbound shipping volumes are growing on average 337,523 tons per year. Inbound receiving volumes are growing on average 17,733 tons per year. Local barge volumes have fallen on average 24,165 tons per year.



Figure 32: Regional Port District Barge Volumes (2023)

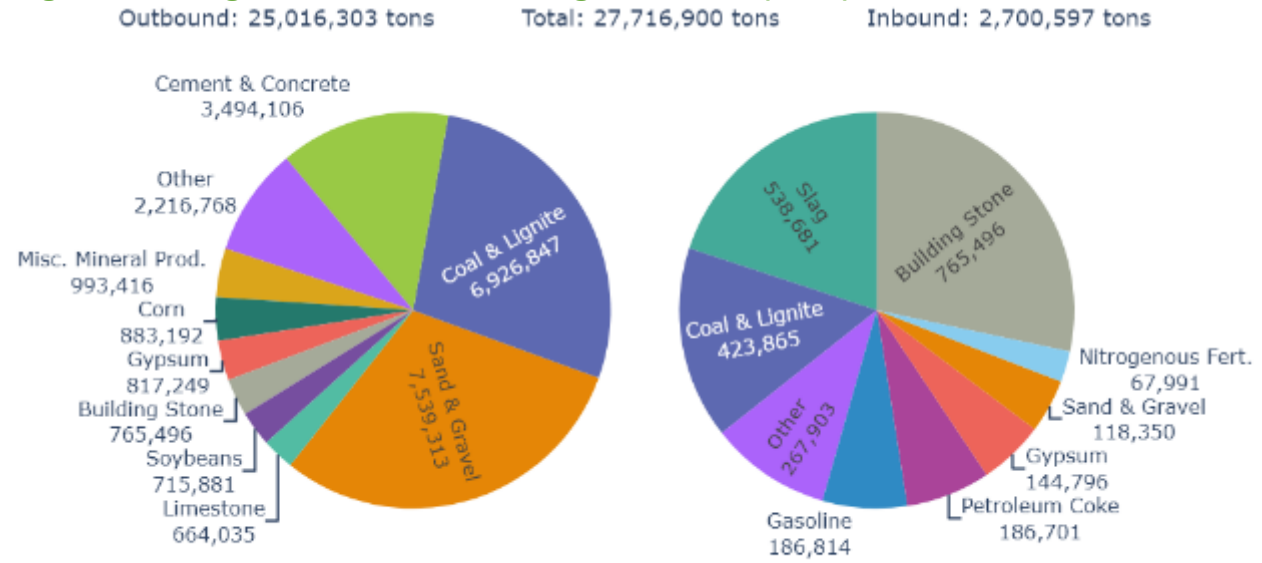
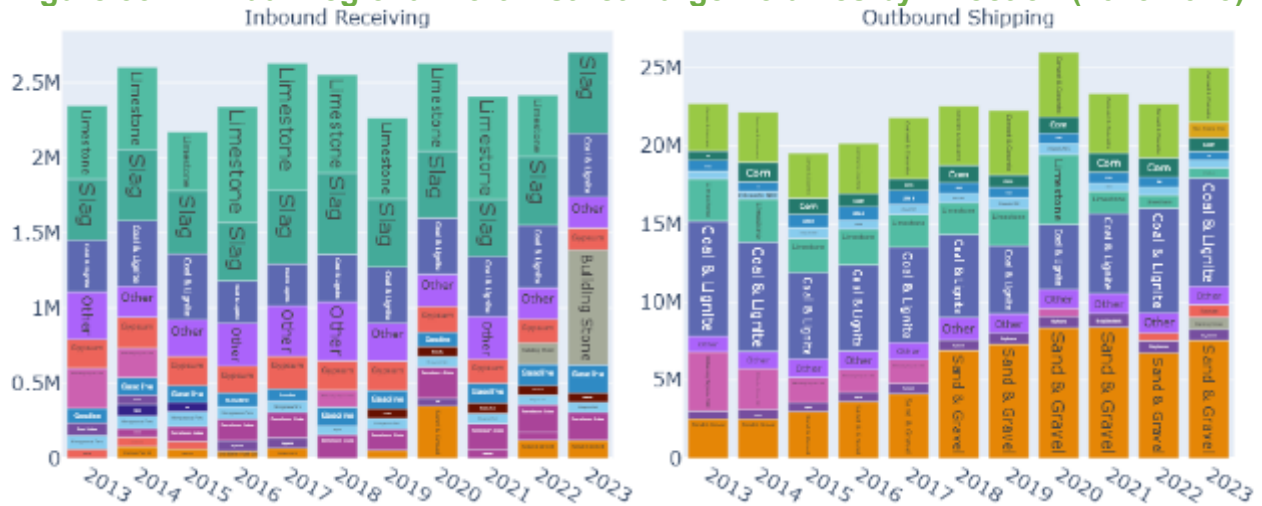


Figure 33: Annual Regional Port District Barge Volumes by Direction (2013-2023)





Jackson-Union Port District Port Activity

Jackson-Union Port District, IL handled 3.5 million short tons in 2023, comprised of: 2.9 million short tons of coal transloaded from rail to barge at Cora terminal, 0.6 million short tons of outbound agricultural products (soybeans, corn, and wheat) loaded from truck accessed elevators at Bunge Grain Company and Consolidated Grain & Barge, and 59,906 tons of inbound sand and gravel (Figure 34) (Waterborne Commerce of the United States, U.S. Army Corps of Engineers).

Jackson-Union Port District has the second largest economy among the region's five port districts, but ranks fifth in inbound barge volumes, and fourth in outbound and total barge volumes (Table 38 and Table 39).

Jackson-Union barge volumes are highly concentrated on a single commodity, with Coal & Lignite representing 84 percent of total volumes. In contrast, the highest volume commodity in the region, Sand & Gravel represents only 28 percent of total regional barge volumes, and the average volume share of the highest volume commodity at other ports within the region is 48 percent. Jackson-Union barge volumes are also highly concentrated in outbound shipments, with inbound volumes accounting for less than 2 percent of total volumes in most years and accounting for zero volumes from 2020-2022. Across the region, inbound volumes represent 10 percent of total barge volumes.

Jackson-Union barge volumes have been variable, falling 79 percent from 2013 to 2020, but growing 328 percent from 2020 to 2023 (Figure 34 and Figure 35). This variability was driven by the region-wide reduction of outbound coal volumes from 2013-2020 and subsequent rebound. Notably, because of the diversity of commodities handled at other ports, neither the region nor other ports within the region exhibited such variability in barge volumes.

Figure 34: Jackson-Union Port District, IL Barge Volumes (2023)

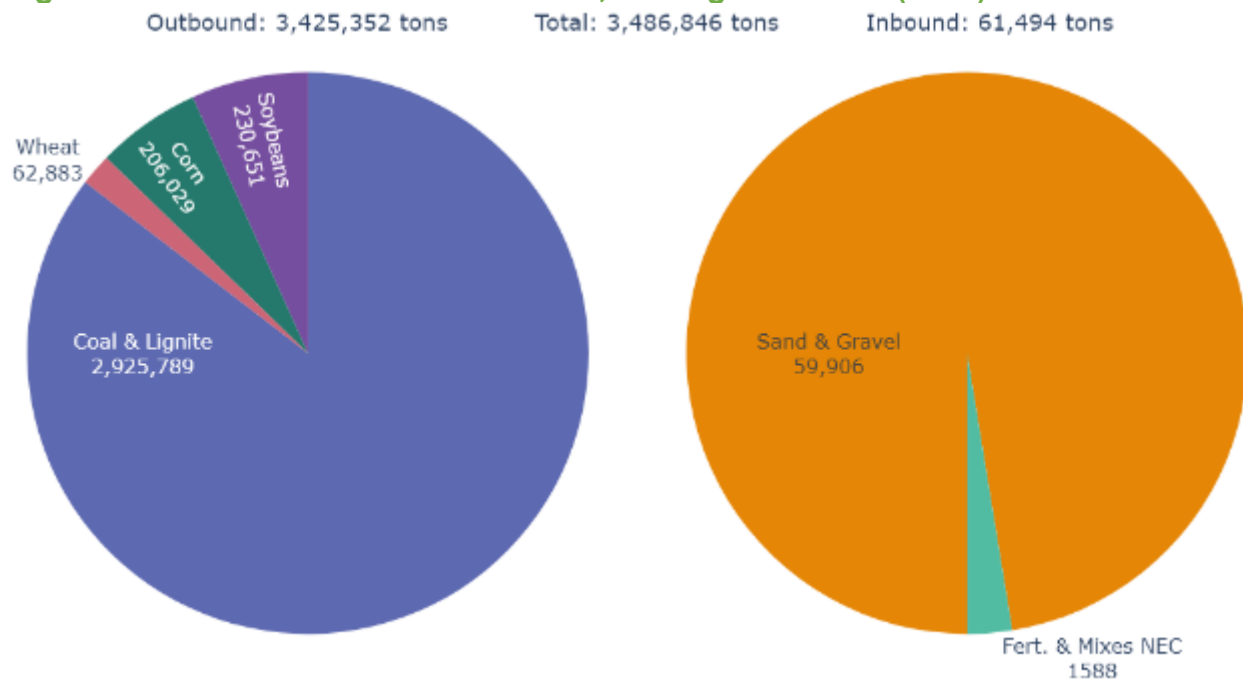
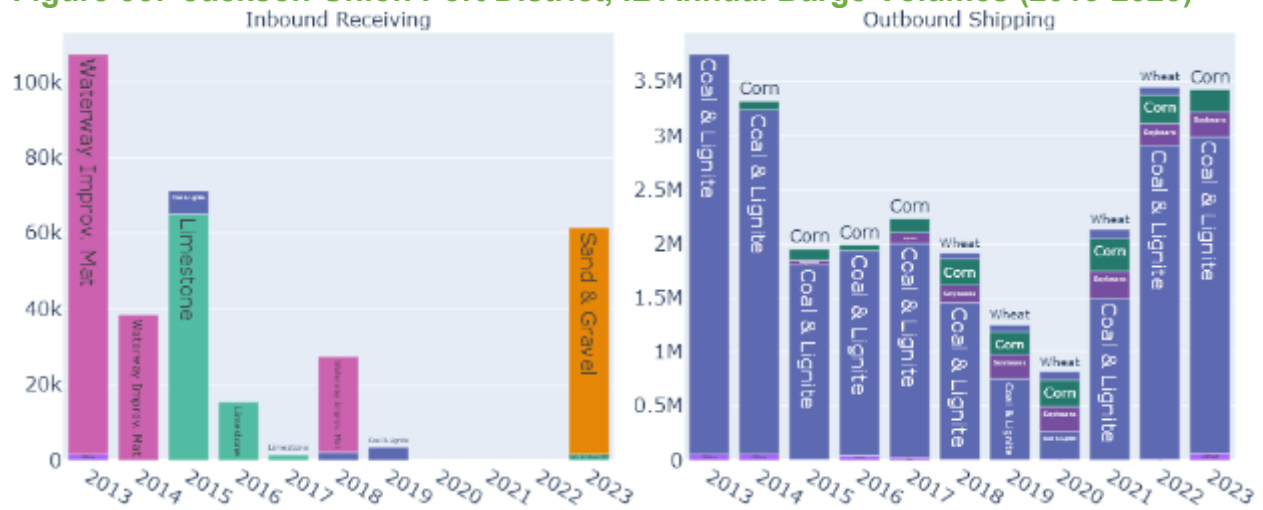




Figure 35: Jackson-Union Port District, IL Annual Barge Volumes (2013-2023)





Jackson-Union Port District Traffic Forecast

Jackson-Union Port District is well positioned to attract new barge volumes and be the benefactor of increased regional demand for port services. Jackson-Union has a robust labor force, competitive wages, and a relatively strong economy. Jackson-Union is also competitively advantaged with a favorable location on the Mississippi (south of St. Louis, near the confluence of the Ohio River, deeper draft than Kaskaskia and no lock to transit), and attractive development opportunities including: a double loop-track for transloading activities; riverside access to an industrial natural gas pipeline for energy intensive and water intensive industrial development (e.g., soybean crush plant); and an existing public private development partnership in Grand Tower with river access.

Jackson-Union Port District has had recent growth in barge-related industries to support inbound and outbound barge activities. Barge-related industry growth is evidenced by growth in total wages from 2022 to 2025: crop production: +32 percent per year, fabricated metal product manufacturing: +17 percent per year, heavy and civil engineering construction: +15 percent per year, and nonmetallic mineral product manufacturing: +5 percent per year. This growth can be supported by additional river port activities.

Opportunities for growth in river port activities include: expansion of inbound products handled including building products (Building Stone, I&S Plates & Sheets, I&S Bars and Shapes) and fuel products (Gasoline, Distillate Fuel Oil); increased volume of inbound fertilizer shipments (Potassic Fert., Nitrogenous Fert., Fert. & Mixes NEC, Phosphatic Fert.); expansion of outbound products handled including aggregates and mineral products (Gypsum, Misc. Mineral Prod., Limestone, Sand & Gravel); expansion of transloading (and value add) rail to barge services.

Traffic volume estimates for Jackson-Union Port District are based on historical port traffic, regional and national industry growth, and consultation with terminal operators and shippers.

Existing outbound coal shipments at Cora Terminal are far below terminal capacity, suggesting existing throughput volumes are equal to demand for outbound coal services barring identification of new markets.¹ Outbound Cora Terminal coal volumes are projected to grow from 2023 levels of 2,925,789 per year by the forecasted rate of growth of U.S. coal exports of +0.6 percent per year.

The Jackson-Union Port District currently ships approximately 85 percent of local soybean and wheat production by barge (no county-level corn production data (only sales)). Jackson-Union is unlikely to see substantive growth in outbound agricultural products as most local production is served through existing facilities, except through storage and transloading of non-local production or on-site food production (e.g.,

¹ Jackson-Union does not produce any coal, though adjacent counties, Williamson County to the East, Franklin County to the Northeast, and Perry County to the North, rank 1st, 3rd and 5th respectively as Illinois largest coal producing counties (2024 Illinois Coal Annual Statistical Report; Williamson: 7,715,724 tons, Franklin: 6,216,015 tons, Perry: 4,609,656 tons). In 2024, 27 percent of Illinois coal production was transported by barge: 15 percent rail to barge, 11 percent truck to barge. Jackson-Union Port District is positioned to handle some of these volumes with Union-Pacific track (connection to Cora Terminal) running through all three coal producing counties. Additional development including expanded mine to rail loading capacity and mine to mainline connections would facilitate these volumes. Existing mines in Southern Illinois on Union-Pacific track include Peabody Midwest Mining Gateway North (Coulterville, IL), and Patton Mining Deer Run (Northeast of St. Louis, MO). Kight Hawk Prairie Eagle could be connected to UP at Cutler, though these volumes are currently loaded at Knight Hawk's Lone Eagle Dock via truck (Chester, IL).



soybean crush plant). Jackson-Union Port District's outbound agricultural shipments are estimated to grow from 2023 levels by USDA projected growth in production: soybeans: 230,651 tons per year +1.7 percent per year; corn: 206,029 tons per year + 0.5 percent per year; wheat: 62,883 tons per year + 1.5 percent per year.

Jackson-Union Port District mining and quarrying industry generated \$30,027,000 of GDP in 2023, which is comparable to mining and quarrying industry GDP in Kaskaskia (\$34,689,000) and Southeast Missouri (\$27,828,000). However, Jackson-Union ships no mining/quarrying products by barge, while in 2023 Kaskaskia shipped 817,249 tons of gypsum, 513,123 of Sand & Gravel, and 29,702 tons of limestone, and Southeast Missouri shipped 2,269,901 tons of Sand & Gravel, 993,416 tons of miscellaneous mineral products, 164,776 tons of non-ferrous ores, and 26,206 tons of limestone. Jackson-Union does not have any operating barge for mining/quarrying products², thus river bound aggregate materials produced in Jackson-Union are loaded onto barge in adjacent port districts. Development of an aggregate materials barge loading facility is estimated to capture 250,000 to 1 million tons.

Fertilizer demand in Jackson-Union is estimated to be 26,065 tons per year (Illinois Department of Agriculture 2024 Fertilizer Report). This demand is mostly met by existing fertilizer terminals in Red Bud, IL (barge), Cape Girardeau, MO (rail), Paducah, KY (barge), McLeansboro, IL (rail), and St. Louis, MO (barge and rail). Jackson-Union does not have an operating fertilizer receiving terminal. If constructed, we estimate 20,000 tons per year of inbound fertilizer shipments, serving parts of Jackson, Union, and Randolph counties in Illinois and Ste. Genevieve and Cape Girardeau counties in Missouri (need consultation: Southern FS).

Handling of building and manufacturing products requires additional port infrastructure including cranes and storage facilities. Jackson-Union's building and manufacturing industries are growing and would likely utilize river port services and facilities if available. Without additional infrastructure development, no building or manufacturing volumes are projected to be shipped by barge in the Jackson-Union Port District.

² Cora Terminal may be able to handle these products, potentially needing additional development.



Jackson-Union Port District Traffic Forecast

Site-specific port traffic is dependent on-site location and infrastructure development and/or acquisition. Port traffic is also dependent on colocation of businesses utilizing port services (fertilizer supplier, construction material supplier, metal fabricator, grain coop, transload facility operator, cement plant, etc.). The Jackson-Union Port District economy is well positioned to support these businesses, but that does not ensure these businesses will co-locate and utilize port services.

We evaluate port site traffic for three port locations:

- Cora Terminal, acquiring the land, railroad access, and adjacent property.
- Grand Tower, including the Bunge grain terminal and the former Grand Tower Energy Station currently owned by Perdomo Worldwide.
- Undeveloped property adjacent to the Cora Terminal, to the Southeast (Figure 20).

At Cora Terminal, we anticipate maintenance and nominal growth of existing outbound coal volumes of 2,925,789 per year +0.6 percent per year. Without investment in additional onsite infrastructure, we do not anticipate other commodities to be handled at the port. With investment in inbound fertilizer handling and storage, we anticipate 20,000 short tons per year of inbound fertilizer products. With investment in a barge crane, and warehousing, we anticipate 10,000 short tons per year of inbound construction and manufacturing products.

At Grand Tower, we anticipate maintenance and nominal growth of existing outbound agricultural volumes. Agricultural volumes handled at this site are estimated to be soybeans: 115,326 short tons per year +1.7 percent per year; corn: 103,015 short tons per year + 0.5 percent per year; wheat: 31,442 short tons per year + 1.5 percent per year (need consultation for better volume estimate: Bunge). Without investment in additional onsite infrastructure, we do not anticipate other commodities to be handled at the port. With investment in a crane and warehouse, we anticipate 10,000 short tons per year of inbound construction and manufacturing products. With investment in inbound fertilizer handling and storage shed, we anticipate 15,000 short tons per year of inbound fertilizer products.

At undeveloped port property adjacent to the Cora Terminal, we recommend development of a barge served industrial park with storage and warehouse space. This industrial park will house manufacturers and agricultural suppliers, providing storage, facilities, and barge transportation services. Necessary infrastructure investment includes a crane, loading ramp, fertilizer handling equipment, and a warehouse. At this facility we anticipate 10,000 short tons per year of inbound construction and manufacturing products, and 20,000 short tons per year of inbound fertilizer products. Future rail connection and/or acquisition of the Cora Terminal or Bunge grain elevator will further expand site operations.



Port Board Outreach and Stakeholder Engagement

Outreach and stakeholder engagement was an important aspect of the project to understand current perceptions about the port, its potential, and what success looks like in the eyes of both the port board and other key stakeholders. Engagement was accomplished through four key activities:

1. Survey of the Port Board and interviews with key stakeholders, such as existing river loading operations.
2. Directed educational activities, including sending one member of the port board to a regional port meeting and a custom educational meeting hosted by Higby Barrett to transfer knowledge from the project team and their industry guests to the board members.
3. Regular update calls and monthly progress reports as well as ad hoc calls to educate the board on research activities and to answer any questions.
4. A public meeting to be held June 29, 2026 in Carbondale to present the results of the study, including the project teams recommending roadmap for the port to move forward.



Survey of the Port Board

During September and October of 2025, the board members of Jackson Union County Port Authority and select local stakeholders were interviewed to provide insights and updates about potential port authority supporting projects, desired capabilities, goals and resources. An additional list of stakeholders was also contacted to identify and discuss local public projects and potential partnership interests.

Board Members and Experience:

Table 14 below shows the current slate of Jackson Union County Board Members and their appointment status.

Table 14: Port Board Membership

Name	Appointed By	County
Gene Basden II	Jackson County Board	Jackson
Rodney Beckman	Governor	Jackson
Bonnie Cissell	Governor	Union
Nathan Columbo	Jackson County Board	Jackson
William Orrill	Governor	Jackson
Kent Pitts (Chair)	Union County Board	Union
Brandon Smithey	Union County Board	Union

Note: Brian Chapman was also a part of the board during most of the project's duration

Source: [Boards and Commissions Details - Appointments](#) November 7, 2025

This board represents a diverse group of skills and individuals are active in other public agency boards and oversight roles. Three board members are farmers; one is a landscape architect. One board member is engaged in government relations work in the telecom industry. Three board members retired but active in community leadership roles. In general, the board has time to spend on analysis and engagement. Yet scheduling can be an issue for this team.

1. How much time do you have to devote to Port matters?

This group is passionate about port development, and more than half have nearly unlimited time to devote to this project. The person with the most restrictive schedule is being appointed to another board position and my transition off this port board.



Figure 36: Time to Devote to Port



Goals and Objectives

What is your vision of the future for Port Authority? (Please rank high to low) Top Four answers below:

- A port which creates jobs and economic opportunities
- A port which will transform freight movement in the region
- A thriving community where the port is in the background
- A regional leader in recreation and livability

The primary objective of this group is to create jobs and economic opportunities.

What are the current Port Authority priorities?

- Understand grant feasibility findings
- Do Something
- To get their act together after 10 years of inactivity
- Try to open Grand Tower, Airport Partnership, Elevator with Watco and river access
- Develop a structure for Port Authority, proper legal representative, capital funding, insurance
- Assist Union and Jackson County with development of the waterway and inland port
- Stabilize the economy when port is in the background (job creation and business retention concerns)
- Feasibility of next steps, figure out what to do, airport assistance



The port has \$10,000 in funding but no office, no internet identity. They have been hosting meetings where guests have been invited to discuss projects and potential needs, but the public authority has not devised a framework or priorities for next steps. With no money coming in they are hesitant to spend their bank balance.

What are the most important Union Jackson County Authorities provided by State Statute?

Three board members did not have any answer to this ranking question. Two responded in broad terms such as economic development, natural resource development and protection, a need for money because that is how you grow, not opposed to asset acquisition. Two responded that the airport authority was the highest priority. Only one person came up with specific projects which included (airport as mentioned above), solar farms, truck parking and camping.

What are the top outcomes you expect to achieve as a result of this planning project? (Please rank high to low) Top answers below:

- Create economic engines for the region. *(Received 2 - #1 rankings)*
- Create sustainable family jobs. *(Received 2 - #1 rankings)*
- Develop a revenue stream (freight, tourism, or both)
- Acquire property (own, lease, option)
- Create freight opportunities.
- Develop a balanced commercial and recreational approach to development.
- Recreational and tourism opportunities

Other – one individual did not rank any of the concepts but just wants something to be happening and wants to invest in infrastructure, commented that tourism is nice to have but does not pay the bills. Highlighted Grand Tower redevelopment, a port focused on recycling, warehouse development, marine and rail connections to highway.

What opportunities would you like to tackle in the future?

Near Term

- Just getting started – no assets
- Develop a hangar at the airport
- Airport
- Need development ideas and start small, build on ag base
- Need a quick hit, maybe support more hangars at the airport
- Determine a budget (Has \$5,000 in checking and \$5000 in savings – but does not know where it came from or potential restrictions)
- See what feasibility recommends

Long Term

- Everything is long term – create a long-term plan
- Acquiring property
- Unsure
- Near term first – set a goal, not clear who to partner
- Data Center at the power plant, prevent detrimental land use around river
- Wants more than just river development



- SI Healthcare and University are big drivers, creating an industrial development zone around airport. (Did not say Free Trade Zone (FTZ))

Many of these statements seem to be influenced by the presentations which have been made to the port board. The port board has considered other economic development options based upon news stories and ad hoc research but has not leveraged state agencies.

Please write a Port headline for 2030 which captures your future vision. (one no reply)

- *Southern Illinois*
- *Union Jackson County Broke record for moving products*
- *Created jobs at Airport and Mississippi River Port*
- *Huge Ag – New Rail intermodal terminal connection to inland port – Grand Tower*
- *New Roadway connects port to airport through Jackson County*
- *Union Jackson County added job creation so that Southern Counties were not the poorest in the state*

While the topic of inland port was identified it was not included in any headlines. Of the big four potential projects, Cora River and Moorings, Grand Tower, Airport Hangar, no railroad and few highway improvements were mentioned.

Which inland ports do you consider leaders, partners, competitors? (see Figure 37)

Port Leader

- Paducah
- Cairo (will be)
- Metro East St. Louis
- Kaskaskia
- Randolph County
- Kaskaskia
- Kaskaskia

Port Partner

- Cairo
- 5 Port Collaboration
- Mt. Vernon
- Southern IL Regional Port Authority
- Kaskaskia
- Not sure – others want to see Union Jackson succeed

Port Competitor

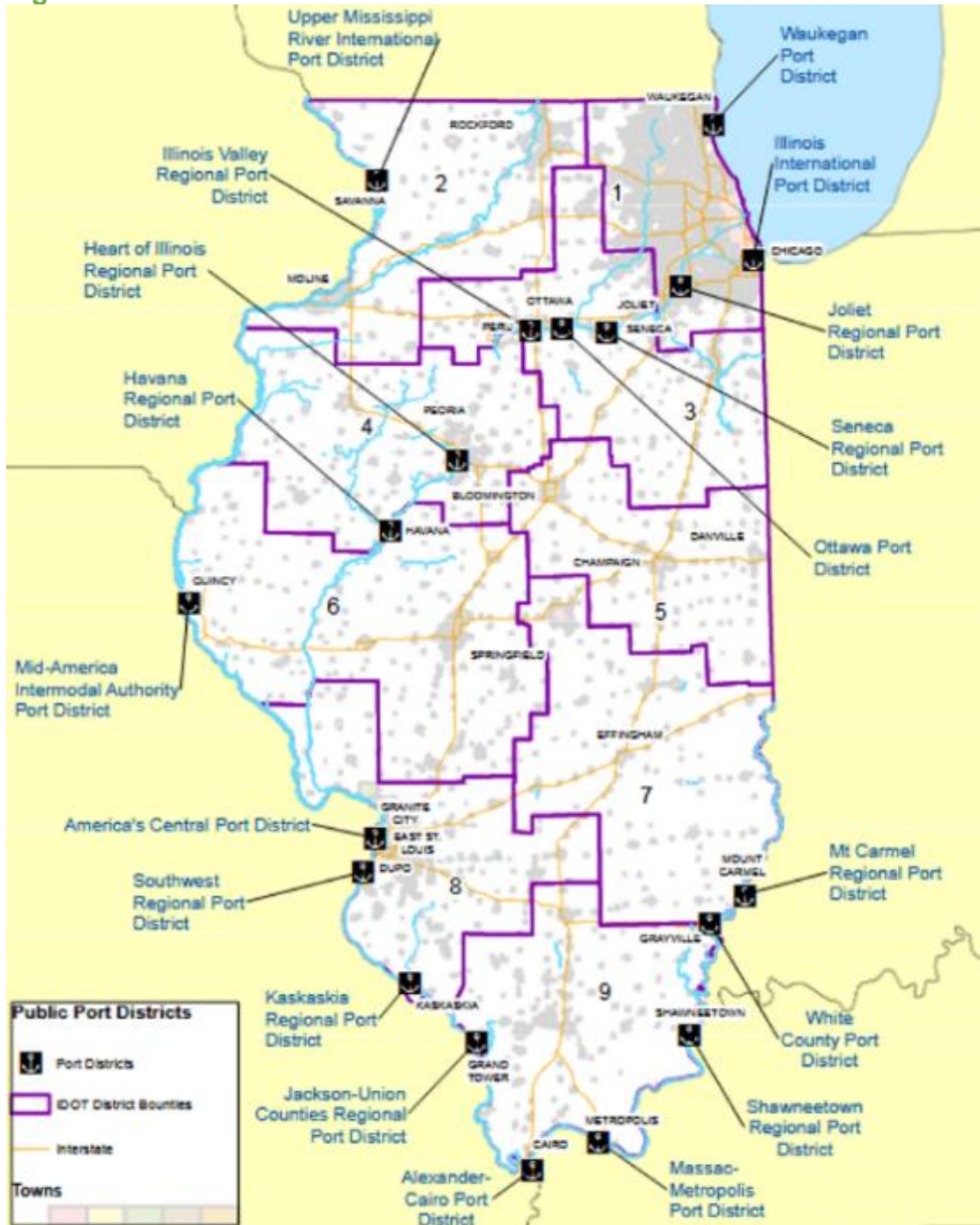
- St Louis
- Southern IL Regional Port Authority has no competitors
- Cairo and All others
- Not in competition with other ports/try to do something others are not doing

Please name three inland ports to benchmark.



- Kaskaskia Havana Decatur
- St. Louis, Decatur, New Madrid (Mississippi River Ports)
- Mt. Vernon

Figure 37: Illinois Public Port Districts



Source: Illinois Department of Transportation



The Board visited Kaskaskia and the trip had a positive impression. This board has also visited with the Southern Indiana SI NOW group who is advocating for a five-port collaboration, but many details are currently unknown. There seems to be no clear leader among the five and no specialization for individual ports has been identified. Cairo received \$40 million in 2020 for port development but due to contracting issues some expenditures could not be reimbursable. Results of this planning grant are anticipated soon but have not been identified. Most respondents did not mention ports outside of Illinois and acknowledge that they are not very familiar with regional port authorities. Only one mention of an inland port was made.

Organizational Capacity

What are top three Strengths and Weaknesses of the Port Board?

Strengths

Most Important Strength

- Great Admin support from Union Jackson County
- Good communicators
- Not a lot of strengths
- Been around ports all my life
- Diversification
- Diverse skills and experiences
- Charter/Statutes

Next Most Important Strength

- Ability to talk through ideas and probe next steps as a group
- Good researchers
- Headed in same direction conceptually but project priority may differ
- Knowing how bonds work
- Good chemistry among the board
- Jackson County Staff Guidance
- Cooperative atmosphere

Third Most Important Strength

- Board spectrum of experience
- Good people
- Time to work on a solution
- Greater Egypt Regional Partnership
- Knowledge spectrum



Weaknesses

Most Important Weakness

- Talk a lot and rehash, over analyze
- No assets
- No money
- New just getting started
- Indecisive
- Frustrating lack of resources
- No transportation experience

Second Most Important Weakness

- Do not have a subject matter expert in transportation
- No money
- Need a plan
- Cancelled 7 out of 12 meetings
- Lack of willingness to engage among basic organization
- Lack of understanding of how to qualify opportunities

Third Most Important Weakness

- No regional advisor lacking Economic Development Advisor
- No education and guidance about how to move forward.
- Lack of dominance
- Other time demands.

The strength of this board is their time and passion for the topic. The weakness of this organization is a lack of resources and subject matter expertise.

Are the threats or risks which concern you as a Port board member?

- Economic uncertainty
- Tariffs and uncertainty about ag exports
- No insurance, no lawyer, and active avoidance of these issues
- Lack of direction
- Get grant (feasibility study) done and move forward.
- Talk to Carbondale and Mifflin
- Flood risk is always in the back of mind.
- Geopolitical issues
- Litigation (county board)
- Lack of community interest
- Nimby's

The risks and the threats are consistent with rural areas in an economically depressed area.



What is your expected timeline for first results?

Time Horizon	Months to Achieve	Outcome	Impact
Short Term	3 = LT 12 months 3 = 12-16 months	- Study completed - Cora Dock - Moorings	- Path forward - Identify Grants - Bunge - Hangar
Near Term	1 year 3- 5 years	Benchmark	- Development of Hangars - Inland port for age - Route 3 improvement 146 Bypass - Project Development
Long Term	12 months – 5 years 5-20 years 10 years 30 years		- A solid project with jobs - Hire Port Director - Functional Marine Port - Grand Tower - Business space - Airport Expansion - Sustain the operations

There was a clear lack of consensus about time horizons and the identification of what a long-term effort would look like. This is not surprising, as grant and infrastructure development is not an area they have much experience. It was clear that this study is very important in setting priorities and next steps. Of note no one offered metrics for outcomes or impacts. Perhaps each proposed project should include a time horizon with metrics.

What are your preferred sources of funding?

This might include fee-based revenue streams, rents, leases, grants, services, or combinations.

- Grants
- Grants, lease land, never raise taxes.
- Grants, municipal bonds for the airport, a tonnage fee for an elevator
- Grants, fees for future infrastructure use, don't see property ownership in the future.
- Grants, other ports are private, no current revenue systems or county funding.
- Grants and leases are slow
- Rents and leases preferred

This response illustrates the lack of project funding and finance options. This might need to be addressed on a project-by-project basis.



What required resources are currently absent?

- No money and no assets
- Don't know
- Everything, leadership issues, not control over land or assets
- Money, depressed area, little manufacturing, not a big industrial base, southern riverport county resources
- No cash, no property, no projects
- No money
- No money and no assets

Loud and clear, there is no money and no assets to leverage, no plan, no leadership, no control. This indicates that they do not understand how to leverage their statutory authorities and might be an opportunity for illustrative case studies or a primer on project finance.

What will success look like?

- Positive impact on the community, infrastructure and jobs
- Expansion at the airport (2 plus hangars), extra space, Grand Tower working Port, Fertilizer and fuel handling facility, dry dock, Cora grain elevator.
- Have a clear direction they can move forward on, support from Jackson County Board, a game plan and a road map.
- An increase in tonnage able to create a distribution hub in the region, ag expansion
- A port that generates a revenue stream, leverages river, road, rail, to land Walmart or Amazon
- Jobs

The board has several projects which recur in aspirational goals. Grand Tower, the Cora Dock, Mooring projects and the Airport hangar expansion. Lack a framework to prioritize or evaluate the impacts, cost or feasibility of each of these actions.

Interest and Influence

Who are your Port's critical partners?

Critical partners may include public agencies, freight operators, local industries, economic development agencies, education partners, others?

- Greater Egypt
- No current partners other than potentially the airport which has no future projects
- Airport, Greater Egypt, Municipal Partners, County Partners, SI Now, State of Illinois
- No partners today, would like the Airport to be a partner
- Need to partner with the Airport
- No idea – don't need more government, SIU the Airport is doing great things
- Greater Egypt Economic Community is a strong leadership and resource influence. Airport has momentum with new leadership

Greater Egypt applied for and is the grant manager for the port feasibility study. They are well organized and interested in assisting the Port Board. Of note, SIU now is leading the five-port collaboration but was only mentioned once. A new airport director was recently named, and grant funding has been received.



The Airport Director feels they have a lot on their plate now and is not ready to move forward with more projects until they get some of the grants completed.

Who should participate in the Port planning, besides the board members?

- Airport, warehouse operators, hangars
- Grand Tower, Gorham (local community)
- Elevator operators, Watco, Airport
- Manufacturers and people
- DCEO and freight stakeholders
- Greater Egypt
- CORA, Ameren (automobile manufacturing)

Education and Training

What educational development activities would you like to participate in to increase your technical capacity as a board member?

- IDOT fall planning meeting in Moline.
- Continuing education topics – but we are time limited.
- A workshop and a resource list are needed
- Port tours, shipper or terminal operation discussions
- Attend meetings from the list of upcoming events
- Meet and greet with community leaders more than two times per year, list of online resources
- Network with freight people at IDOT programs

Name three ports you would like to visit or tour during the study?

- Kaskaskia but open to any suggestions
- Cairo, McCracken County KY, Inland Ports
- Cairo, Kaskaskia, Shawneetown
- Granite City, Mt. Vernon, Havanna
- Any ports in Jackson County, Regional Airport in Marion
- More tours to see what is possible
- Cairo, St. Louis, Decatur

Comments, suggestions, concerns?

- Want to know more about inland ports
- Keep recreation as a priority they are on a bike trail with four lakes and kayak boats
- Talk to Jackson County Title about property
- Need direction, need action orientation
- Look at Scott Airforce base and see hangars in Carbondale

Additional Interviews

Two other sets of interviews were completed.

- Public Agency and Stakeholder Interviews

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- Jackson Growth Alliance
- SI Now
- City of Marion
- Carbondale Economic Development
- Project Leader and Partner Interviews
 - SI Airport
 - Coral Coal Watco
 - Bunge Grain
 - Grand Tower
 - Dodd Architects

Based upon these select interviews:

The Grand Tower project will require continued remediation of a fly ash pond, and this will extend the development time of this opportunity.

The Airport project has generated significant momentum, and the new Executive Director has recently been awarded grants which are in the process of being undertaken. Alyssa Connell feels that they have enough on their plate for the immediate future.

The Cora project has land and Watco resources to expand the functionality of this asset which is served by UP and is just off the mainline with great highway access. However, the use case has yet to be defined. Today outbound coal is loaded to the river, and the facility is purpose built to handle automated unit trains of coal. Development of agriculture or fertilizer demand would have to be quantified. There are two queries in the area, but their volume is not substantial and move by truck.

The unknown of Cairo is a wild card, Southeast Missouri and St. Louis River ports would be significant competitors to a Jackson Union County Port Development.

The low hanging fruit is the need for mooring for a Bungee plant within the Port Authority. Absent mooring improvements and dredging this producer must fleet barges at other river locations which is a competitive hurdle. Most of the fleet operators have operations in Cape Girardeau. Data is needed to identify and determine the freight development opportunities along with the engagement of Illinois State Economic Development.



Educational Meeting

The project team hosted the board, industry experts, and several regional guests on March 10, 2026 for an educational seminar. The seminar took place in Metropolis, IL and included a tour of the nearby port in Paducah, KY. The Paducah McCracken Port Authority runs the second largest public port in Kentucky, and this tour was helpful for board members to understand the inner workings of a successful inland river port within the region.

The itinerary for the meeting is being shown in Figure 38.

Figure 38: Port Educational Seminar

	
Port Educational Seminar Jackson- Union Counties, Illinois - Port Board March 10, 2026	
Holiday Inn Express Conference Room 2179 E 5th St, Metropolis, IL 62960 Higby Barrett Contact: Riley Higby 901.422.2320	
Meeting Itinerary	
9:00 – 9:30	Check-in
9:30 – 9:45	Introductions by Riley Higby
9:45 – 10:30	River Trade Flows and Economics Presented by Alan Barrett
10:30 – 10:45	Break
10:45 – 11:30	Statutory Authority Presented by Libby Ogard
11:30 – 12:30	Lunch (Quiznos Sandwiches and Salads)
12:30 – 1:00	Project Strategy Overview Presented by IDOT
1:00 – 1:30	Project Update Presented by Riley Higby
1:30 – 1:45	Break
1:45 – 3:00	Port Best Practices Panel
	Moderator: Riley Higby, Higby Barrett LLC
	Panel:
	- o Alan Barrett, Higby Barrett LLC - o Libby Ogard, Prime Focus LLC - o Jim Garrett, Paducah McCracken Port Executive Director - o Captain Mark Murphy, Hines Furlong Line
3:00 – 3:20	Break and Travel to Paducah-McCracken County Riverport
3:20 – 4:30	Riverport and Foreign Trade Zone (FTZ) Tour
4:30 – 4:45	Travel to Dinner
4:45 – 6:15	Dinner and Adjournment of the Meeting
	Venue: Cordavino's 310 Ferry St, Metropolis, IL 62960

Source: Higby Barrett LLC

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Figure 39: Meeting Room for the Seminar



Picture Credit: Higby Barrett LLC



Figure 40: Attendees Touring the Foreign Trade Zone



Picture Credit: Higby Barrett LLC



Figure 41: Super Sacks being Stored within the Foreign Trade Zone's General Site



Picture Credit: Higby Barrett LLC



Figure 42: Heavy Lift Crane for at the Dock Loading Zone at Port of Paducah



Picture Credit: Higby Barrett LLC



Figure 43: Material Handling from the River Across the Road to Port Storage



Picture Credit: Higby Barrett LLC



Figure 44: Material Handling to Secure Storage Area at Port of Paducah



Picture Credit: Higby Barrett LLC



Statutory Authority

Introduction

The Illinois Marine Transportation System is a vital part of the Illinois transportation network and represents 87,110 miles of waterways of which 1,118 miles are commercially navigable. The system includes 19 public port districts and more than 450 terminals (mostly private). Seven percent of the state's tonnage moves by water which amounts to more than 90.6 million tons of goods annually. This system is made up of five commercially navigable waterways including:

- Chicago Area Waterway System (CAWS) – A network of canals and altered rivers connecting Lake Michigan to the Mississippi River, including the Chicago Sanitary and Ship Canal, North Shore Channel, Calumet River, and other connected waterways.
- Mississippi River – The primary waterway linking Illinois to the Center Gulf and beyond, Marad Marine Highway designation M35.
- Illinois River and Illinois Waterway – A 336-mile route from the Calumet River at Chicago to the Illinois River at Grafton, Illinois, connecting the Great Lakes to the Mississippi River, Marad Marine Highway designation M55.
- Ohio River – Connects Illinois to the broader Mississippi River system and the Gulf of Mexico, Marad Marine Highway designation M70.
- Kaskaskia RIVER - A tributary of the Mississippi River, approximately 325 miles long. Marine Highway Route M-3 (the Kaskaskia River) is an officially designated U.S. waterway managed by the Maritime Administration (MARAD).

According to the National League of Cities, a jurisdictional authority is the legal power or right of a government, court, or official organization to interpret laws, make binding decisions, and enforce regulations. It is typically defined by both the geographic territory, and the specific subject matter that a body is allowed to govern. These powers often exist within or overlap local governments.

The Census Bureau designates two categories of local government, General Purpose and Special Purpose. Counties, municipalities, towns and townships constitute the general-purpose local governments.

Special districts, as defined by the U.S. Census, are local entities “authorized by state law to provide only one or a limited number of designated functions, and with sufficient administrative and fiscal autonomy to qualify as separate governments; known by a variety of titles, including *districts*, *authorities*, *boards*, and *commissions*.” These districts are local governing units that vary widely in authority, function, and structure. Their functions range from street lighting to a large port authority with a large staff and project portfolio.

All special districts are governed by a board, but their governance structures vary; some boards may be elected by the public while the majority are appointed by the states, counties, municipalities, or townships that have joined to form the special district. Some local governments that cannot finance public improvements without increasing taxes will rely on special districts because special districts have several sources of revenue, and some have more than one source. They may have the authority to levy property taxes, impose service charges, accept grants, share taxes with other areas, or rely on other special assessments or taxes. Because of this variability, the special districts may operate in very different intergovernmental political and fiscal frameworks.

In 2022 the U.S. Census of governments identified 3,218 special purpose districts in Illinois, the most of any other state in the United States. Some special purpose districts have budget autonomy, and some do not.



When it comes to economic development and planning, general purpose and special purpose districts must coordinate performance, management, operational functions and services through voluntary intergovernmental agreements. The figure below shows how Illinois compares to other states in both number and type of local governments.

Figure 45: Number and Type of Local Governments in Selected States (2022)

	Type of Local Government					Total	Total per 100,000 of Population	Rank per 100,000 of Population
	Rank	County	Subcounty	School District	Other Special Purpose			
Illinois	1	102	2,720	890	3,218	6,930	55	14
Texas	2	254	1,225	1,070	2,984	5,533	18	33
Pennsylvania	3	66	2,559	514	1,712	4,851	37	21
California	4	57	482	1,006	2,949	4,494	12	43
Ohio	5	88	2,234	665	952	3,939	34	24
Delaware	46	3	57	19	255	334	33	26
Nevada	47	16	19	17	135	187	6	48
Alaska	48	15	149	--	17	181	25	29
Rhode Island	49	--	39	4	84	127	12	42
Hawaii	50	3	1	--	17	21	1	50
U.S.	--	3,031	35,705	12,546	39,555	90,837	27	--

Source: Source St. Louis Federal Reserve

The State of Illinois operates under a three-branch system (Executive, Legislative, and Judicial) at the state level, and is known for its highly decentralized local governance, containing thousands of distinct taxing and service units.

State government mirrors the Federal government structure and is led by a Governor. The Illinois General Assembly is comprised of Representatives and a Senate. The Supreme Court of Illinois completes judicial responsibilities.

There are four levels of local government which include 102 counties, which follow a township or commission form of governance. This form of government is typically considered closer to the people and one of the most cost-effective means of governance. Municipalities include cities, villages and incorporated towns. These units of local government typically have a Mayor and Council, or a Village President and Board of Trustees or a Council manager or commission structure. Townships are sub-county units of government and typically hand property tax assessments, road maintenance and general assistance programs. Finally special purpose districts are designed to provide single services. The table below identifies a select group of popular Illinois Special Purpose Districts.

Table 15: Select Illinois Special Purpose District Types

Airport	Fire Protection	Park	Solid Waste	Trail
Cemetery	Flood Prevention	Port	Sports Facilities	Transit
Civic Center	Forest Preserve	Railroad	Street Lighting	Water
Conservation	Hospital	Rescue Squad	Surface Water	
Development	Mosquito Abatement	River Conservancy	Protection	
Drainage	Museum	Sanitary	Tourism	



The Illinois Comptroller uses a broad definition of special districts including those without budget autonomy. From a transportation perspective there are 19 special port districts in Illinois, 7 railroad authorities and 27 airports and 15 transit authorities and 1,392 road and bridge authorities. There are four recognized organizations who track these authorities. The Illinois State Comptroller, U.S. Census Bureau, Illinois Department of Revenue and the Civic foundation.

State Power for Port Authorities

Illinois created 19 public port districts with specific and unique enabling legislation between 1951 and 2011. These port districts were created with the goal of economic development. The first wave of Illinois port districts was created in the 1950's around large cities or were part of military bases. These included America's Central Port, Illinois International Port District (Chicago), Joliet and Waukegan. In the 1960's the port district count doubled with the addition of Kaskaskia, Havana, Mt. Carmel Regional, Southwest Regional, Shawneetown and Seneca. Illinois Valley Regional Port Authority, White County and Jackson-Union County Port Authorities were added in the 1970's. In 1998 the Mid-America Port Authority was established. In the 2000's, The Heart of Illinois, Alexander-Cairo, Ottawa, Metropolis and the Upper Mississippi River International Port Authority were added.

All but two Illinois Public Port district is considered a small port by the U.S. Maritime Administration, which uses the threshold of 8 million short tons to distinguish between a small port and a large port. According to the 2023 U.S Waterborne statistics, only the Mid America Intermodal Authority and IIPD move more than 8 million short tons annually.

Illinois has public port authorities on the Great Lakes, Illinois, Ohio, Kaskaskia and Mississippi Rivers, in rural and urban communities. The map below shows the locations of the public ports in Illinois.



Figure 46: Illinois Port District Map



Source: IDOT Marine Transportation Update 2025

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Port Asset Comparison

Six of Illinois Public Ports own land. Acreage is not a determinate of tonnage but can help. Many terminals can be commodity specific or specialize in material handling equipment to improve transportation productivity. Resilience is a key factor when it comes to changes in water levels, flooding and drought conditions.

Some ports have private terminal operators which make their own investments to improve port productivity.

Table 16: Assets for Select Port District in Illinois

Port District	Assets	2017 Tons
Illinois Intl Port District (19 terminals)	Controls 2,000 acres including Iroquois Landing & Lake Calumet Terminal.	13.9 Million
America's Central Port District (22 terminals)	Controls 1,200 acres and Operates 7 docks and warehouse space.	4.4 Million
Joliet Regional Port District (36 terminals)	Owens and operates the 732-acre Lewis University Airport.	3.2 Million
Massac-Metropolis Port District (4 terminals)	Acquired the former Lock and Dam 52 site in 2025 of approximately 46 acres .	8.7 Million
Kaskaskia Regional Port District (10 terminals)	Operates terminal facilities, 111 acres adjacent to 20,000 acres of DNR property	16.2 Million
Waukegan Port District (2 terminals 54 hangers)	Received grants for dock wall repairs. 520 acres	0

Unique Powers

Seven of Illinois Public Ports have aviation powers however many are relatively small with few enplanements.

Table 17: Illinois Port Districts with Unique Powers

Illinois Port District	Aviation Activity	2024 Emplanements	Role
Havana Regional	Havana Regional Airport –turf runway	0	GA
Heart of Illinois Regional	Quincy Regional Airport (UIN) Jacksonville Municipal Airport (IJX)	4,112	CS
Joliet Regional	Lewis University Airport (LOT)	26	R
Mid-America Intermodal Authority	Decatur (DEC)	12,747	P-N
Waukegan	Waukegan National Airport (UGN)	126	R
Jackson Union County	Southern Illinois Airport (MDH)	435	GA



Jackson Union Counties Statutory Port Authorities

The Jackson Union County Port Authority has six sections within the statutory authority 70 ILCS 1820 which includes 35 sections and 22 powers. The statute is organized into six sections:

- Authority
- Definitions
- Powers
- Finance
- Administration
- Property Rights and Annexation

Powers Include:

1. To Issue Permits
2. To Prevent or Remove Obstructions in navigable waters.
3. To locate and establish dock lines and shore or harbor lines.
4. To regulate the anchorage, moorage, and speed of water borne vessels
5. To Acquire, own, construct, lease, operate and maintain terminals.
6. To Locate, establish and maintain a public airport & public airport facility.

These six powers allow the Port Authority to create revenue streams to invest in infrastructure, partners with private entities to apply for grants and to support the development of infrastructure to be responsive to the region's economic needs.

Powers 7-12 apply to aviation activities and to support the local airport and education of future aviators. These powers speak to potential partnerships with the aviation community.

7. To Operate, maintain, manage, lease sublease and to make and enter into regulations for the operation, management and use of any public airport or public airport facility.
8. To fix, charge and collect reasonable rentals, tolls, fees and charges for the use of any public airport.
9. To establish, maintain extend and improve roadways and approaches by land, water or rail to any such airport.
10. To restrict the height of any object of natural growth or structure within the vicinity of any airport.
11. To agree with the State or federal governments ow with any public agency to remove or relocate any object of airport hazard.
12. For the prevention of accidents, for the furtherance and protection of public health, safety and convenience in respect to aeronautics for the projects of property and persons within the District from any hazard or nuisance resulting from flight aircraft.

Powers 13 to 22 focus on safety, protection, partnerships and economic development activities. Specific areas of interest include the ability to own, lease or sell real property to allow the port to establish site control. Specific authority is also granted to engage with banks and lending institutions and participate in grants and joint ventures. Of significant interest is Power 22, which allows for the acquisition, ownership and operation of industrial facilities such as ethanol plants, foreign trade zones or industrial parks.

13. To police its physical property only and all waterways and to exercise police powers to enforce rules and regulations provided by the ordinances of the District.



14. To enter into agreements with the corporate authorities or governing body of any other municipal corporation or any political subdivision of this State to pay the reasonable expense of services furnished for or on account of income producing properties of the district.
15. To enter into contracts dealing in any manner with the objects and purposes of this Act.
16. To acquire, own, lease, sell or otherwise dispose of interests in real property and improvements and personal property as necessary to fulfill the purpose of the District.
17. To designate the fiscal year for the District.
18. To engage in any activity or operation which is incidental to and in furtherance of efficient operation to accomplish the District's primary purpose.
19. To build, construct, repair and maintain levees.
20. To enter into agreements with banks and other lending institutions guaranteeing contract performance of a person or business entity doing or planning to do business in Jackson County or Union County area.
21. To make and give grants to a person or business entity doing or planning to do business in the Jackson County or Union County area.
22. To acquire, own, construct, lease, operate and maintain industrial plants and facilities including but not limited to ethanol plants, facilities and the by-products therefrom, within the confines of Jackson and Union County. The charges collected shall be used to defray the reasonable expenses of the Port District and to pay the principal and interest in any revenue bonds issued by the district.

Economic Development Tools

Economic development agencies in Illinois are organized at the state, regional, and local levels to drive business attraction, workforce development, and community investment. These organizations support job creation and site selection activities that are important to business attraction activities.

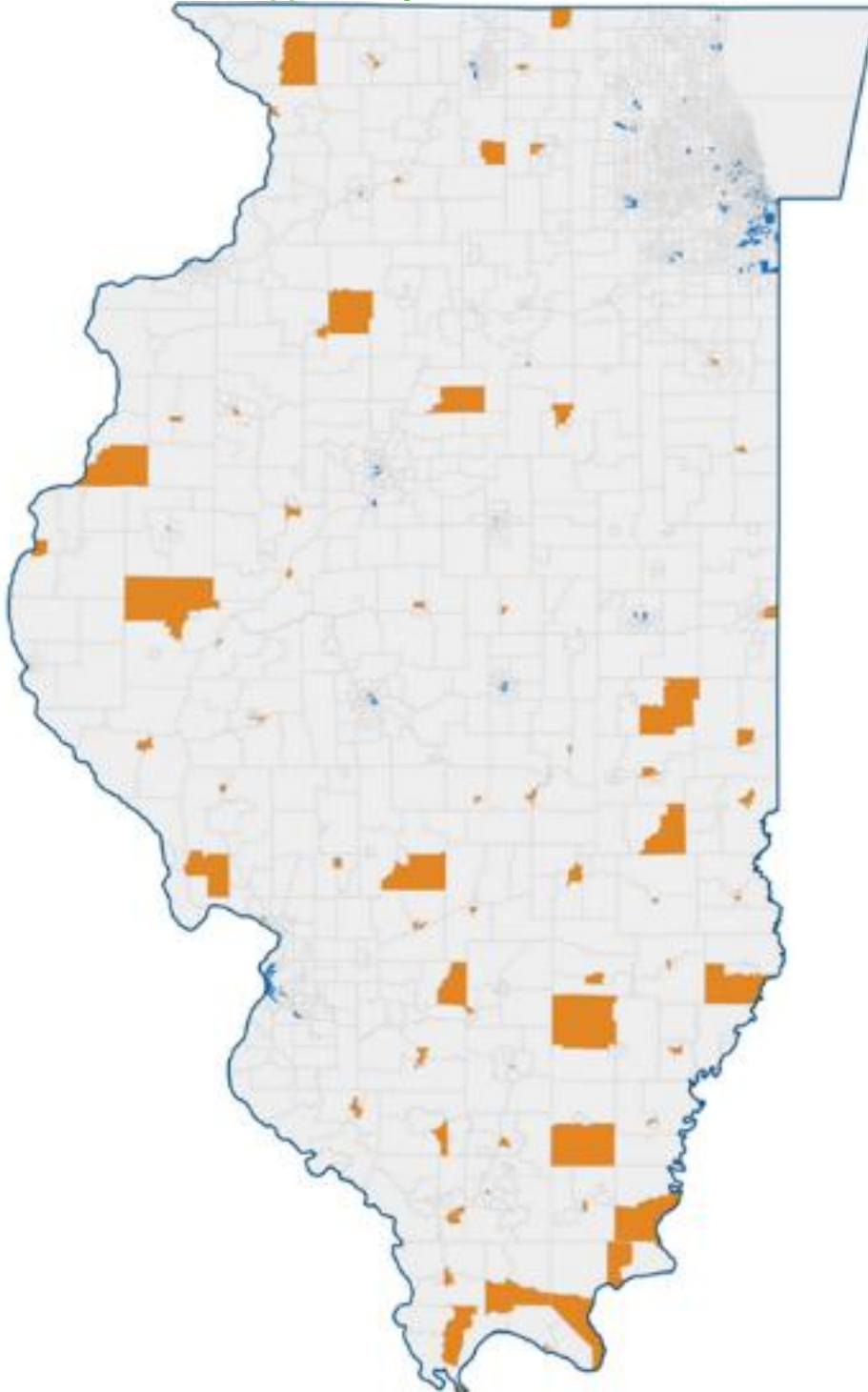
- Illinois Department of Commerce and Economic Opportunity (DCEO): The primary state agency responsible for job creation, business support, and administering state incentive programs.
- Illinois Economic Development Corporation (Illinois EDC): Formerly known as Intersect Illinois, this statewide public-private partnership works alongside the DCEO to attract business, assist with site selection, and promote the state globally.

The Opportunity Zones program was officially established on December 22, 2017, when the Tax Cuts and Jobs Act was signed into law. The first set of designated Opportunity Zones (OZ) was certified by the U.S. Treasury Department in June 2018. The program was designed to encourage long-term private investment and job creation in economically distressed communities by offering tax benefits on unrealized capital gains. <https://www.nlc.org/resource/cities-101-types-of-local-governments/> Illinois has 327 Qualified Opportunity Zones, including 84 rural Opportunity Zones. These OZ 1.0 zones remain in effect through December 31, 2028.

Opportunity zones are not considered a special purpose district; they are simply low-income U.S. Census Tracts designated by the government to attract private investment. The classification exists to grant preferential federal tax treatment to investors who roll their capital gains into these areas. Opportunity Zones do not have a governing board, legislative authority, or the power to assess taxes or provide municipal services. Competitive Federal Discretionary grants have at times.



Figure 47: Economic Opportunity Zones



Source: opportunityzones.com



America's Marine Action Plan

In April of 2025 President Trump signed an executive order "Restoring America's Marine Dominance". The U.S. builds less than 1% of ships globally, while China build approximal half of the global fleet. This is viewed as both a national security and economic crisis. The executive order directed U.S. Department of War, Department of Commerce, Department of Treasury, OMB, Department of Transportation and Homeland Security to draft a Maritime Action plan based upon four pillars:

- Reforming workforce training which may include the substantial engagement in the education and training of the maritime industrial base.
- Protecting the maritime industrial base and
- Strengthening national and economic security
- Rebuilding shipbuilding capacity

The directive includes the establishment of Maritime Prosperity zones, modeled after the 2017 Opportunity Zones Concept which will incentives and leverage domestic private capital and investment in America's maritime industries and waterfront communities. This directive would layer in tax incentives and regulatory relief to attract private capital to under-invested places. The initiative calls for zone creation which will go beyond traditional shipbuilding hubs including river regions, inland waterfront communities where landlocked areas support manufactures who are producing critical components for ships and submarines. The goal of the MPA is to designate 100 MPZ for ten years each.

This policy recommendation is not a law yet but could have an impact on the Jackson Union County Port Authority as it competed for future federal grants and loans.



Funding Opportunities

What is a Grant?

A grant is sum of money awarded to a public or private organization or business, which does not require repayments. Funding is contingent on how the application proposes to meet a specific purpose, within a specific time frame. Grants can be made by governments to achieve specific policy objectives or outcomes. Businesses may provide grants to leverage community engagement and create brand awareness, and private foundations may award grants to stimulate or provide financial aid. Note that private foundations must distribute earnings each year to maintain their foundation status.

Grants require a formal application to respond to the funding agency. Specific reporting requirements are often specified and limitations on what and when grant funds can be used is often specified. Many grant funds have a specific window of time defined for eligible expenditures, after which unspent funds are no longer available.

A grant is not a loan and requires no collateral. Grants are highly competitive and are awarded based upon stated merit criteria and defined outcomes. Grants require time to identify a program which is right for your project and community and may require investment in predevelopment costs, permitting, public outreach, feasibility studies and in project development. Depending on the program you may have to pay tax on the grant award and in grant management expertise to navigate contract compliance and reimbursement awards.

Where does Grant Federal Funding Come From?

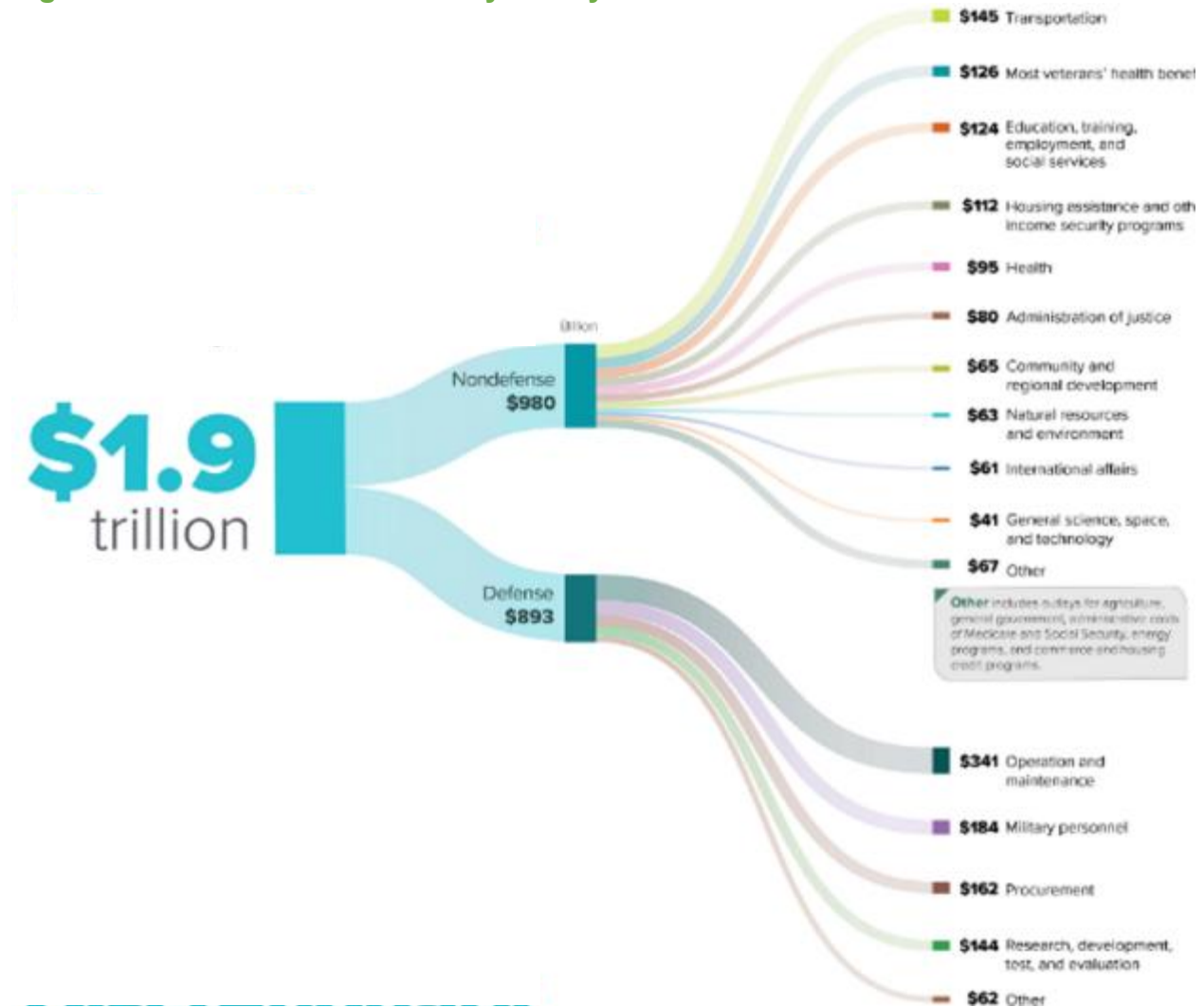
The 2025 Federal budget had \$5.2 trillion in revenues and \$7.0 trillion in expenditures. Expenditures include mandatory programs such as Social Security, Medicare, Medicaid, Social Security and Net Interest.

Mandatory spending includes payment for benefit programs whose eligibility rules and benefits are set by law. Discretionary spending is controlled through appropriate acts which are determined by Congress. Net Interest is the government's payment on public debt which is offset by the interest income that the government receives. Revenues are collected from individual tax, payroll and corporate tax, customs duties and other payments.

The image below illustrates the 2025 Federal Budget discretionary outlays for non-defense purposes. Note that 2025 transportation budget includes \$145 Billion which is authorized by Congress. This funding is further defined by the Transportation bill.



Figure 48: 2025 U.S Discretionary Outlays



Source: CBO

Every five years congress reauthorizes the federal transportation bill, which is a multi-year legislative package, and funded by the non-defense discretionary budget that directs funding and policy investments for the national surface transportation which includes roads, bridges, rail, and public transit.

MARAD is an arm of the U.S. DOT and is also charged with the U.S. marine transportation system needed to support military readiness, national security and economic growth, these responsibilities include sealift operations, commercial fleet programs, security and cyber defense in addition to the U.S. Merchant Marine Academy. For this reason, the MARAD budget is funded by the defense outlay.

The primary legislation currently providing funding is the Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law (BIL), which was enacted in 2021 and due to expire in September of 2026.

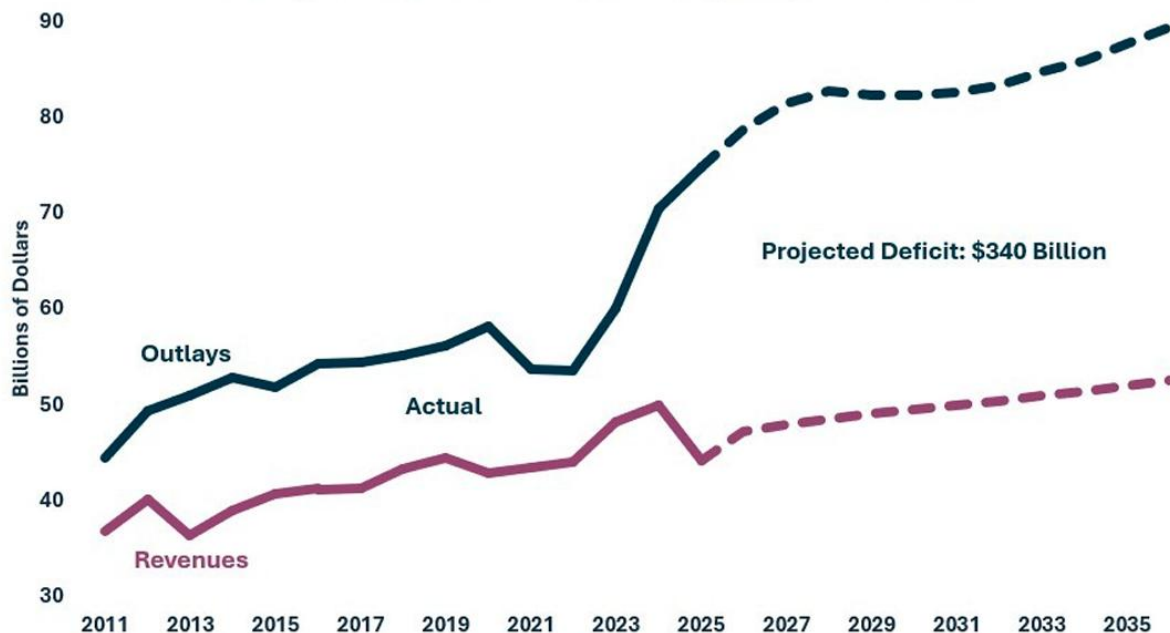
In 1956 the Federal-Aid- Highway Act authorized the development of the Interstate Highway System, which was funded by a newly created Highway Trust Fund which collected revenue from federal diesel and gas



taxes. In 1991 the Intermodal Surface Transportation Efficiency Act was passed. Policies in this era began to recognize the need for integrated networks to improve freight flow and safety. This change ushered in a new era of transportation grants. TEA-21 (1998), SAFETEA-LU (2005), MAP-21 (2012), the FAST Act (2015) and the Bipartisan Infrastructure Law/Infrastructure Investment and Jobs Act IIJA (2021) began to expand multimodal focus, systems efficiencies, economic vitality and a variety of social benefits supported by transportation investment. During this period states began to mirror multimodal infrastructure investments, and several transportation and freight programs were developed, funded by formula funds and state legislation appropriations.

The figure below shows the funding to support the Highway Trust Fund spending. Due to the rise in electric and hybrid vehicles, revenue collected from gas tax and motor vehicle registrations is not keeping up with the outlays in program. This widening deficit will need to be addressed in the next transportation bill and may impact on the level of programmatic and discretionary funding available for transportation infrastructure grants. The IIJA BIL transportation bill is due to expire in September of 2026. Preliminary legislative efforts are looking to consolidate the number of grant programs and various advocates are lobbying to increase formula funding for states due to the rising costs of grant preparation and due to the complexity of getting grant money obligated and in the ground.

Figure 49: Growing Gap in Highway Trust Fund
Outlays vs. Revenues in the Highway Trust Fund



Source: USDOT

After Congress appropriates funding to USDOT and authorizes transportation programs based on national priorities. The USDOT works with its agencies to post Notices of Funding Opportunities to solicit applications for transportation infrastructure investment projects, safety, and innovation across the country.



Types of Grant/Loans

Competitive Grant Funding Programs

USDOT administers competitive grant programs through its operating administrations such as the Office of the Secretary of Transportation (OST). Each operating administration solicits applications through a Notice of Funding Opportunity (NOFO) and selects projects based on program eligibility, evaluation criteria, and Departmental or program priorities. These priorities may change from year to year. Congress may change funding amounts for competitive grant programs year to year.

Formula Grant Funding Programs

Most Federal transportation funding flows through formula grants. Formula grants are funded by revenue collected such as gas and motor fuel taxes. The Federal programs then allocate funding to recipients based on formulas set by Congress. Each year a portion of these collections are returned to the states to fund, federally recognized Tribal recipients, and transit agencies and may be further allocated to localities and freight programs at agency discretion.

Loan Financing Programs

Credit assistance programs leverage Federal funds to attract private and other non-Federal co-investment for transportation projects. These programs may be in the form of secured (direct) loans, loan guarantees, and lines of credit. The Build America Bureau manages DOT's financing programs. These programs currently have more than \$100 billion available in funding and include RRIF, TIFIA and Private Activity Bonds. These programs require repayment but offer a generous term and favorable interest rates. These programs are often used for large projects such as industrial parks, intermodal terminals, rolling stock and transit-oriented development projects. The Federal Highway Administration (FHWA) Center for Innovative Finance Support also houses helpful resources related to USDOT's financing options.

Rail Rehabilitation and Improvement Finance (RRIF) Detail

RRIF Program Highlights

- Low, fixed interest rate (*US Treasury rates*)
- Finance up to 100 percent of eligible project costs.
- Interest does not accrue until proceeds are drawn.
- Flexible amortization
 - Up to 35-year repayment period (*in some cases, up to 75 years*)
 - Deferrable for five years after substantial project completion
- No pre-payment penalty

RRIF Program Overview

The RRIF program was established by the Transportation Equity Act for the 21st Century (TEA-21) and amended by the Safe Accountable, Flexible and Efficient Transportation Equity Act: a Legacy for Users (SAFETEA-LU), the Rail Safety Improvement Act of 2008, and the Fixing America's Surface Transportation (FAST) Act. Under this program the Department of Transportation is authorized to provide direct loans, and loan guarantees up to \$35.0 billion to finance development of railroad infrastructure. Not less than \$7.0 billion is reserved for projects benefiting freight railroads other than Class I carriers. The goal of the program



is to promote economic development and enable U.S. companies to be more competitive in international markets.

Eligible applicants include railroads, state and local governments, government-sponsored authorities and corporations, joint ventures that include at least one railroad and limited option freight shippers who intend to construct a new rail connection. FRA gives priority to projects that provide public benefits, including benefits to public safety, the environment, economic development, and rail or rail-related intermodal service.

The funding may be used to:

- Acquire, improve, or rehabilitate intermodal or rail equipment or facilities, including track, components of track, bridges, yards, buildings and shops, and including the installation of positive train control systems.
- Develop or establish new intermodal or railroad facilities.
- Reimburse planning and design expenses relating to activities listed above.
- Refinance outstanding debt incurred for the purposes listed above; and
- Finance transit-oriented development

Direct loans can fund up to 100 percent of a railroad project with repayment periods of up to 35 years and interest rates equal to the cost of borrowing to the government. There is no prepayment penalty if a loan is closed prior to maturity date.

The RRIF loan application process diagram can be found below:

Figure 50: RRIF Loan Process



Source: FRA RRIF Program Guide

A RRIF loan application requires financial, engineering, environmental permitting documents and a safety review.

A RRIF loan is subject to the Buy America provisions. Project priorities include:

- Enhance public safety.
- Enhance the Environment
- Promote economic development.
- Enhance global market competition.
- Support State Rail and Freight Plans
- Preserve or enhance rail or rail-related intermodal service to small communities or rural areas.
- Enhance service and capacity in the national rail system.
- Materially alleviates rail capacity problems which degrade the provision of service to shippers and would fulfill the need in the national transportation system.

Illinois used an RRIF loan for a Metra Bridge improvement project which closed in 2026.



Transportation Infrastructure and Finance Act (TIFIA)

TIFIA Program Highlights

- Facilitate projects with significant public benefits.
- Encourage new revenue streams and private participation.
- Fill capital market gaps for secondary/subordinate capital.
- Be a flexible, "patient" investor willing to take on investor concerns about investment horizons, liquidity, predictability and risk.
- Limit Federal exposure by relying on market discipline.

TIFIA Program Overview

The program goal is to leverage limited Federal resources and stimulate capital market investment in transportation infrastructure by providing credit assistance in the form of direct loans, loan guarantees, and standby lines of credit (rather than grants) to projects of national or regional significance.

TIFIA Major requirements

Minimum Anticipated Project Costs –

- \$10 million for Transit-Oriented Development, Local, and Rural Projects
- \$15 million for Intelligent Transportation System Projects
- \$50 million for all other eligible Surface Transportation Projects

TIFIA Credit Assistance Limit – Credit assistance limited to up to 49 percent of reasonably anticipated eligible project costs. (Note: Revenue-backed public-private partnership projects' funding plans are required to include at least 25 percent in private co-investment to be eligible for an up to 49 percent TIFIA loan. Additionally, some projects may require further analysis to be eligible for financing such as Value for Money analysis.

Investment Grade Rating – Senior debt and TIFIA loan must receive investment grade ratings from at least two nationally recognized credit rating agencies (only one rating required if less than \$75 million)

Dedicated Repayment Source – The project must have a dedicated revenue source pledged to secure both the TIFIA and senior debt financing.

Applicable Federal Requirements – Including, but not limited to: Civil Rights, NEPA, Uniform Relocation, Buy America, Titles 23 and 49.



Figure 51: TIFIA Applicant and Project Eligibility



Source: Build America Bureau Website

TIFIA Eligibility Requirements

- Creditworthiness:
 - Ability to satisfy applicable creditworthiness standards.
 - Rate covenant, if applicable
 - Adequate coverage requirements to ensure repayment.
 - Ability to obtain investment grade ratings on senior debt.
- Foster partnerships that attract public and private investment for the project
- Ability to proceed at an earlier date or reduced lifecycle costs (including debt service costs)
- Reduces Contribution of Federal Grant Assistance for the Project
- Construction contracting process can commence no more than 90 days from execution of a TIFIA credit instrument.

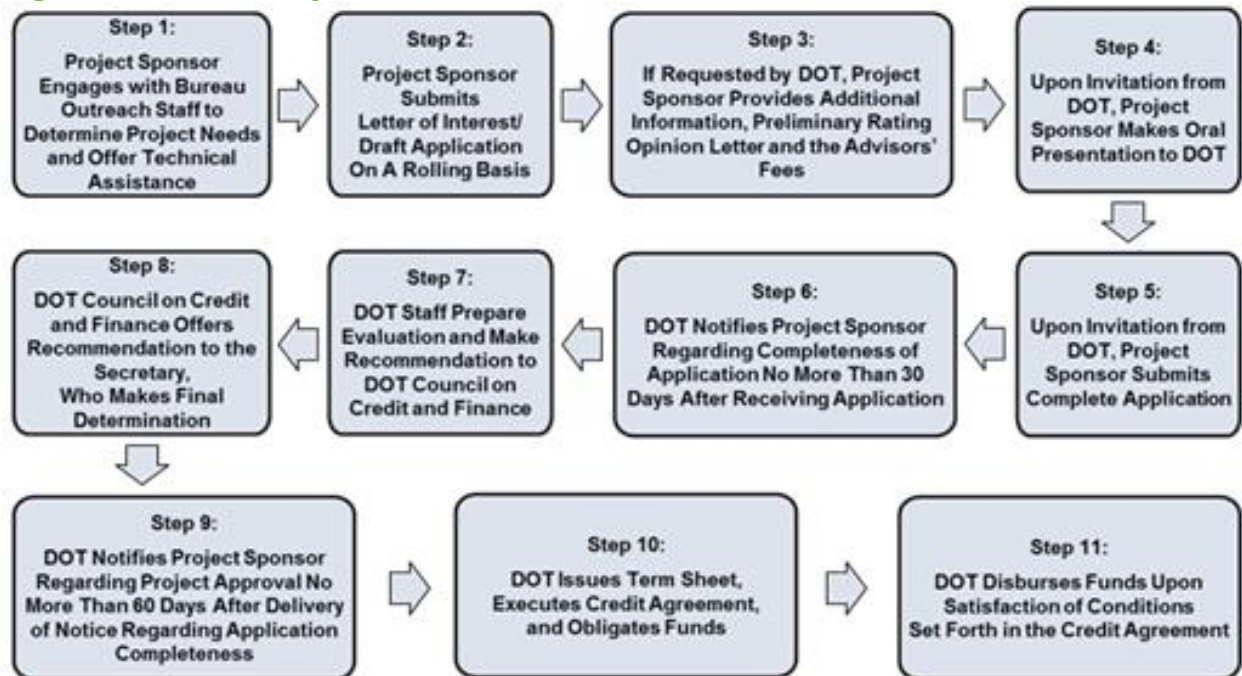
TIFIA Program Fees

- Project sponsors must reimburse DOT for the costs of the outside advisors who advise TIFIA on the transaction.
- This transaction fee generally ranges between \$400,000 and \$700,000.
- Fee may vary significantly depending on the complexity of the project.
- Borrowers must pay an annual Loan Servicing Fee, due by November 15, of approximately \$13,000.
- DOT may also charge a Monitoring Fee as defined in the credit agreement (to date this fee has not been charged).

The Chicago Transit Authority secured a TIFIA loan for the red and purple line modernization which closed in 2026.

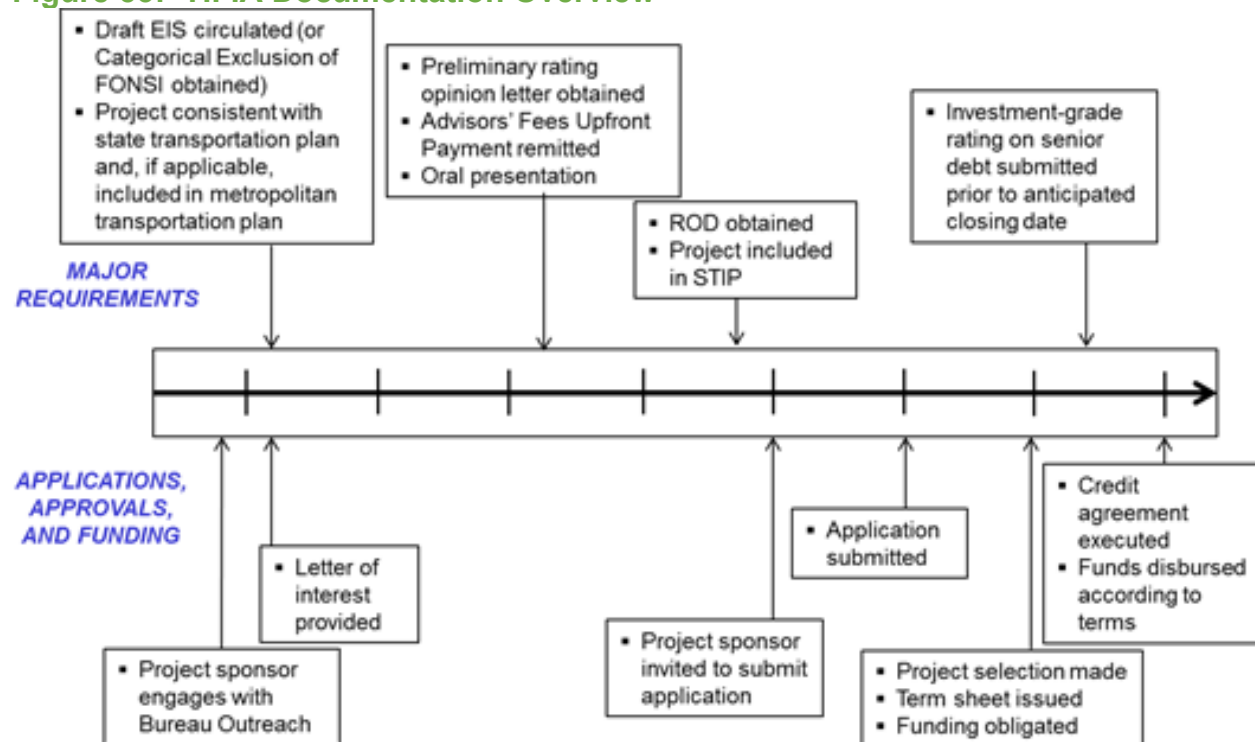


Figure 52: TIFIA Project Process Overview



Source: Build America Bureau Website

Figure 53: TIFIA Documentation Overview



Source: Build America Website



Public-Private Partnerships (P3s)

P3s involve collaboration between one or more government agencies and private-sector companies to leverage public and private resources to develop and execute a project. This model allows for greater private participation in project delivery and can bring creativity, efficiency, and innovative solutions to address complex transportation issues.

In Illinois all Public Private Transportation Partnerships are governed by the (630 ILCS 5/) Public-Private Partnerships for Transportation Act. These collaborations between state/local agencies and private firms allow for the design, financing, and operation of critical infrastructure. Each P3 project in Illinois requires specific, individual approval from the General Assembly before procurement.

Examples of Select Illinois Projects Include:

- The Chicago Skyway: One of the most famous long-term P3s in the nation, this is a 7.8-mile toll road leased to a private consortium for 99 years, generating upfront capital for the city.
- The Elgin-O'Hare Western Access (EOWA) Project: Spanning the western border of O'Hare International Airport, this multimodal tollway bypass utilizes innovative project delivery strategies to bring together toll revenues, federal funding, and private investments.
- CREATE Program (Chicago Regional Environmental and Transportation Efficiency: A \$3 billion public-private partnership between the USDOT, IDOT, the City of Chicago, and major freight railroads. It aims to untangle the nation's busiest rail hub through dozens of infrastructure improvements.
- Will County Community Friendly Freight Mobility Plan: A public-private partnership between Will County and local commerce groups designed to optimize massive regional freight operations and integrate them smoothly with local, public transit networks.



Grant Opportunities

In 2026 there were 1,905 national grant opportunities listed on the grants.gov webpage. Visiting this website allows users to filter grant opportunities by key criteria:

- Opportunity Status – Forecasted, opened/closed or archived.
- Contracting status – Cooperative Agreement, Grant or Procurement contract
- Eligibility – State, County Government, City/Township or Special districts or specially designated organizations such as school districts, public or state institutions, private institutions, native American or tribal governments, non-profits, for profit or small business and other unique designated organizations.

Federal Agency Grant Programs

Within the Federal Government there are fifteen agencies with competitive discretionary grant making authorities. Each of these agencies is responsible for the procurement of competitive discretionary grants:

- Department of Agriculture*
- Department of Commerce*
- Department of Defense
- Department of Education
- Department of Energy*
- Department of Health and Human Services
- Department of Homeland Security*
- Department of Justice
- Department of Labor
- Department of State
- Department of Interior
- Department of Treasury
- Department of Transportation*
- Department of Veterans Affairs
- Department of National Aeronautics and Space

Seven 2026 Critical Trends

Grants often change when the federal administration changes. There are several trends to note:

- Use of AI in grant writing – AI can be useful in researching and editing but should not be used as a replacement for a grant author.
- Federal funding program consolidation – The new administration is combining several programs to streamline oversight and administration. Check
- Pivot to Private and Corporate Funding – As several aid programs have been eliminated many government grant applicants have begun to apply for private foundation and corporate funding programs.
- Collaboration – Education, non-profit and R&D grant applications are increasingly being encouraged to collaborate on data and outcome documentation. Competitive discretionary grant for transportation tends to reward applications which show broad state holder support for the proposed project.
- Digital Infrastructure – Many funding programs use digital infrastructure to track grant progress and financial management.



- Tracking – Grant awardees must maintain detailed records for grant program expenditures and reimbursement.
- Pressure to apply for more grants – With the growth in grant funding, many organizations now see their competitors applying for grants and now feel that they too should apply to stay competitive.



The Grant Application Process

Eligible Applicants

Typically, there are two types of eligibility requirements in each application. You must have an eligible applicant and an eligible project.

Uniform Entity Identifier

This is a credential which is required to submit a federal grant and often can take up to 30 days or more to receive. It is advisable to do a dry run with your UEI number in advance of the application due date to ensure everything is in order.

Joint Ventures

A Joint Venture is often completed if a private applicant seeks to apply for a Federal Grant which is located and benefits a public agency. An example might be a privately owned small business who leases a terminal within a port jurisdiction. A joint venture basically specifies the roles and responsibilities of each party. The lead applicant must be an eligible applicant with a UEI number to submit a Federal Grant application.

Eligible Projects

Each funding program lists program goals and project eligibility. Make sure your project is within an eligible jurisdiction and meets the goals of the program. There are two federal programs which specify the Buy America Program and the Build America Buy America Program. As of now grants may require all project components meet one or the other or both. It is best to request that each project vendor who provides you with a cost estimate also provides you with a statement of compliance.

Matching Funds

Matching fund requirements vary by program, some require 20 percent, some such as the small shipyard program require 25 percent. Many grant programs will give your project a higher review priority if you bring more than the stated minimum for the project. In some programs there are opportunities to provide a reduced grant if your project is in a disadvantaged or rural area.

Predevelopment Planning

Predevelopment planning includes project cost development, public outreach, feasibility studies, engineering drawings, permitting and review of public documents which might refer to a public need or plan for future support for your project. This predevelopment effort validates that others besides the project owners support the need for the proposed project.

Grant Management

Grant Management is an eligible project cost and is a time consuming, detailed effort. Since many grants are reimbursement based make sure you have the cash reserves to manage the grant and identify bridge loan costs and access up front before you apply.



Grant Readiness

Grant Readiness is a term that Grant Writing Community uses to screen eligible projects. The attributes below help determine if an eligible applicant is ready to start the process of preparing a competitive grant. Federal Grants are more competitive and on average have higher awards. State grants can be faster to assemble in general and have lower average awards. Planning provides the applicant and opportunity to shape and consider tradeoffs as the project is developed. Many grant applicants tend to wait until a grant opportunity is posted for competition. Most successful grant applicants start well in advance of the Notice of Funding Opportunity posting. The average Federal grant takes more than 100 hours to complete and a team of finance, engineering, operating and public and private sector partners are needed to develop a winning project. If a project includes a railroad connection, coordination with their network design and local operating managers is an essential first step.

- Concise project description of the scope of work.
- “What is the Problem this Project is Trying to Solve?”
- Who will be the lead Applicant?
- Has the necessary permit work been completed?
- Have engineering drawings been completed to show project improvements?
- Identification of budget cost components?
- What is the source of Matching Funds?
- Do project Components comply with the Build America Program and BABAP
- Has the project been identified in state and or local planning documents?
- Can the project be completed without unreasonable delay before the grant funds expire?
- Will the project produce a positive Benefit Cost Ratio to be competitive?
- Does the applicant have site control?
- Are the improvements an eligible expense for the available grant funds?
- Is the proposed project supported by the stakeholders and the community?
- Is there leadership and project management expertise available to oversee the process?
- Is public data available to support safety, efficiency, resilience and productivity claims?



Most Common Port Grant Programs

The most common port grants in the U.S. are federal discretionary funding programs designed to enhance maritime infrastructure, supply chain efficiency, security, and environmental sustainability. The vast majority are managed by U.S. federal agencies.

The most prominent port grant programs include:

Port Infrastructure Development Program (PIDP)

Administered by the U.S. Maritime Administration (MARAD) is a federal discretionary grant initiative established by Congress in the 2010 National Defense Authorization Act. It supports coastal, Great Lakes, and inland ports to improve capacity, efficiency, and supply chain resilience. The program was authorized in 2010 by Congress under the National Defense Authorization Act and started with \$293 million in 2019-2020. In 2021, Congress funded the program to \$230 million and emphasized Great Lakes and coastal seaports. Bipartisan Infrastructure Law and IIJA provided \$2.25 billion over a five-year period. For FY 2025-26 funding continued with over \$450 million available. Key features included setting aside for small ports to expand capacity. An 80 percent cost-share is required but can be adjusted for projects in rural areas and small ports. Project priorities include port resiliency, capacity expansion, dock reconstruction, cargo equipment modernization, and intermodal rail connections.

RAISE Grants

The U.S. Department of Transportation's RAISE discretionary grant program (formerly known as TIGER and BUILD) has awarded over \$14 billion to surface transportation projects nationwide since its inception in 2009. The program supports multimodal projects that improve safety, environmental sustainability, and regional economic connectivity. The program is highly competitive, with funding demand historically exceeding available capital by 10 to 20 times. Statutory requirements dictate a 50/50 split between urban and rural projects, and cap state awards to ensure geographic diversity.

CRISI Grants

The Consolidated Rail Infrastructure and Safety Improvements program is a federal grant managed by the Federal Railroad Administration authorized by the 2015 FAST Act has grown to a multi-billion-dollar cornerstone of U.S. rail infrastructure, funding planning, construction and research for passenger and short line freight rail projects. In 2021, funding was increased to \$1 billion per year from 2022-2026. This program focuses on safety, congestion mitigation efficiency and capacity improvement. 25 percent of the program funding is set aside for rural projects.

MEGA Grants

The National Infrastructure Project Assistance (Mega) grant program is a U.S. Department of Transportation (USDOT) discretionary grant created by the Bipartisan Infrastructure Law in 2021. It provided \$5 billion over 5 years to fund massive, complex multimodal, multijurisdictional transportation projects that are too large or difficult to fund through traditional programs. Examples include the Brent Spence Bridge in Cincinnati, Chicago's UP North Metra line improvement. Over the life of the program more than 140 projects have been completed nationwide amounting to \$12.8 billion. By statute 50 percent of the funds are reserved for projects greater than \$500 million. Eligible projects include highways, bridges, freight, public ports, passenger rail and public transit.



U.S. Marine Highway Grants

The USMHP, formerly known as America's Marine Highway Program, was established by the Energy Independence and Security Act of 2007. Managed by the Maritime Administration (MARAD), it was created to relieve landside highway congestion and reduce emissions by diverting freight and passenger transport to navigable waterways. Key legislative actions have shaped the program. In 2012 Coast Guard and Maritime Transportation Act, broadened its scope, and in 2016 National Defense Authorization Act, refined the definition of short-sea shipping. The 2021 Bipartisan Infrastructure Law significantly boosted the initiative, providing \$25 million to strengthen supply chains and upgrade port infrastructure. Since 2010, the program has awarded over \$100 million for various infrastructure and vessel projects such as container on barge investments. Ongoing funding aims to improve supply chain resilience and reduce transport costs, with recent grants supporting projects across the U.S.

Port Security Grant Program (PSGP)

These grants fund critical infrastructure protection, maritime domain awareness, and port-wide security and resiliency mitigation protocols. Established under the Maritime Transportation Security Act of 2002, the Department of Homeland Security's Port Security Grant Program has provided over \$3.2 billion across 4,800 grants to secure critical marine infrastructure. Administered by FEMA and the Coast Guard, the program helps public and private maritime partners prevent, respond to, and recover from threats. These funds can be used to purchase response vessels such as fireboats, or can support surveillance equipment, enhancing cybersecurity, and funding port-wide risk management exercises. This program is typically funded to \$100 million per year.

Clean Ports Program (EPA)

Operated by the Environmental Protection Agency (EPA), this program focuses on reducing diesel emissions and transitioning port operations to zero-emission technologies (e.g., shore power, battery-electric cargo handling). The EPA's Clean Ports Program was established with a historic \$3 billion investment from the Inflation Reduction Act of 2022. The program funded 27 projects to reduce diesel pollution with the deployment of zero-emission (ZE) equipment, and 28 awards were made to improve air quality at U.S. ports. Illinois received \$95 million which is expected to be completed in the next four years.

Port Truck Idling Program

Port truck idling programs evolved from early voluntary local initiatives into massive federal electrification mandates designed to eliminate diesel emissions, reduce long wait times at port terminals, and limit neighborhood pollution. Today, these programs rely heavily on terminal efficiency and zero-emission (ZE) transitions.

In 2006 The South Coast Air Quality Management District (SCAQMD) and the California Air Resources Board (CARB) approved landmark drayage truck rules, requiring retrofits and "clean idle" stickers to curb localized emissions. Between 2008-2010 the Port of Los Angeles and Port of Long Beach adopted Clean Truck Programs to phase out heavily polluting older trucks and establish strict anti-idling parameters. By 2020 Modern port programs have transitioned from managing idling engines to eliminating the emissions entirely. The Bipartisan Infrastructure Law (BIL) in 2021 established the \$400 million *Reduction of Truck Emissions at Port Facilities Grant Program*, pumping major funding into port electrification, truck replacements, and modernized infrastructure. The program currently funds:



- Appointment Systems to reduce long idling queues, encouraging terminals to use automated gate reservation systems to spread traffic.
- Extended Gate Hours: Ports push operations into off-peak hours to reduce bumper-to-bumper creep and queueing.
- Alternative Power: Auxiliary power units (APUs) and shore power allow stationary trucks and ships to power down diesel engines.
- Emissions Funds: Fees collected from standard diesel drayage trucks are funneled into subsidized, zero-emission fleet replacement projects.

EDA grants

The Economic Development Administration (EDA) was established in 1965 under the Public Works and Economic Development Act (PWEDA). As the only federal agency exclusively focused on economic development, its history centers on funding infrastructure, planning, and technical assistance in economically distressed and disaster-impacted regions. Since freight transportation and job creation overlap these objectives, these programs are important to ports. It is important to work with local EDA offices to identify regional funding opportunities.

- Public Works & Economic Adjustment Assistance (PWEAA): These grants are designed to support locally driven construction of critical infrastructure and regional economic diversification.
- Disaster Economic Recovery: Since the early 1990s, Congress has provided the EDA with supplemental appropriations for post-disaster recovery. For example, the American Relief Act (ARA) and recent appropriations provide over \$1.5 billion to aid communities hit by natural disasters and economic shocks.
- Planning & Technical Assistance: Grants are routinely awarded to local organizations (such as Economic Development Districts) to develop Comprehensive Economic Development Strategies (CEDs) and fund short-term or university-center research.

PWEDA is signed into law in 1965 and targeted regions with high unemployment and low incomes through public works and loans. In 2017 The EDA adopted targeted "recovery and resilience" Investment Priorities to further bolster their role in the National Disaster Recovery Framework. In response to the Pandemic, in 2021 the agency was allocated \$3 billion through the American Rescue Plan Act (ARPA) to accelerate the economic recovery.

New in 2025–2026 this program has adopted new specialized initiatives, such as the AI Upskill Accelerator Pilot Program.

Historically, every \$1 invested in EDA construction project has helped generate roughly \$15 in private investment. Since 2012 alone, the EDA has invested nearly \$1.4 billion across 3,240+ projects, resulting in hundreds of thousands of retained or created jobs.

The City of Rochelle was awarded an EDA Public Works grant of \$3,420,601 to fund the extension of a city-owned rail line and switch yard to attract industrial and manufacturing businesses.



State Grants

State grants can be funded by a flow down of Federal Formula funds as is the case with the Illinois Competitive Freight Grant or Special Planning and Research funds which come from U.S. DOT. These grants typically focus on safety, productivity, resilience and efficiency.

Another source of State Grants comes from the Department of Commerce through EDA Grants which are administered at the regional level. These grants focus job creation and can fund transportation infrastructure and warehousing if jobs can be verified over time.

Carbon Reduction Program grants flow down from the Department of Energy and can support freight projects which reduce greenhouse gas emissions.

State Planning grants can be helpful in undertaking predevelopment activities to support grant and loan applications such as revenue studies, feasibility studies, engineering cost and design development, public outreach, permitting and other planning elements.

States can also legislate funds for state programs at the state level. In 2020 after the IL Marine Plan was completed the Illinois State legislature passed \$150 million in port funding. See the list of awards in the appendix.

Why Grants Fail

Many view grants as free money but applicants must consider the time it takes to assemble a team, time to prepare a compelling story with current data to make the case that the public benefits exceed the cost of the project.

The list below highlights the most common reason grant applications fail to win an award:

- Vague problem statements
- Project does not align with funding priorities.
- Ineligible project components are included in the budget.
- Up to 12 percent of federal grants are disqualified based on ineligibility or missing documentation or they miss the submission deadline.
- Project benefits are not sufficient to meet the stated merit criteria.

Recommendations

The Roman philosopher Seneca once said, "Luck is what happens when preparation meets opportunity". This captures the importance of finding the right grant that fits your project goals, and the preparation required to successfully complete in the grant process.

Project preparation requires a defined scope of work and site control. an eligible applicant and an eligible project type. Once the project is identified the predevelopment phase must determine if environmental permitting is required, and drawings and cost estimates are then developed. Identification of cost sharing partners must be confirmed. A project schedule is also required to make sure the project can be completed within the grant award period.

Leadership is not to be overlooked as coordination and cooperation between public and private stakeholders is essential to be competitive. There are many grants available today, make sure your project meets the goal of the grant program and that your narrative targets each program goal and objective.



Starting with a state planning grant, available in Illinois is a great first step to build capacity administrating grant awards. Before you submit your grant application it is good to review previous awards to see how your project measures up. Recognize that there are many planning agencies and units of government in Illinois with which you can partner. Grants are complicated and take time and careful administration. Many are reimbursement grants which require compliance with Part II CFR200. Make sure to read the program Notice of Funding Opportunity carefully to ensure that if you are awarded a grant that you have the capability and capacity to implement the award.



Financial Analysis

Five scenarios were analyzed for the establishment of port authority activity and to develop a recommendation in terms of the path(s) forward. The largest impediment to moving forward is a lack of established funds for the port authority to invest in land, infrastructure, and development of the port. The scenarios looked at a variety of paths forward using initial investment from \$250,000 up to \$8,700,000. The analysis assumes that initial investment capital for the port must come from a grant or similar means, but these grants vary greatly by size and in certain cases may require matching funds. Therefore, it was important to identify ways that the port authority could move forward with less capital and a smaller footprint to establish themselves and lay the groundwork for larger grant awards. Grants that require an independent feasibility study can use the findings of this study depending on when in the future they are considered, and an updated version of this study to fulfill the feasibility requirement. The five scenarios for this analysis are shown in Table 18.

Table 18: Financial Scenarios

Scenario	Description
1	Port Authority Becomes Capitalized and Builds a Marine Port
2	Foreign Trade Zone with Usage Driven Sites and in Partnership with Regional Economic Entities, such as the Airport
3	Port Authority Becomes Capitalized and Builds a Marine Port and Creates a Foreign Trade Zone, Including Usage Driven Sites
4	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Creates a Foreign Trade Zone, Including Usage Driven Sites
5	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Partners with a Third Party to Operate the Port

Scenario 1: Port Authority Becomes Capitalized and Builds a Marine Port

Scenario 1 is based on the minimum investment needed to create a functioning public port, with the investment coming through a transportation grant. This investment includes the purchase of ten acres with river access on one side. It also includes the purchase of land option contracts to acquire 10 more acres should the port needs to expand in the future. The scenarios are based on the undeveloped land options analyzed in this study. This means that the purchase price will be less per acre, but significant amount of earthwork is required for the undeveloped options. This earthwork and the accompanying ground improvements are described below:

- **Construction Crew Mobilization:** This is a fee that is typically included in contracts that pays for the transportation of the equipment and crew to the job site at the beginning of the project and for the transportation of the equipment and crew away from the job site after the work is complete.
- **Land Clearing:** Land clearing includes removing what is on the surface (site strip) and (grubbing) just below the surface of the property. This means clearing trees, vegetation, processing the trees, clearing roots and stumps, and other buried obstructions that could impact later stages of the land improvement. Contractors may refer to site strip, grubbing, processing (mulching and chipping of organic matter) and hauling off the debris. The scenarios assume no haul off is required at the initial stage of port development.
- **Ten Acre Pad Construction:** The initial land purchased in each port scenario is 10 acres and this accounts for the cost of building up the strength of the soil so that it can support the weight of heavy



port cargoes. The scenario analyses utilize items such as a layer of base material, compaction testing, top rock, engineering, and filter fabric. Once completed the ten-acre site, while still mostly gravel, is strong enough to support most structures that could potentially be sited at the port.

- **Loading Zone:** The loading zone is an area near the river where the port will be able to load and unload barges. The loading zone includes 200 linear feet of riverside and goes 150 feet inland. The loading zone is much stronger than the remainder of the pad and includes 12 inches of reinforced concrete. It also includes a steel retaining wall that is both for structural integrity as well as a place where the barges can pull up close to the shore. The top of the steel retaining wall at a portion of the Port of Paducah is shown in Figure 54.

Figure 54: Concrete Loading Zone and Still Retaining Wall at Port of Paducah, KY



Source: Higby Barrett LLC



- Storm Water Pollution Prevention Plan (SWPPP): This cost estimate is used in the port scenarios, and it includes more than just the cost of the plan. It includes the SWPPP Plan, SWPPP inspections, silt fence, rip rap for ditches and slopes (rock that helps prevent erosion), construction entrances, and culverts with concrete sloped ends at the entrances.
- Perimeter Security: Fencing and lighting are necessary for many tenants and will also be required if the port later decides to add a general foreign trade zone onsite. All other scenarios have a foreign trade zone in them and so for the purpose of future expansion this perimeter security was added to this scenario as well. It is also a good benefit for port tenants. Perimeter security includes fencing, gates, and security lights.
- Riverside Mooring Improvements: This refers to the large beams that are driven into the ground near the loading zone and are used to secure the barges while they are being loaded or unloaded.
- Utilities, Engineering, and Environmental Study: The site in this scenario is basically building up flat ground with fencing and lighting it. However, all the port building scenarios will still require engineering, and environmental impact study and the cost to bring, at minimum, electricity to the site.

The scenarios that include building a port assume that it will take two years from start to finish. The financial analysis shows two construction years, followed by ten years of operations. The analysis also assumes that it will take tenants two years to build their structures, such as a fertilizer plant, biofuel plant, or soybean crushing operation. Therefore, the revenue to the port is less in early years as tenants need to be recruited and they need time to build up their physical operations. This means that the port needs initial funding that can carry them through the early years in each scenario.

Each scenario also assumes that the port should ideally obtain 15 percent margin of safety³ in their funding as building costs can change and tenant onboarding can be interrupted. The funding needed for each scenario will be presented as both the funding needed and the funding plus the margin of safety. The initial capital for Scenario 1 is \$6.2 million which means the funding needed with a margin of safety is around \$7.13 million. The annual budget for Scenario 1 for the first two construction years is shown in Table 19. The operating budget is mostly construction, but it is important to hire the port director and get the operation up and running as soon as possible. The port needs a champion to help with overseeing the construction but also to help lining up tenants and other port users. The analysis assumes the port director is hired for half of the first year and all the remaining construction years. There will also be legal expenses as the port works to draft up tenant agreements ahead of tenants beginning their operations on-site. After construction is completed at the end of year 2, the port still has over \$800k in capital, but that is going to be needed as the port will likely operate at a loss in the early years as tenants build out their facilities.

The analysis also assumes that if additional loading or unloading equipment is needed it will be arranged as part of a pass-through fee from the tenant to the port and then the equipment needed will be leased or purchased. This could be for augers or forklifts or other equipment necessary. This will be dependent on the type of tenants that the port is able to work with. When the port becomes better capitalized it may invest

³ The margin of safety is meant to ensure that the port has enough funds to finish the project as they have limited resources to raise funds part way through the project. The bulk of the work is aggregate, and soil build up to build the pad and the loading zone that future tenant structures will sit on. As such the margin of safety is less than other industries, like housing where finish work and appliances can change greatly from year to year. The rule of 3-5% per year is standard for the type of construction in this project, and the 15% margin of safety is used in all scenarios.



in certain equipment to capitalize on short-term opportunities or in negotiations with other potential port users.

Table 19: Scenario 1 Pro Forma Construction Period Budget

	Construction Years	
	Construction Y1	Construction Y2
Port Cash Available		
Beginning Port Capital	\$0	\$4,118,675
New Capital Raised	\$6,200,000	\$0
Cash Available for Port Investment and Operations	\$6,200,000	\$4,118,675
Capital Expenditures		
Land Acquisition	\$300,000	
Land Expansion Options	\$30,000	
Construction Crew Mobilization	\$25,000	\$25,000
Land Clearing	\$105,000	
Ten Acre Pad Construction	\$1,250,000	\$1,250,000
Waterside Dock Area		\$1,560,000
Storm Water Pollution Prevention Plan (SWPPP)	\$60,000	\$60,000
Perimeter Security		\$300,000
Port Warehouse for FTZ		
Utilities, Engineering, Environmental Study	\$175,000	\$175,000
Riverside Mooring Improvements	\$25,000	\$25,000
Capital Expenditure Total	\$1,970,000	\$3,395,000
Annual Operating Costs		
Port Director	\$62,500	\$125,000
Additional Staff	\$0	\$0
River Dredging	\$0	\$30,000
Legal Fees	\$7,200	\$7,380
Accounting Fees	\$7,200	\$7,380
Utilities (Portion Port is Responsible for)	\$12,000	\$12,300
Insurance	\$14,925	\$15,298
Repairs and Maintenance		
Land Expansion Option Renewal (ten years)		
Office and other Admin Expenses	\$7,500	\$15,000
Annual Operating Cost Total	\$111,325	\$212,358
Ending Cash	\$4,118,675	\$511,317

Source: Higby Barrett LLC



Scenario 1 assumes that it will attract two tenants in the first ten years after the port is built. Attracting a third tenant will likely require the port to exercise its land purchase option contract to have more space to accommodate additional port users. The annual revenues and operating expenditures of the port in Scenario 1 are shown in Table 20.

Table 20: Scenario 1 Pro Forma Operating Budget (Ten Years)

	Operating Years									
	1	2	3	4	5	6	7	8	9	10
Port Cash Available										
Beginning Port Capital	\$511,317	\$347,087	\$193,547	\$132,035	\$93,787	\$108,212	\$82,355	\$220,305	\$316,260	\$412,337
New Capital Raised	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Available for Port Investment and Operations	\$511,317	\$347,087	\$193,547	\$132,035	\$93,787	\$108,212	\$82,355	\$220,305	\$316,260	\$412,337
Revenue										
Tenants (count)	1	1	1	1	1	1	2	2	2	2
Tenant Rent	\$59,700	\$59,700	\$59,700	\$59,700	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400
Tenant Volume Fees	\$0	\$0	\$135,000	\$135,000	\$135,000	\$135,000	\$270,000	\$270,000	\$270,000	\$270,000
Interest Earned on Prior Year Excess Cash	\$0	\$15,537	\$9,785	\$5,893	\$4,087	\$3,656	\$3,449	\$5,478	\$9,712	\$13,188
Total Revenue	\$59,700	\$75,237	\$204,485	\$200,593	\$258,487	\$258,056	\$392,849	\$394,878	\$399,112	\$402,588
Annual Operating Costs										
Port Director	\$128,125	\$131,328	\$134,611	\$137,977	\$141,426	\$144,962	\$148,586	\$152,300	\$156,108	\$160,011
Additional Staff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
River Dredging	\$0	\$0	\$32,250	\$0	\$0	\$34,500	\$0	\$0	\$36,750	\$0
Legal Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Accounting Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Utilities (Portion Port is Responsible for)	\$12,608	\$12,923	\$13,246	\$13,577	\$13,916	\$14,264	\$14,621	\$14,986	\$15,361	\$15,745
Insurance	\$15,681	\$16,073	\$16,474	\$16,886	\$17,308	\$17,741	\$18,185	\$18,639	\$19,105	\$19,583
Repairs and Maintenance	\$22,388	\$22,947	\$23,521	\$24,109	\$24,712	\$25,329	\$25,963	\$26,612	\$27,277	\$27,959
Land Expansion Option Renewal (ten years)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,403	\$0	\$0
Office and other Admin Expenses	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Annual Operating Cost Total	\$223,930	\$228,778	\$265,997	\$238,841	\$244,062	\$283,914	\$254,899	\$298,924	\$303,034	\$272,191
Ending Cash	\$347,087	\$193,547	\$132,035	\$93,787	\$108,212	\$82,355	\$220,305	\$316,260	\$412,337	\$542,733
Working Capital (3 Months of Operating Expenses)										
Minimum Working Capital Reserve	\$55,982	\$57,194	\$66,499	\$59,710	\$61,015	\$70,978	\$63,725	\$74,731	\$75,759	\$68,048
Minimum Working Capital Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Annual Revenue less Annual Operating Expenses	\$164,230	\$153,541	\$61,512	\$38,248	\$14,425	\$25,857	\$137,950	\$95,954	\$96,077	\$130,396
Cumulative Operating Gain/(Loss)	\$487,913	\$641,453	\$702,965	\$741,213	\$726,788	\$752,645	\$614,695	\$518,740	\$422,663	\$292,267

Source: Higby Barrett LLC

In every scenario's pro forma financials, the following is examined:

- **Beginning capital:** How much money is left over from the previous year either in cash or receivables plus any new outside funding that has been added.
- **Revenue:** This accounts for the money flowing in from the port authority's operations as well as any interest earned from excess funds on hand during the previous year. For Scenario 1, this includes rent from two tenants, with each tenant needing two years to build up their operation on-site before cargo is moved. The tenant rent is based on a fixed rate plus a volume rate. This means that if the tenant moves more cargo the cost per ton is reduced. Tenants who are able to move much more volume than the target tonnage in this scenario should consider custom terms with the port to further reduce their cost per ton and still generate more funding for the port authority.
- **Annual Operating Costs:** These are the costs that the port is responsible year in and year out. The exception is dredging which can occur every few years. The analysis uses dredging every three years, but it could vary depending on final location.
- **Working Capital:** This is a quick check to see if the port has enough funds to cover their short-term commitments in case a customer is slow to pay. The working capital need is set equal to three months of operating expenditures, and the second line indicates if this benchmark is met.
- **Annual Revenue less Annual Operating Expense:** This is similar to measuring if the port turned a profit during the year, although as a public port this report uses the terminology of annual budget

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surpluses and budget deficits. In Scenario 1 there is a small annual surplus in year 5 but sustained annual budget surpluses are in years 7 forward and after the full onboarding of a second tenant. Getting two port tenants who can meet the average volume goals in the analysis of 270,000 tons per year or about one barge tow per month is important to making the operating feasible. There exists certain clients who can bring in or send out much higher volumes and will bring greater prosperity to the port and the region.

- Cumulative Operating Gain/(Loss): This line keeps track of the cumulative annual gain which is the gain or loss from the current year plus all prior years. Scenario 1, while budget surpluses are achieved in year 7 forward, the model needs two more years past the ten years shown for annual surpluses to make up for past deficits.

The scenarios also utilize assumptions around the volume of freight at the port. The freight volumes are based on a “per tenant” basis and are based on minimum target volumes that are tied to barge tows per year. The table in Table 21 showcases what potential volumes could be based on the tenant type and the regional economics. Each listing is for a single company, not the total area.

Table 21: Annual Tonnage Throughput by Tenant Type

Description	Low	High
	Tons (Thousands)	
Aggregates	250	1,000
Biodiesel/Renewable Diesel Production	91	183
Ethanol Production	151	302
Fertilizer (One Company)	66	132
Fertilizer (Regional Wholesale Distributor)	330	660
Soybean Crushing	700	1,200

Source: Higby Barrett

Scenario 2: Foreign Trade Zone with Usage Driven Sites and in Partnership with Regional Economic Entities, such as the Airport

Scenario 2 focuses on the port using its authority to establish a foreign trade zone. This scenario is the only scenario that does not include the initial building of a marine port. At a minimum the port can help the area by offering foreign trade zone services to area businesses. At a maximum this can be used as a steppingstone to eventually develop a marine port in the future, as in later years in the pro forma analysis, the foreign trade zone (FTZ) generates enough income to cover the cost of a port director. The port director is going to be a paid professional to champion the port and help move it forward. Multiple years of budget surpluses with a FTZ can also generate capital needed for matching requirements or to invest in other opportunities presented to the port authority.

In Scenario 2, it assumes that the Port Board will champion the FTZ in the startup year, but it does allocate \$18,000 in that year for legal fees. In Higby Barrett’s experience working with FTZ there can be significant contributions by the legal team to draft a review of the agreements. In Scenario 2, there is also a port director on staff, but half of the full-time amount used in the other scenarios. The FTZ director has times when they are busy and they need to be available if needed, but there are other times when less effort is required. This greatly reduces the operating budget and makes it more feasible to get on a path to budget surplus. The FTZ in Scenario 2 is focused on usage driven sites, which is a special ability of FTZ authorities



to utilize the FTZ client's land for the FTZ site. Later FTZ scenarios include both a general site on land owned by the port and special usage sites at the client's business. Scenario 2 requires initial capital funding of \$250,000 which if using a margin of safety of an additional 15 percent would imply starting with \$287,500. This is significantly less than the capital needed in the other scenarios and allows the port to start doing some business if they can obtain this initial cash.

Foreign Trade Zones are not eligible to be used until they are approved by customs and border protection officials. A significant amount of important information can be found at [trade.gov](https://www.trade.gov/about-ftzs) including links to other handbooks and learning opportunities (<https://www.trade.gov/about-ftzs>). According to Trade.gov a foreign trade zone is described as:

Foreign Trade Zone Description

Department of Commerce defines foreign-trade zones as designated sites licensed by the Foreign-Trade Zones (FTZ) Board (Commerce Secretary is Chairperson) at which special customs procedures may be used. These procedures allow domestic activity involving foreign items to take place prior to formal customs entry. Duty-free treatment is accorded items that are re-exported and duty payment is deferred on items sold in the U.S. market, thus offsetting customs advantages available to overseas producers who compete with producers located in the United States. Subzones/usage-driven sites are approved for a specific company/use. A site which has been granted zone status may not be used for zone activity until the site or a section thereof has been separately approved for FTZ activation by local U.S. Customs and Border Protection (CBP) officials, and the zone activity remains under the supervision of CBP. FTZ sites and facilities remain within the jurisdiction of local, state or federal governments or agencies.

The 60 Mile Rule

One hurdle that every FTZ must get past is the 60-mile rule which suggests that most FTZ's must be within 60 statute miles from a CBP office. The actual details of the rule are 60 statute miles or 90 minutes of driving time. The term mostly applies to this rule because there are exceptions. During the educational meeting Higby Barrett hosted in Metropolis, IL the port board crossed the river and toured FTZ 294, which is beyond the 60 mile or 90 minute threshold.

The budget surplus and deficits can be seen in Table 22. When the FTZ has four or more usage sites it will generate enough revenue to become self-sustaining. The FTZ earns an application fee from the client which helps cover legal costs and the port directors time setting up the usage driven site. They also earn an annual fee from FTZ clients. Volume fees are reserved for other scenarios in which the port owns land and FTZ clients are using a port controlled general FTZ site 294 in Paducah, KY. This trade zone utilizes the CBP office in Evansville, IL which is over 100 miles away and about two hours away in driving time, so there are exceptions to this rule (see Figure 55). However, if Jackson Union County Port Authority used the same Evansville, IL CBP office than Carbondale, IL is a similar distance away. Also, there is a CBP office in Mascoutah, IL that is less than 60 miles from the most northern border of Jackson County and only 64 minutes away using the driving time rule. Therefore, the Higby Barrett team believes that the FTZ is still a valid opportunity for the port authority, but this opportunity is contingent of approval by CBP.



Figure 55: FTZ 294 Associated with Evansville, IN CBP Offices (Paducah, KY FTZ)

Grantee Information		
Zone Number 294	Approved on Date 11/13/2015	Grantee Paducah McCracken County Riverport Authority
Location Western Kentucky	Status Active	Service Area portions of Livingston and McCracken Counties
Port of Entry IN, Evansville	Service Area Maps FTZ 294 Service Area.pdf	Contact Name James Garrett
Email Address jgarrett@paducahriverport.org	Phone Number 270-442-9326	Fax Number
Street Address P.O. Box 2302	City Paducah	State KY
Zip Code 42002	Website	Activation Limit 2000
Total Activated Acres 0	Zone Schedule FTZ 294 Zone Schedule.pdf	

Site	Subzone	Staff Cases	FR Notices
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Site Number	Site Name	Status	Activated Acres	Sunset/Expiration Date
001	Paducah/McCracken Riverport		0	11/30/2030 (S)

Source: <https://ofis.trade.gov/Zones/Details/264>

Table 22: Scenario 2 Pro Forma Operating Budget (Ten Years)

	Startup Year Startup Y1	1	2	3	4	5	6	7	8	9	10
Port Cash Available											
Beginning Port Capital	\$0	\$232,000	\$210,400	\$162,413	\$162,995	\$136,791	\$108,757	\$129,159	\$122,637	\$114,144	\$153,943
New Capital Raised	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Available for Port Investment and Operations	\$250,000	\$232,000	\$210,400	\$162,413	\$162,995	\$136,791	\$108,757	\$129,159	\$122,637	\$114,144	\$153,943
Revenue											
Interest Earned on Prior Year Excess Cash		\$0	\$8,007	\$6,748	\$5,890	\$5,426	\$4,444	\$4,306	\$4,558	\$4,286	\$4,852
FTZ Users	0	1	1	2	2	2	3	3	3	4	4
FTZ Application Fees		\$25,000	\$0	\$25,000	\$0	\$0	\$25,000	\$0	\$0	\$25,000	\$0
FTZ Annual Fees		\$25,000	\$25,313	\$50,625	\$50,625	\$50,625	\$75,938	\$75,938	\$75,938	\$101,250	\$101,250
FTZ Volume Fees											
Total Revenue		\$50,000	\$25,313	\$75,625	\$50,625	\$50,625	\$100,938	\$75,938	\$75,938	\$126,250	\$101,250
Annual Operating Costs											
Port Director (Half Time)		\$62,500	\$64,063	\$65,664	\$67,306	\$68,988	\$70,713	\$72,481	\$74,293	\$76,150	\$78,054
FTZ Clerical Support		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
River Dredging		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Legal Fees	\$18,000	\$3,000	\$3,075	\$3,152	\$3,231	\$3,311	\$3,394	\$3,479	\$3,566	\$3,655	\$3,747
Accounting Fees		\$2,500	\$2,563	\$2,627	\$2,692	\$2,760	\$2,829	\$2,899	\$2,972	\$3,046	\$3,122
Utilities (Portion Port is Responsible for)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repairs and Maintenance		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office and other Admin Expenses		\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Annual Operating Cost Total	\$18,000	\$71,600	\$73,300	\$75,043	\$76,629	\$78,659	\$80,536	\$82,459	\$84,431	\$86,451	\$88,523
Ending Cash	\$232,000	\$210,400	\$162,413	\$162,995	\$136,791	\$108,757	\$129,159	\$122,637	\$114,144	\$153,943	\$166,670
Working Capital (3 Months of Operating Expenses)											
Minimum Working Capital Reserve	\$0	\$17,900	\$18,325	\$18,761	\$19,207	\$19,665	\$20,134	\$20,615	\$21,108	\$21,613	\$22,131
Minimum Working Capital Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Annual Revenue less Annual Operating Expenses	\$18,000	\$21,600	\$47,988	\$583	\$26,204	\$28,034	\$20,402	\$6,522	\$8,493	\$39,799	\$12,727
Cumulative Operating Gain/(Loss)	\$18,000	\$39,600	\$87,588	\$87,005	\$113,209	\$141,243	\$120,841	\$127,363	\$135,856	\$96,057	\$83,330

Source: Higby Barrett LLC



Scenario 3: Port Authority Becomes Capitalized and Builds a Marine Port and Creates a Foreign Trade Zone, Including Usage Driven Sites

Scenario 3 is basically a combination of Scenario 1 and Scenario 2. One difference is that the port authority builds a warehouse on the port property to have a general FTZ site available for clients to use. This allows the port to generate additional FTZ revenue from the volume of FTZ cargo that is coming in and out of the port. The addition of the FTZ warehouse, which is based on a 100' x 100' metal building, adds initial capital costs of \$500,000 to the project but it provides the port with an additional revenue source. Additional buildings or building expansion can be added in future years if needed. The initial funding for Scenario 3 is \$6.6 million. Using a margin of safety of 15 percent implies starting with \$7.59 million in available funds.

The beginning capital for Scenario 3 is only slightly higher than for Scenario 1, but by operating the port and the FTZ the annual return is potentially much higher. Scenario 3 shows positive returns in operating year 3 forward as opposed to Scenario 1, which is in year 7 forward and scenario 2 which is in operating year 9 forward. The ten-year financial pro forma for Scenario 3 are shown in Table 24.



Table 23: Scenario 3 Pro Forma Construction Period Budget

	Construction Years	
	Construction Y1	Construction Y2
Port Cash Available		
Beginning Port Capital	\$0	\$4,518,675
New Capital Raised	\$6,600,000	\$0
Cash Available for Port Investment and Operations	\$6,600,000	\$4,518,675
Capital Expenditures		
Land Acquisition	\$300,000	
Land Expansion Options	\$30,000	
Construction Crew Mobilization	\$25,000	\$25,000
Land Clearing	\$105,000	
Ten Acre Pad Construction	\$1,250,000	\$1,250,000
Waterside Dock Area		\$1,560,000
Storm Water Pollution Prevention Plan (SWPPP)	\$60,000	\$60,000
Perimeter Security		\$300,000
Port Warehouse for FTZ		\$500,000
Utilities, Engineering, Environmental Study	\$175,000	\$175,000
Riverside Mooring Improvements	\$25,000	\$25,000
Capital Expenditure Total	\$1,970,000	\$3,895,000
Annual Operating Costs		
Port Director	\$62,500	\$125,000
FTZ Clerical Support		
River Dredging	\$0	\$30,000
Legal Fees	\$7,200	\$7,380
Accounting Fees	\$7,200	\$7,380
Utilities (Portion Port is Responsible for)	\$12,000	\$12,300
Insurance	\$14,925	\$15,298
Repairs and Maintenance		
Land Expansion Option Renewal (ten years)		
Office and other Admin Expenses	\$7,500	\$15,000
Annual Operating Cost Total	\$111,325	\$212,358
Ending Cash	\$4,518,675	\$411,317

Source: Higby Barrett LLC



Table 24: Scenario 3 Pro Forma Operating Budget (Ten Years)

	Operating Years									
	1	2	3	4	5	6	7	8	9	10
Port Cash Available										
Beginning Port Capital	\$411,317	\$259,625	\$77,898	\$83,760	\$91,583	\$153,684	\$225,727	\$436,574	\$603,180	\$855,453
New Capital Raised	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Available for Port Investment and Operations	\$411,317	\$259,625	\$77,898	\$83,760	\$91,583	\$153,684	\$225,727	\$436,574	\$603,180	\$855,453
Revenue										
Tenants	0	0	1	1	1	1	2	2	2	2
Tenant Rent	\$59,700	\$59,700	\$59,700	\$59,700	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400
Tenant Volume Fees	\$0	\$0	\$135,000	\$135,000	\$135,000	\$135,000	\$270,000	\$270,000	\$270,000	\$270,000
Interest Earned on Prior Year Excess Cash	\$0	\$12,144	\$6,109	\$2,926	\$3,174	\$4,439	\$6,867	\$11,988	\$18,820	\$26,401
FTZ Users (Total)	1	1	2	2	2	3	3	3	4	4
FTZ Users (General Site)	0	0	1	1	1	1	1	1	2	2
FTZ Application Fees	\$25,000	\$0	\$25,000	\$0	\$0	\$25,000	\$0	\$0	\$25,000	\$0
FTZ Annual Fees	\$25,000	\$25,000	\$50,000	\$50,000	\$50,000	\$75,000	\$75,000	\$75,000	\$100,000	\$100,000
FTZ Volume Fees			\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$80,000	\$80,000
Total Revenue	\$109,700	\$84,700	\$309,700	\$284,700	\$344,400	\$394,400	\$504,400	\$504,400	\$594,400	\$569,400
Annual Operating Costs										
Port Director	\$128,125	\$131,328	\$134,611	\$137,977	\$141,426	\$144,962	\$148,586	\$152,300	\$156,108	\$160,011
FTZ Clerical Support	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
River Dredging	\$0	\$0	\$32,250	\$0	\$0	\$34,500	\$0	\$0	\$36,750	\$0
Legal Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Accounting Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Utilities (Portion Port is Responsible for)	\$12,608	\$12,923	\$13,246	\$13,577	\$13,916	\$14,264	\$14,621	\$14,986	\$15,361	\$15,745
Insurance	\$15,681	\$16,073	\$16,474	\$16,886	\$17,308	\$17,741	\$18,185	\$18,639	\$19,105	\$19,583
Repairs and Maintenance	\$29,850	\$30,596	\$31,361	\$32,145	\$32,949	\$33,773	\$34,617	\$35,482	\$36,369	\$37,279
Land Expansion Option Renewal (ten years)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,403	\$0	\$0
Office and other Admin Expenses	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Annual Operating Cost Total	\$261,392	\$266,427	\$303,838	\$276,877	\$282,299	\$322,357	\$293,553	\$337,794	\$342,127	\$311,511
Ending Cash	\$259,625	\$77,898	\$83,760	\$91,583	\$153,684	\$225,727	\$436,574	\$603,180	\$855,453	\$1,113,342
Working Capital (3 Months of Operating Expenses)										
Minimum Working Capital Reserve	\$65,348	\$66,607	\$75,959	\$69,219	\$70,575	\$80,589	\$73,388	\$84,449	\$85,532	\$77,878
Minimum Working Capital Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Annual Revenue less Annual Operating Expenses	\$151,692	\$181,727	\$5,862	\$7,823	\$62,101	\$72,043	\$210,847	\$166,606	\$252,273	\$257,889
Cumulative Operating Gain/(Loss)	\$475,375	\$657,102	\$651,240	\$643,417	\$581,316	\$509,273	\$298,426	\$131,820	\$120,453	\$378,342

Source: Higby Barrett LLC

Scenario 4: Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Creates a Foreign Trade Zone, including Usage Driven Sites

Scenario 4 is like Scenario 3 except it includes additional port capital improvements that allow for higher volume clients. The increased expenditure drives up the upfront cost of building the port, but the scenario shows that a small increase in volume can lead to a large increase in port revenue and overall sustainability. Adding a rail spur to service the port and a truck scale as well as a power unit to move cars along the spur will make the port much more attractive to higher volume clients. This scenario uses an average volume target per tenant that is 50 percent higher because of the ability to handle additional freight. This scenario is applicable for large freight tenants such as fertilizer, biofuel, and agricultural outputs.

The initial capital funding used for Scenario 3 is \$8.7 million. Using the 15 percent margin of safety, this implies starting with \$10 million in funding.

The increased revenue from higher throughput volumes generates additional fees, which is the main difference between scenario 3 and scenario 4. Scenario 4 is running a budget surplus in year 3, but in year ten the budget surplus is just under \$126k more than Scenario 3. Cumulative budget surplus from operations is over \$726k more in the first ten years in Scenario 4 versus Scenario 3.



Table 25: Scenario 4 Pro Forma Construction Budget

	Construction Years	
	Construction Y1	Construction Y2
Port Cash Available		
Beginning Port Capital	\$0	\$5,768,675
New Capital Raised	\$8,700,000	\$0
Cash Available for Port Investment and Operations	\$8,700,000	\$5,768,675
Capital Expenditures		
Land Acquisition	\$300,000	
Land Expansion Options	\$30,000	
Construction Crew Mobilization	\$25,000	\$25,000
Land Clearing	\$105,000	
Ten Acre Pad Construction	\$1,250,000	\$1,250,000
Waterside Dock Area		\$1,560,000
Storm Water Pollution Prevention Plan (SWPPP)	\$60,000	\$60,000
Perimeter Security		\$300,000
Port Warehouse for FTZ		\$500,000
Utilities, Engineering, Environmental Study	\$175,000	\$175,000
Truck Scale		\$110,000
Rail	\$850,000	\$850,000
Rail Power Unit		\$250,000
Riverside Mooring Improvements	\$25,000	\$25,000
Capital Expenditure Total	\$2,820,000	\$5,105,000
Annual Operating Costs		
Port Director	\$62,500	\$125,000
FTZ Clerical Support		
River Dredging	\$0	\$30,000
Legal Fees	\$7,200	\$7,380
Accounting Fees	\$7,200	\$7,380
Utilities (Portion Port is Responsible for)	\$12,000	\$12,300
Insurance	\$14,925	\$15,298
Repairs and Maintenance		
Land Expansion Option Renewal (ten years)		
Office and other Admin Expenses	\$7,500	\$15,000
Annual Operating Cost Total	\$111,325	\$212,358
Ending Cash	\$5,768,675	\$451,317

Source: Higby Barrett LLC



Table 26: Scenario 4 Pro Forma Operating Budget (Ten Years)

	Operating Years									
	1	2	3	4	5	6	7	8	9	10
Port Cash Available										
Beginning Port Capital	\$451,317	\$292,162	\$102,786	\$168,309	\$235,595	\$356,959	\$488,059	\$825,252	\$1,117,987	\$1,496,168
New Capital Raised	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Available for Port Investment and Operations	\$451,317	\$292,162	\$102,786	\$168,309	\$235,595	\$356,959	\$488,059	\$825,252	\$1,117,987	\$1,496,168
Revenue										
Tenants	0	0	1	1	1	1	2	2	2	2
Tenant Rent	\$59,700	\$59,700	\$59,700	\$59,700	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400
Tenant Volume Fees	\$0	\$0	\$202,500	\$202,500	\$202,500	\$202,500	\$405,000	\$405,000	\$405,000	\$405,000
Interest Earned on Prior Year Excess Cash	\$0	\$13,457	\$7,149	\$4,907	\$7,311	\$10,725	\$15,295	\$23,771	\$35,173	\$47,316
FTZ Users (Total)	1	1	2	2	2	3	3	3	4	4
FTZ Users (General Site)	0	0	1	1	1	1	1	1	2	2
FTZ Application Fees	\$25,000	\$0	\$25,000	\$0	\$0	\$25,000	\$0	\$0	\$25,000	\$0
FTZ Annual Fees	\$25,000	\$25,000	\$50,000	\$50,000	\$50,000	\$75,000	\$75,000	\$75,000	\$100,000	\$100,000
FTZ Volume Fees	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$80,000	\$80,000
Total Revenue	\$109,700	\$84,700	\$377,200	\$352,200	\$411,900	\$461,900	\$639,400	\$639,400	\$729,400	\$704,400
Annual Operating Costs										
Port Director	\$128,125	\$131,328	\$134,611	\$137,977	\$141,426	\$144,962	\$148,586	\$152,300	\$156,108	\$160,011
FTZ Clerical Support	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
River Dredging	\$0	\$0	\$32,250	\$0	\$0	\$34,500	\$0	\$0	\$36,750	\$0
Legal Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Accounting Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Utilities (Portion Port is Responsible for)	\$12,608	\$12,923	\$13,246	\$13,577	\$13,916	\$14,264	\$14,621	\$14,986	\$15,361	\$15,745
Insurance	\$15,681	\$16,073	\$16,474	\$16,886	\$17,308	\$17,741	\$18,185	\$18,639	\$19,105	\$19,583
Repairs and Maintenance	\$37,313	\$38,245	\$39,201	\$40,181	\$41,186	\$42,216	\$43,271	\$44,353	\$45,462	\$46,598
Land Expansion Option Renewal (ten years)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,403	\$0	\$0
Office and other Admin Expenses	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Annual Operating Cost Total	\$268,855	\$274,076	\$311,678	\$284,914	\$290,536	\$330,800	\$302,207	\$346,665	\$351,219	\$320,831
Ending Cash	\$292,162	\$102,786	\$168,309	\$235,595	\$356,959	\$488,059	\$825,252	\$1,117,987	\$1,496,168	\$1,879,737
Working Capital (3 Months of Operating Expenses)										
Minimum Working Capital Reserve	\$67,214	\$68,519	\$77,919	\$71,228	\$72,634	\$82,700	\$75,552	\$86,666	\$87,805	\$80,208
Minimum Working Capital Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Annual Revenue less Annual Operating Expenses	\$159,155	\$189,376	\$65,522	\$67,286	\$121,364	\$131,100	\$337,193	\$292,735	\$378,181	\$383,569
Cumulative Operating Gain/(Loss)	\$482,838	\$672,214	\$606,691	\$539,405	\$418,041	\$286,941	\$50,252	\$342,987	\$721,168	\$1,104,737

Source: Higby Barrett LLC

If we look at only the surplus and deficit numbers by year in the financial pro forma, the project gains profitability (Budget Surplus) in year three in Scenario 4 and by Year 7 the project has an overall net surplus from operations (ignoring acquisition and construction costs). Ideally the port will grow and do more business than the pro forma financials show, but it is important to see the minimum tenants, volumes, and funding requirements to justify port operations.

Scenario 5: Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Partners with a Third Party to Operate the Port

Not every port has a port operator. Instead, ports will take on a mostly landlord role and outsource the operation of the port to a third-party port operator. This can come with additional benefits for the port as the port operator usually brings with them their own experience, private capital, and the agreement is built in a way that incentivizes the operator to find more throughput for the port. This approach is also beneficial as the port board can oversee the operator's agreement and a port director and other direct staff are no longer required. This lowers the Port Board's annual expenses. The port board typically shares the throughput fees with the operator, but this scenario uses higher volumes which helps offset the lower fee per ton that resides with the port board. This scenario also removes the Foreign Trade Zone as without a port director on staff it is not recommended to pursue the FTZ.



Table 27: Scenario 5 Pro Forma Construction Budget

	Construction Years	
	Construction Y1	Construction Y2
Port Cash Available		
Beginning Port Capital	\$0	\$4,731,175
New Capital Raised	\$7,600,000	\$0
Cash Available for Port Investment and Operations	\$7,600,000	\$4,731,175
Capital Expenditures		
Land Acquisition	\$300,000	
Land Expansion Options	\$30,000	
Construction Crew Mobilization	\$25,000	\$25,000
Land Clearing	\$105,000	
Ten Acre Pad Construction	\$1,250,000	\$1,250,000
Waterside Dock Area		\$1,560,000
Storm Water Pollution Prevention Plan (SWPPP)	\$60,000	\$60,000
Perimeter Security		\$300,000
Port Warehouse for FTZ		\$0
Utilities, Engineering, Environmental Study	\$175,000	\$175,000
Truck Scale		\$110,000
Rail	\$850,000	\$850,000
Rail Power Unit		\$250,000
Riverside Mooring Improvements	\$25,000	\$25,000
Capital Expenditure Total	\$2,820,000	\$4,605,000
Annual Operating Costs		
Port Director	\$0	\$0
FTZ Clerical Support		
River Dredging	\$0	\$30,000
Legal Fees	\$7,200	\$7,380
Accounting Fees	\$7,200	\$7,380
Utilities (Portion Port is Responsible for)	\$12,000	\$12,300
Insurance	\$14,925	\$15,298
Repairs and Maintenance		
Land Expansion Option Renewal (ten years)		
Office and other Admin Expenses	\$7,500	\$15,000
Annual Operating Cost Total	\$48,825	\$87,358
Ending Cash	\$4,731,175	\$38,817

Source: Higby Barrett LLC



Table 28: Scenario 5 Pro Forma Operating Budget (Ten Years)

	Operating Years									
	1	2	3	4	5	6	7	8	9	10
Port Cash Available										
Beginning Port Capital	\$38,817	\$32,712	\$24,963	\$195,527	\$364,362	\$591,126	\$816,075	\$1,219,161	\$1,581,938	\$1,981,161
New Capital Raised	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Available for Port Investment and Operations	\$38,817	\$32,712	\$24,963	\$195,527	\$364,362	\$591,126	\$816,075	\$1,219,161	\$1,581,938	\$1,981,161
Revenue										
Tenants	0	0	1	1	1	1	2	2	2	2
Tenant Rent	\$59,700	\$59,700	\$59,700	\$59,700	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400	\$119,400
Tenant Volume Fees	\$0	\$0	\$180,000	\$180,000	\$180,000	\$180,000	\$360,000	\$360,000	\$360,000	\$360,000
Interest Earned on Prior Year Excess Cash	\$0	\$1,295	\$1,044	\$3,991	\$10,134	\$17,294	\$25,470	\$36,838	\$50,700	\$64,492
Total Revenue	\$59,700	\$59,700	\$239,700	\$239,700	\$299,400	\$299,400	\$479,400	\$479,400	\$479,400	\$479,400
Annual Operating Costs										
Port Director	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
River Dredging	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Legal Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Accounting Fees	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559	\$8,773	\$8,992	\$9,217	\$9,447
Utilities (Portion Port is Responsible for)	\$12,608	\$12,923	\$13,246	\$13,577	\$13,916	\$14,264	\$14,621	\$14,986	\$15,361	\$15,745
Insurance	\$15,681	\$16,073	\$16,474	\$16,886	\$17,308	\$17,741	\$18,185	\$18,639	\$19,105	\$19,583
Repairs and Maintenance	\$22,388	\$22,947	\$23,521	\$24,109	\$24,712	\$25,329	\$25,963	\$26,612	\$27,277	\$27,959
Land Expansion Option Renewal (ten years)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,403	\$0	\$0
Office and other Admin Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Operating Cost Total	\$65,805	\$67,450	\$69,136	\$70,864	\$72,636	\$74,452	\$76,313	\$116,624	\$80,176	\$82,181
Ending Cash	\$32,712	\$24,963	\$195,527	\$364,362	\$591,126	\$816,075	\$1,219,161	\$1,581,938	\$1,981,161	\$2,378,381
Working Capital (3 Months of Operating Expenses)										
Minimum Working Capital Reserve	\$16,451	\$16,862	\$17,284	\$17,716	\$18,159	\$18,613	\$19,078	\$29,156	\$20,044	\$20,545
Minimum Working Capital Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Annual Revenue less Annual Operating Expenses	\$6,105	\$7,750	\$170,564	\$168,836	\$226,764	\$224,948	\$403,087	\$362,776	\$399,224	\$397,219
Cumulative Operating Gain/(Loss)	\$142,288	\$150,037	\$20,527	\$189,362	\$416,126	\$641,075	\$1,044,161	\$1,406,938	\$1,806,161	\$2,203,381

Source: Higby Barrett LLC

This scenario requires slightly less capital to begin as the elimination of the port director and associated expenses provides savings in the early years when less revenue is being collected. The higher volume, even with a lower fee per ton, generates fees that are higher than scenarios 1-3 and nearly on par with scenario 4. The differential between the revenue earned in Scenario 4 and 5 is more than offset by the lower expenses, which is why budget surplus is slightly higher in Scenario 5 than in Scenario 4. Not easily measured in the analysis is that fact that Scenario 5 relies on an experienced port operator firm to move the port forward, whereas the other four scenarios rely on a port director who may or may not be able to deliver on the aspirations on the port board.



Scenario Summary

A summary of the scenarios is shown in Table 29. The initial cash capital used in the analysis varies from as low as \$250,000 to as high as \$8.7 million. The larger port scenarios have the highest payback as the ports generate greater fees from throughput than from static rents. The study conclusions provides a roadmap forward for each scenario. All scenarios showed sustained budget surplus in the first ten years and all are considered feasible, but their feasibility is contingent on certain items such as grant funding to capitalize the port.

Table 29: Scenario Summaries

Scenario	Description	Initial Capital	Initial Capital with Margin of Safety	Operating Year for Port Sustainability ¹	Year 10 Ending Cash Position ²
1	Port Authority Becomes Capitalized and Builds a Marine Port	\$6,200,000	\$7,130,000	7	\$542,733
2	Foreign Trade Zone with Usage Driven Sites and in Partnership with Regional Economic Entities, such as the Airport	\$250,000	\$287,500	9	\$166,670
3	Port Authority Becomes Capitalized and Builds a Marine Port and Creates a Foreign Trade Zone, Including Usage Driven Sites	\$6,600,000	\$7,590,000	3	\$1,113,342
4	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Creates a Foreign Trade Zone, Including Usage Driven Sites	\$8,700,000	\$10,005,000	3	\$1,879,737
5	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Partners with a Third Party to Operate the Port	\$7,600,000	\$8,740,000	3	\$2,378,381

1. Note that scenario 2 only has one "start up year" where as the other scenarios require two years before operations begin. This metric is counting the years after the start-up or construction period has ended

2. This cash position ignores the additional cash associated with the "Margin of Safety".

Source: Higby Barrett LLC



Economic Impact Analysis

The economic contribution of a port's output is tied to the one-time benefits from construction of both the port itself and of the tenant facilities located at the port, as well as ongoing contributions from port operations and the tenants that utilize the port. These impacts include three different types of economic contributions. These contributions are explained below.

- **Direct Impacts:** the economic activity that occurs directly within the focus industries. This includes port operations as well as representative tenants that are used in this analysis.
- **Indirect Impacts:** the economic activity needed to support the port and the port users. This is everything from repairs and maintenance to the professional services that tenants require in their operations.
- **Induced Impacts:** the economic activity from the spending of labor income and profit. This model includes the increased income that is realized from the profit and labor income generated by having a public port in Jackson and Union Counties.
- **Total Impacts:** When an impact is referred to as a "total impact" it is referring to the summation of the direct, indirect, and induced impacts described above.

This study also analyzes a variety of impact categories. These categories and their definitions are:

- **Jobs:** Jobs are measured in full-time equivalent (FTE), and the direct jobs are those employed directly by the port and its tenants with the indirect jobs being employed by the various suppliers and support services to port complex. Jobs at the induced level refer to jobs supported by the spending of labor income, profit, and taxes generated by the port and its tenants and include a wide range of jobs in the regional economy.
- **Value Added:** Value added is a measurement that is similar to GDP but used at a regional or state level. This measure is comprised of the labor income, taxes, and profits in the economy generated by the port. This is basically everything but the cargo and thus it measures how much value was added to the base materials to arrive at the revenue generated at each level in the supply chain.
- **Output:** Output should be thought of as total revenue. At the direct level this is the total revenue generated by the transfer of freight through the port, tenant lease and rental fees, other port fees, and the total revenue of the tenants located on the port site. At the indirect and induced level, it includes the sale of goods and services to the port and their tenants by their suppliers and from other businesses supported by the port complex.

The economic impact analysis utilized both standard and customized spending pattern that reflects the production function for ports and the example tenants used in the analysis. The analysis portion that utilized the customized spending pattern in a build-up approach to measure economic contributions in an IMPLAN⁴ model. The economic analysis should be considered a contribution analysis as it includes the demand for commodities, such as soybeans, for the port tenants and adds value to the beans at tenant facilities. While this certainly supports soybean demand in Illinois, it is likely that a portion of those beans would still be grown albeit possibly exported or shipped out of state at a lower price point due to a lack

⁴ IMPLAN was originally developed by the US Forest Service and was later privatized. It is an accepted analysis platform that is widely used for similar economic impact projects.



of further processing. This caveat only applies to the economic impacts associated with ongoing operations.

Construction Period

The construction period impacts are considered one-time impacts, but in the case of a port it takes many years for all construction to be completed. The financial analysis allows two years for construction of the port plus two years for each of two tenants to be recruited, with the second tenant breaking ground after the first tenant has completed their construction. This allows for a minimum of six years of construction impacts. For this analysis, the average construction cost per year was used to calculate the economic impacts, which we expect will occur every year for six years. Additional, construction impacts may occur in the future if new tenants are attracted to the port or if the existing tenants choose to expand, but these future events are not included in the initial analysis.

The construction impacts are based on the average capital expenditures, less land costs, for the four scenarios that include the building of a marine port (Scenarios 1,3,4, & 5) or \$7.26 million spread over two years. The analysis utilizes previous and recent Higby Barrett work for the construction of two tenant facilities, which are examples of facilities that may locate at the port given the existing economics of the region. These examples are based on renewable diesel production and soybean crushing. The renewable diesel plant was set at 40 million gallons per year and the soybean crushing plant is based on a crush plant of 100 thousand tons per month or just over 3,400 tons per day using 350 operational days. Both plants had construction spending of \$250 million spread over two years. This provided average construction spending over each of the first six years of \$84.54 million per year.

Table 30: Average Annual Impact on Jackson and Union Counties from Port and Port Tenant Construction (Per year for Six Years)

Impact	Employment (Jobs)	Value Added (\$ Millions)	Output (\$ Millions)
Direct	313	\$42.8	\$84.5
Indirect	50	\$5.5	\$11.4
Induced	61	\$5.9	\$9.7
Total	424	\$54.2	\$105.6

Source: Higby Barrett LLC

The economic activity created by construction creates economic activity which also generates taxes as can be seen in Table 31. County taxes include the county tax plus any tax generated by special tax entities within the county. The county level taxes for Jackson and Union Counties are separated from the county taxes other counties in Illinois as a portion of the economic activity will impact the economy elsewhere in Illinois. State taxes are not the sum of the county taxes but rather taxes specific to the state level and increased by the port activity. The total taxes generated for Illinois is the sum of all the categories, which is \$17.1 million per year for six years using the average construction activity in this analysis.



Table 31: Average Annual Tax Generated in Illinois from the Port and Port Tenant Construction (Per Year for Six Years)

Impact	Jackson and Union Counties	Other Illinois Counties	State Taxes	Federal	Total
			<i>(Thousands)</i>		
Direct	\$165.4	\$50.8	\$1,357.1	\$6,099.2	\$7,672.5
Indirect	\$368.7	\$580.1	\$1,031.1	\$2,611.4	\$4,591.3
Induced	\$295.9	\$797.2	\$1,151.1	\$2,621.0	\$4,865.1
Total	\$830.0	\$1,428.1	\$3,539.2	\$11,331.6	\$17,128.8

Source: Higby Barrett

The economic activity of construction is focused mostly on equipment, components, and the materials needed for construction, but the spending of labor income also provides broader impacts to the Illinois economy. This is why we see induced impacts of meaningful size in both Table 30 and Table 31.

Ongoing Operations

The ongoing operations ramp up during the initial years after the port is completed and in year five the operations begin to mature as each of the two tenants used in the analysis are up and running. The ongoing economic contributions from adding a port and attracting the two example tenants is shown for year five of operations or after a combined six-years of construction (Port + Tenant Construction). This slightly understates the contribution as some economic activity begins occurring prior to year five of port operations, but it shows the potential of what a fully utilized port, given the small footprint used in the scenarios, can produce in terms of economic contributions to the local area. The ongoing economic contributions utilize the same impact types as the one-time construction impacts and with the same definitions but show what the economic impacts will be in year five of operations forward, assuming the output and throughput remain consistent.

Table 32: Average Annual Impact on Jackson and Union Counties from Port and Port Tenant Operations

Impact	Employment (Jobs)	Value Added (\$ Millions)	Output (\$ Millions)
Direct	71	\$36.4	\$794.4
Indirect	1,121	\$179.0	\$460.8
Induced	349	\$40.6	\$65.0
Total	1,541	\$256.0	\$1,320.2

Source: Higby Barrett LLC

Once the initial tenant operations are completed, the economic contribution they provide to Jackson and Union County is around \$1.3 billion per year. Jackson and Union counties had combined output of \$41 billion across their entire economy in 2024 so this would represent 3.2% growth in area revenues over 2024 levels.

The county taxes are separated to show the tax revenue to Jackson and Union counties, but it also shows the amount of revenue other counties in Illinois are expected to benefit. This is because the economic activity of the port has further reaching impacts than Jackson and Union counties alone. Total tax



contributions generated by the port and its two fully operational tenants at the state is expected to be \$13.7 million in the combined Jackson and Union county region. A further \$17.9 million in taxes is expected at the county or sub county level elsewhere in Illinois and an additional \$33.6 million is supported at the state level.

Table 33: Average Annual Tax Generated in Illinois from the Port and Port Tenant Operations

Impact	Jackson and Union Counties	Other Illinois Counties	State Taxes (millions)	Federal	Total
Direct	\$3.8	\$1.2	\$4.8	\$5.2	\$15.0
Indirect	\$7.5	\$11.8	\$21.2	\$47.8	\$88.2
Induced	\$2.4	\$4.9	\$7.7	\$17.4	\$32.4
Total	\$13.7	\$17.9	\$33.6	\$70.4	\$135.6

Source: Higby Barrett LLC

Economic Impact Conclusions

The port needs to receive grant support to capitalize itself and break ground on a new site and facility. For this reason, it is important to show what tax revenue is being supported by port operations. The analysis assumes two tenants of average size, which is one contingency to the success of the project and the accuracy of the analysis, but this approach provides tax revenues that annually exceed the one-time cost of \$7 to \$10 million dollars in grant funds that are needed to consider building a port. The economic analysis also shows that the port will contribute to the regional economy and elsewhere in the state by providing additional demand for Illinois produced commodities and goods and from the value-added manufacturing that can occur by port tenants on site.

Direct level jobs may appear low, but that is normal for facilities such as ports and the tenants they host. The real job creation comes from the indirect activity that benefits from access to another transportation node and the facilities the port hosts. Jobs are also created from the spending of labor income, profits, and taxes generated by the port complex.



Port Roadmap and Conclusions

A scenario-based roadmap is presented to illustrate the specific activities that must be accomplished. The activities are similar across scenarios, as many scenarios share aspects of the port development plan.

Figure 56: Port Development Roadmap

Scenario	1	2	3	4	5
Scenario Description	Port Authority Becomes Capitalized and Builds a Marine Port	Foreign Trade Zone with Usage Driven Sites and in Partnership with Regional Economic Entities, such as the Airport	Port Authority Becomes Capitalized and Builds a Marine Port and Creates a Foreign Trade Zone, Including Usage Driven Sites	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Creates a Foreign Trade Zone, Including Usage Driven Sites	Port Authority Becomes Capitalized at a Greater Level and Builds a Marine Port with Rail Access and Partners with a Third Party to Operate the Port
Pre Planning		Gather the application materials needed to pursue a Foreign Trade Zone for the Jackson Union Counties Port Authority. Coordinate with Customs and Border Protection to understand and work toward mitigating eligibility hurdles as an FTZ Grantee. Develop a roadmap of items needed to move the FTZ forward. This includes client contracts, standard operating procedures, annual auditing processes, and documentation of FTZ management for the benefit of the board and CBP.			Collaborate with existing port operators to determine interest in operating the Jackson Union Marine Port.
	Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port.		Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port.	Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port.	Collaborate with potential tenants to determine interest in siting at the Jackson Union Marine Port.
	Grant Writing	Grant Writing	Grant Writing	Grant Writing	Grant Writing
Funds Acquired	Grant Awarded	Grant Awarded	Grant Awarded	Grant Awarded	Grant Awarded
Planning	Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates Staff Hiring	Staff Hiring Establish FTZ Approved by CBP Recruit FTZ Clients	Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates Staff Hiring Establish FTZ Approved by CBP Recruit FTZ Clients	Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates Staff Hiring Establish FTZ Approved by CBP Recruit FTZ Clients	Land Option Contracts Professional Engineering Environmental Study US Army Corps of Engineers Approvals Cost Estimates Contracting with Third Party Port Operator Construction Contracting Tenant Collaborations Transportation Connectivity Collaborations
Construction Phase	Two Years for the Port and Possibly Two More Years for the First Tenant		Two Years for the Port and Possibly Two More Years for the First Tenant	Two Years for the Port and Possibly Two More Years for the First Tenant	Two Years for the Port and Possibly Two More Years for the First Tenant
Future Planning	Consider Renewal or Execution of Land Contract Options Consider Port Improvements		Consider Renewal or Execution of Land Contract Options Consider Port Improvements	Consider Renewal or Execution of Land Contract Options Consider Port Improvements	Consider Renewal or Execution of Land Contract Options Consider Port Improvements



Higby Barrett recommends that the port simultaneously work on the pre-planning initiatives for each scenario and then choose the path of most interest or least resistance. Scenario 2 offers the lowest price of admission and has the benefit of getting a professional on staff on at least a part-time basis. This human resource can be of tremendous value as the port board works to expand Scenario 2 to Scenario 3 or 4 and combine the FTZ activity with a functioning marine port. Alternatively, the cost estimates to create a function port are in the \$7 million to \$10 million range and this is in line with past grants awarded in Illinois. If grants are awarded through the help from economic development groups such as Greater Egypt Regional Planning and Development Commission, then pursuing the marine port right away is a valid path forward. All scenarios are contingent upon certain aspects of the analysis being realized by the port board. These contingent requirements vary by scenario but include:

- Grant Award
- Approval by U.S. Army Corps of Engineers
- Approval by Customs and Border Protection for a foreign trade zone
- Successful Hire of a Motivated Port Director or Successful Contracting with an Experienced Port Operator
- Successful Land Acquisition and Land Option Contracts for Future Expansion
- Successful Negotiations with Bulk Transportation Carriers (Rail and Barge) to Service the Site
- Attracting Port Tenants that Meet or Surpass the Volume Goals in the Financial Analysis



Supplemental Tables and Figures

Table 34: Total Employment by Industry (2024)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Total Employment
Health care and social assistance	0	2,326	1,069	248	5,563	9,207
Retail trade	72	1,710	1,332	556	3,482	7,152
Manufacturing	118	664	1,353	976	3,228	6,340
Accommodation and food services	0	1,382	1,079	443	2,720	5,623
Educational services	0	802	858	152	2,154	3,966
Construction	0	647	520	316	1,335	2,818
Public administration	88	570	428	243	1,019	2,348
Transportation and warehousing	15	262	141	254	1,311	1,983
Finance and insurance	0	402	400	173	671	1,646
Other services (except public administration)	14	316	456	84	695	1,566
Professional, scientific, and technical services	0	274	211	91	863	1,439
Administrative and support and waste management and remediation services	5	0	253	22	987	1,267
Wholesale trade	0	30	214	89	820	1,153
Arts, entertainment, and recreation	0	78	148	143	484	854
Real estate and rental and leasing	0	168	94	27	262	552
Information	0	64	92	7	381	543
Utilities	47	27	20	34	168	297
Management of companies and enterprises	0	0	5	0	278	283
Agriculture, forestry, fishing and hunting	27	0	7	30	199	263
Mining, quarrying, and oil and gas extraction	0	0	27	116	63	207
Total Employment	387	9,725	8,709	4,007	26,683	49,510



Table 35: Average Annual Wages by Industry (2024)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Average Annual Wage
Management of companies and enterprises	0	0	620,784	0	210,538	217,612
Finance and insurance	0	205,449	152,688	109,912	146,829	158,683
Mining, quarrying, and oil and gas extraction	0	0	222,565	150,891	144,611	158,495
Utilities	92,123	227,238	205,679	86,043	157,359	148,570
Manufacturing	60,791	107,898	114,173	157,556	135,118	129,870
Construction	0	134,271	139,705	127,710	119,851	127,705
Information	0	95,399	152,805	94,156	125,021	125,880
Transportation and warehousing	62,860	110,152	128,164	129,725	125,802	123,936
Professional, scientific, and technical services	0	107,850	138,197	110,305	126,544	123,656
Wholesale trade	0	94,062	136,314	156,313	111,078	118,823
Health care and social assistance	0	128,895	72,267	135,327	115,970	114,683
Public administration	41,482	109,338	94,812	95,939	100,117	98,745
Real estate and rental and leasing	0	70,882	104,420	85,802	106,059	94,059
Educational services	0	88,194	89,592	111,644	89,044	89,857
Administrative and support and waste management and remediation services	36,601	0	73,566	101,715	89,235	86,112
Agriculture, forestry, fishing and hunting	69,010	0	95,419	81,250	87,164	84,844
Other services (except public administration)	14,278	66,401	98,622	54,352	83,359	82,192
Retail trade	22,484	63,558	77,080	69,758	70,806	69,676
Arts, entertainment, and recreation	0	53,347	41,443	21,633	53,621	46,127
Accommodation and food services	0	43,181	40,477	36,357	43,961	42,502
Unclassified	13,174	16,800	12,471	0	0	13,043
Average Annual Wage	51,674	98,014	93,380	108,531	102,080	100,068



Table 36: Total Annual Wages by Industry (2024)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Total Annual Wages
Health care and social assistance	0	299,874,618	77,265,908	33,606,163	645,099,362	1,055,846,051
Manufacturing	7,158,156	71,675,942	154,514,472	153,807,896	436,216,612	823,373,078
Retail trade	1,609,457	108,702,452	102,667,130	38,817,159	246,545,185	498,341,383
Construction	0	86,834,450	72,629,115	40,367,092	160,020,584	359,851,241
Educational services	0	70,724,401	76,844,067	16,969,818	191,803,920	356,342,206
Finance and insurance	0	82,607,733	61,094,318	19,055,931	98,461,056	261,219,038
Transportation and warehousing	927,190	28,882,724	18,033,740	32,988,051	164,984,720	245,816,425
Accommodation and food services	0	59,666,687	43,662,436	16,101,401	119,574,282	239,004,806
Public administration	3,671,127	62,304,492	40,571,526	23,337,177	101,981,531	231,865,853
Professional, scientific, and technical services	0	29,595,852	29,096,279	10,046,911	109,233,546	177,972,588
Wholesale trade	0	2,821,863	29,142,803	13,983,480	91,074,688	137,022,834
Other services (except public administration)	202,274	21,002,153	45,004,414	4,592,774	57,944,878	128,746,493
Administrative and support and waste management and remediation services	179,957	0	18,645,847	2,229,262	88,067,067	109,122,133
Information	0	6,073,743	14,083,551	635,552	47,617,495	68,410,341
Management of companies and enterprises	0	0	3,026,320	0	58,494,420	61,520,740
Real estate and rental and leasing	0	11,937,726	9,845,926	2,305,939	27,827,328	51,916,919
Utilities	4,360,470	6,239,574	4,130,723	2,907,544	26,456,055	44,094,366
Arts, entertainment, and recreation	0	4,187,744	6,147,415	3,089,968	25,948,188	39,373,315
Mining, quarrying, and oil and gas extraction	0	0	6,111,269	17,541,098	9,116,505	32,768,872
Agriculture, forestry, fishing and hunting	1,863,271	0	679,862	2,464,589	17,323,904	22,331,626
Unclassified	8,783	2,800	15,589	0	0	27,172
Total Annual Wages	19,980,685	953,134,954	813,212,710	434,847,805	2,723,791,326	4,944,967,480



Table 37: Annual Gross Domestic Product (2023, thousands of dollars)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Total GDP
Public administration	31,299	562,211	179,104	127,864	345,108	1,245,586
Manufacturing	16,913	82,456	191,723	179,632	596,078	1,066,802
Real estate and rental and leasing	0	202,296	249,599	97,745	324,926	874,567
Health care and social assistance	0	239,205	32,314	0	486,970	758,488
Retail trade	4,946	165,397	144,376	47,332	312,152	674,202
Finance and insurance	0	81,010	69,060	34,500	130,553	315,122
Utilities	3,102	4,464	243,177	1,538	58,442	310,723
Construction	0	66,718	70,240	36,607	134,115	307,680
Transportation and warehousing	0	36,177	19,426	61,766	176,034	293,403
Professional, scientific, and technical services	0	36,709	24,978	11,512	173,028	246,226
Accommodation and food services	0	60,227	45,242	15,098	120,460	241,028
Other services (except public administration)	2,622	44,378	51,562	20,692	95,858	215,112
Wholesale trade	0	5,570	62,243	22,323	115,252	205,388
Information	383	50,948	40,998	8,212	102,589	203,130
Agriculture, forestry, fishing and hunting	18,570	29,308	57,410	17,660	75,316	198,263
Mining, quarrying, and oil and gas extraction	0	30,027	34,689	76,106	27,828	168,650
Administrative and support and waste management and remediation services	0	0	22,384	2,396	96,953	121,734
Arts, entertainment, and recreation	0	6,730	8,183	2,523	30,934	48,369
Management of companies and enterprises	0	0	1,730	0	43,396	45,126
Educational services	0	4,982	5,353	0	11,854	22,190
Unclassified	0	0	0	0	0	0
Total GDP	77,835	1,708,812	1,553,791	763,507	3,457,844	7,561,788



Table 38: Outbound Barge Volumes (2023)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Total Tonnage
Sand & Gravel	0	0	513,112	4,756,300	2,269,901	7,539,313
Coal & Lignite	0	2,925,789	3,999,518	1,540	0	6,926,847
Cement & Concrete	0	0	0	2,735,404	758,702	3,494,106
Misc. Mineral Prod.	0	0	0	0	993,416	993,416
Corn	36,055	206,029	307,098	50,251	283,759	883,192
Gypsum	0	0	817,249	0	0	817,249
Building Stone	0	0	0	765,496	0	765,496
Soybeans	17,156	230,651	219,241	26,013	222,820	715,881
Limestone	0	0	29,702	608,127	26,206	664,035
Lime	0	0	0	547,381	0	547,381
Oilseeds NEC	501,436	0	0	0	0	501,436
Wheat	36,134	62,883	87,671	9,583	64,083	260,354
Vegetable Oils	196,153	0	0	0	0	196,153
Non-Ferrous Ores NEC	0	0	0	0	164,776	164,776
Petroleum Coke	132,618	0	0	0	0	132,618
Slag	0	0	120,242	0	0	120,242
Waterway Improv. Mat	0	0	0	59,957	57,569	117,526
Wood Chips	0	0	0	0	106,320	106,320
Vegetables & Prod.	0	0	0	0	33,700	33,700
Rice	0	0	0	0	20,737	20,737
Animal Feed, Prep.	9,025	0	0	0	0	9,025
Iron & Steel Scrap	3,200	0	0	0	0	3,200
Smelted Prod. NEC	0	0	0	0	1,700	1,700
Nitrogenous Fert.	0	0	0	0	1,600	1,600
Total Tonnage	931,777	3,425,352	6,093,833	9,560,052	5,005,289	25,016,303



Table 39: Inbound Barge Volumes (2023)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Total Tonnage
Building Stone	0	0	765,496	0	0	765,496
Slag	0	0	0	522,770	15,911	538,681
Coal & Lignite	0	0	0	423,865	0	423,865
Gasoline	0	0	0	0	186,814	186,814
Petroleum Coke	0	0	0	186,701	0	186,701
Gypsum	0	0	0	144,796	0	144,796
Sand & Gravel	26,181	59,906	0	1,632	30,631	118,350
Nitrogenous Fert.	0	0	15,333	0	52,658	67,991
Potassic Fert.	0	0	29,125	0	32,138	61,263
Soybeans	49,778	0	0	0	0	49,778
Fert. & Mixes NEC	0	1,588	18,403	0	15,193	35,184
I&S Plates & Sheets	0	0	30,012	0	0	30,012
I&S Bars & Shapes	0	0	0	0	22,813	22,813
Phosphatic Fert.	0	0	7,377	0	11,069	18,446
Distillate Fuel Oil	0	0	0	0	12,229	12,229
Metallic Salts	0	0	0	0	10,085	10,085
Non-Metal. Min. NEC	0	0	0	0	8,166	8,166
Ferro Alloys	0	0	0	0	4,903	4,903
Kerosene	0	0	0	0	3,737	3,737
Primary I&S NEC	0	0	0	0	3,371	3,371
Limestone	0	0	0	3,025	0	3,025
Salt	0	0	0	0	1,621	1,621
Pig Iron	1,600	0	0	0	0	1,600
I&S Primary Forms	0	0	0	0	1,264	1,264
Coal Coke	0	0	0	406	0	406
Total Tonnage	77,559	61,494	865,746	1,283,195	412,603	2,700,597



Table 40: Agricultural Sales (USDA Census, 2022, USD)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Total Sales
Crop Totals	27,547,000	219,486,000	265,649,000	146,569,000	262,965,000	922,216,000
Grain	26,752,000	203,428,000	261,761,000	143,002,000	237,181,000	872,124,000
Soybeans	21,697,000	131,049,000	128,464,000	69,483,000	119,078,000	469,771,000
Corn	3,990,000	59,194,000	99,946,000	56,319,000	96,920,000	316,369,000
Wheat	0	0	33,199,000	0	16,675,000	49,874,000
Milk	0	5,965,000	0	0	7,311,000	13,276,000
Hogs	0	643,000	11,705,000	137,000	425,000	12,910,000
Fruit & Tree Nut Totals	0	6,123,000	65,000	0	87,000	6,275,000
Rice	0	0	0	0	3,142,000	3,142,000
Floriculture Totals	0	1,107,990	121,982	0	0	1,229,972
Berry Totals	0	790,000	220,000	0	28,000	1,038,000
Bedding Plant Totals	0	775,560	0	0	0	775,560
Sorghum	0	0	97,000	0	174,000	271,000
Cut Flowers & Cut Cultivated Greens	0	145,690	0	0	94,080	239,770
Honey	0	65,000	29,000	31,000	110,000	235,000
Goats	5,000	60,000	49,000	65,000	5,000	184,000
Barley	0	0	0	0	33,000	33,000

Table 41: Agricultural Production (USDA Census, 2022, tons)

	Alexandria-Cairo Port, IL	Jackson-Union Port District, IL	Kaskaskia Regional Port, IL	New Bourbon Port Authority, MO	Southeast Missouri Port, MO	Total Tonnage
Soybeans	44,580	274,564	253,251	137,329	242,206	951,931
Wheat	4,146	44,814	113,779	58,074	55,128	275,941
Hay	2,379	37,001	29,249	38,313	47,575	154,517
Haylage	265	8,836	5,483	7,917	9,241	31,741
Rice	0	0	0	0	9,197	9,197
Barley	0	0	0	0	298	298
Rye	0	0	50	0	0	50
Honey	0	6	2	2	10	21
Wool	0	1	0	0	0	2
Maple Syrup	0	0	0	0	1	1
Total Tonnage	51,370	365,223	401,815	241,636	363,655	1,423,699



Appendices

Illinois Port Infrastructure Development Applications

Since 2019 Illinois has submitted 27 Port Infrastructure Development Grant applications and six have been successful. Collectively, Illinois is in the process of completing more than \$128,335,398 million of port improvement projects funded by this program.

Figure 57: Source Marad

Illinois Port Infrastructure Development Grant Program Applicants 2019-2025						
Round	Applicant Name	Project Name	State	PIDP Request	Project Cost	AWARD
PIDP 2019	Illinois International Port District	Iroquois Landing Dock Wall Rehabilitation	IL	\$15,000,000.00	\$20,000,000.00	
PIDP 2020	America's Central Port District	Cargo Dock and Rail Improvements Project	IL	\$2,370,000.00	\$3,000,000.00	
PIDP 2020	Illinois International Port District	Iroquois Landing Dock Wall Rehabilitation	IL	\$15,000,000.00	\$20,000,000.00	
PIDP 2021	America's Central Port District	Granite City Harbor Extension Project	IL	\$4,140,000.00	\$4,550,000.00	WIN
PIDP 2021	Port of Henry Transfer Station	City of Henry	IL	\$9,553,881.00	\$11,942,351.00	
PIDP 2022	City of Henry	Port of Henry Transfer Station Development	IL	\$10,509,269.00	\$13,136,586.00	
PIDP 2022	Illinois International Port District	Iroquois Landing Dock Wall & Laydown Areas Rehabilitation Project	IL	\$27,937,062.00	\$45,937,062.00	
PIDP 2022	Kaskaskia Regional Port District	Phase 2 Rail Yard and Rail Corridor Improvements	IL	\$8,000,000.00	\$10,000,000.00	WIN
PIDP 2022	Shawneetown Regional Port District	Shawneetown Regional Port District Pier Project	IL	\$11,200,000.00	\$11,200,000.00	
PIDP 2023	City of Henry	Chicago River Sustainable Barging Operation	IL	\$31,268,111.99	\$39,085,139.99	
PIDP 2023	City of Pekin	The Alto Pekin Barge and Transload Facility Project	IL	\$32,941,635.00	\$47,741,502.00	
PIDP 2023	Illinois International Port District	Safety and Modernization Project	IL	\$34,508,933.00	\$52,508,933.00	
PIDP 2023	Kaskaskia Regional Port District	Kaskaskia Regional Port District New South Dock	IL	\$11,248,834.00	\$14,061,042.00	
PIDP 2023	Shawneetown Regional Port District	Shawneetown Regional Port Revitalization Project	IL	\$10,120,000.00	\$10,120,000.00	WIN
PIDP 2023	Village of Sauget	Sauget Riverfront revitalization project	IL	\$11,240,000.00	\$25,900,000.00	
PIDP 2024	America's Central Port District	Granite City Rail Reconstruction Project	IL	\$8,950,441.00	\$12,140,943.00	
PIDP 2024	City of Havana	Revitalize Resiliency- Havana Illinois Port Project- Phase 1	IL	\$1,740,000.00	\$2,183,500.00	
PIDP 2024	City of Pekin	The Alto Pekin Barge and Transload Facility Project	IL	\$32,941,635.00	\$47,741,502.00	
PIDP 2024	Illinois International Port District	Landing Dock Safety and Efficiency Project	IL	\$34,508,933.00	\$52,508,933.00	
PIDP 2024	Kaskaskia Regional Port District	New South Dock for Increased Cargo, Safety, and Resiliency at KRPD #2	IL	\$11,249,976.48	\$15,249,976.48	WIN
PIDP 2024	Village of Hardin IL	Hardin Illinois River Terminal Elevator Project	IL	\$9,000,000.00	\$11,250,000.00	WIN
PIDP 2024	Village of Hennepin	Hennepin Barge Terminal and Soybean Logistics Asset	IL	\$38,582,711.00	\$77,165,422.00	WIN
PIDP 2025	City of Rock Island	Port of Rock Island Expansion and Rehabilitation Project	IL	\$11,249,900.00	\$16,033,084.00	
PIDP 2025	Heart of Illinois Regional Port District	Havana Regional Port District Expansion and Rehabilitation Project	IL	\$11,061,916.00	\$13,827,395.00	
PIDP 2025	Kaskaskia Regional Port District	New South Dock for Improved Safety, Reliability, and Increased Cargo Storage	IL	\$11,249,875.00	\$16,249,875.00	
PIDP 2025	Mid America Intermodal Authority Port District	Rockport Illinois Terminal Elevator Project	IL	\$11,240,000.00	\$14,050,000.00	
PIDP 2025	Seneca Regional Port District	Enhancing and Expanding the Economic Capacity and Output on the Illinois River	IL	\$11,221,110.00	\$17,872,729.00	
Total	Applications Received			\$428,034,223.47	\$625,455,975.47	
				\$81,092,687.48	\$128,335,398.48	WIN



Illinois Clean Ports Grant Awards

Figure 58: Source www.epa.gov/ports-initiative/clean-ports-program-awards

Program	State	Recipient	Project Details	EPA Funding
		Use the search box to filter these columns		
CAQP	Illinois	Illinois Environmental Protection Agency Primary Port Location: Illinois Waterway Ports and Terminals Port Statistical Area, IL	- Emissions inventory - Set emissions reductions goals for thousands of vehicles in operation - Strategies for resiliency and community development - Guidance on workforce development opportunities	\$2,997,998
ZE Tech	Illinois	Illinois Environmental Protection Agency Primary Port Location: Illinois International Port District	- Electric drayage trucks, cargo handling equipment, vessels, railcar mover and locomotives; hydrogen locomotives - Charging and hydrogen fueling infrastructure, solar generation, and battery energy storage system - Vessel shore power	\$92,058,008

Illinois U. S. Marine Highway Awards

The table below shows the U.S. Marine Highway Grant program awards for the state of Illinois since the inception. Container on barge projects dominates the Illinois awards. SCF Marine is now owned by Ingram Barge. As discussed in the Grant Programs the U.S. Marine Highway program has not been funded to the extent that the PIDP program has.

MARAD - USMARINE HIGHWAY GRANT Illinois Award History					
Fiscal Year	Project Name	Grant Applicant	Award Amount	Non-Federal Match	Total Project Cost
2016	Illinois Intrastate Shuttle on the M-55	America's Central Port	\$713,000	\$200,000	\$913,000
2016	M-55 / M-35 Container on Barge Project	The City of St. Louis Port Auth	\$96,000	\$24,000	\$120,000
2020	M-55 / M-35 Container on Barge Project	America's Central Port	\$1,268,800	\$331,200	\$1,600,000
2022	M-55 / M-35 Container on Barge Project	Midcoast Terminal (SCF Lewis and Clark Terminals LLC)	\$2,418,500	\$1,036,500	\$3,455,000
2023	8 Shuttle Cars KRPD #2 to Reduce Congestion and Handle Increased Cargos Project	Kaskaskia Regional Port District	\$1,008,750	\$336,250	\$1,345,000
Total			\$5,505,050	\$1,927,950	\$7,433,000
Average			\$1,101,010	\$385,590	\$1,486,600



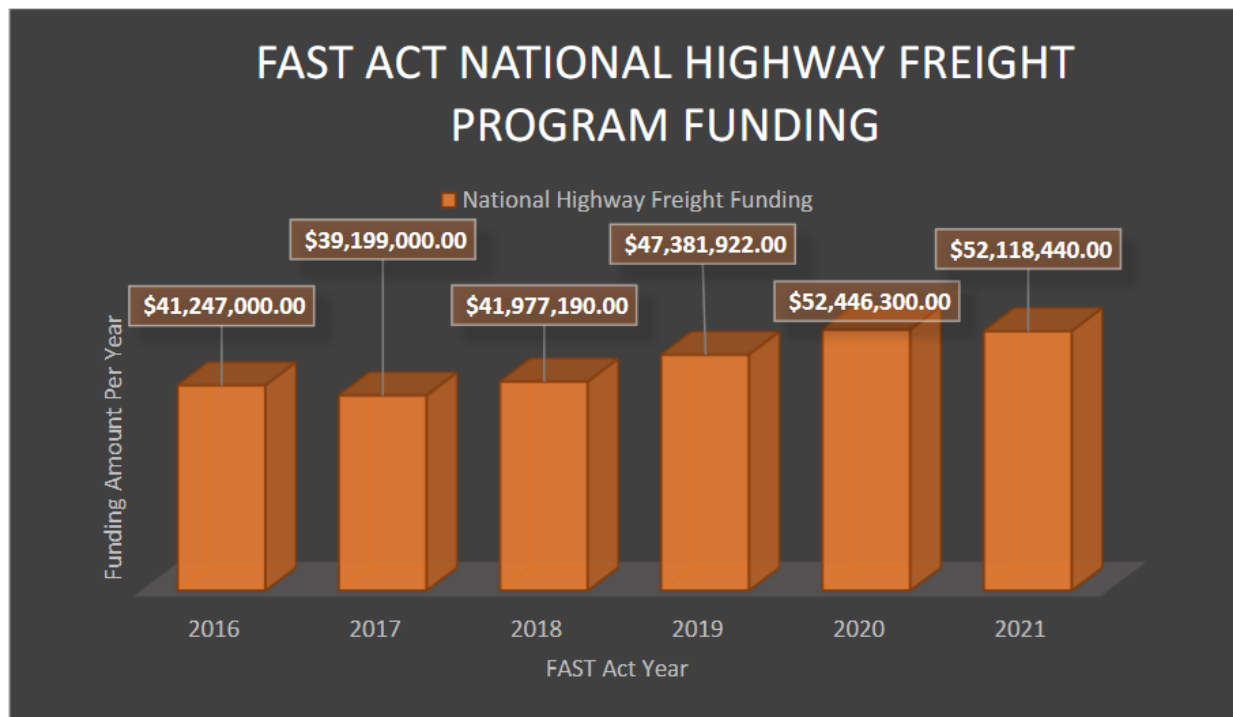
The History of the U.S. Marine Highway Program for the Inland Waterway Corridors						
A1:H3	Project Name	Grant Applicant	State	Award Amount	Non-Federal Match	Total Project Cost
2016	Baton Rouge - New-Orleans Shuttle on the M-55	Port of Baton Rouge	LA	\$1,758,595	\$489,649	\$2,448,243
2016	55	America's Central Port	IL	\$713,000	\$200,000	\$913,000
2016	M-55 / M-35 Container on Barge Project	The City of St. Louis Port Authority	IL	\$96,000	\$24,000	\$120,000
2017	Baton Rouge - New-Orleans Shuttle on the M-55	Port of New Orleans	LA	\$2,507,200	\$626,800	\$3,134,000
2017	Paducah-McCracken COB Marine Highway Project	Paducah-McCracken County Riverport Authority	KY, LA	\$251,927	\$62,981	\$314,908
2018	Baton Rouge - New-Orleans Shuttle on the M-55	SEACOR AMH LLC	LA	\$3,155,622	\$2,464,874	\$5,620,496
2019	Paducah-McCracken COB Marine Highway Project	Paducah-McCracken County Riverport Authority	KY, LA	\$480,000	\$670,600	\$2,953,000
2019	Baton Rouge - New-Orleans Shuttle on the M-55	SEACOR AMH LLC	LA	\$1,040,000	\$257,665	\$4,604,065
2020	Project	America's Central Port	IL	\$1,268,800	\$331,200	\$1,600,000
2020	M-70 Barge Service in the Ports of Cincinnati, Northern Kentucky and Beyond	Nucor Corporation	OH, KY	\$2,363,800	\$12,103,840	\$15,129,800
2020	M-70 Barge Service in the Ports of Cincinnati, Northern Kentucky and Beyond	Ports of Indiana	OH, KY	\$545,136	\$233,630	\$778,766
2020	Baton Rouge - New-Orleans Shuttle on the M-55	SEACOR AMH LLC	LA	\$778,350	\$556,000	\$2,780,000
2021	M-70 Barge Service in the Ports of Cincinnati, Northern Kentucky and Beyond	Nucor Corporation	OH, KY	\$1,408,000	\$352,000	\$1,760,000
2021	Baton Rouge - New-Orleans Shuttle on the M-55	SEACOR AMH LLC	LA	\$847,500	\$538,000	\$2,152,000
2022	M-55 / M-35 Container on Barge Project	Midcoast Terminal (SCF Lewis and Clark Terminals LLC)	IL	\$2,418,500	\$1,036,500	\$3,455,000
2022	Helena Harbor M-55 Container-on-Barge Project	Phillips County (Helena Harbor)	LA, TN	\$2,872,414	\$718,104	\$3,590,518
2022	Baton Rouge - New-Orleans Shuttle on the M-55	SEACOR AMH LLC	LA	\$1,050,000	\$350,000	\$1,400,000
2023	8 Shuttle Cars KRPD #2 to Reduce Congestion and Handle Increased Cargos Project	Kaskaskia Regional Port District	IL	\$1,008,750	\$336,250	\$1,345,000
2024	Strategic Port Enhancement for Efficiency and Defense (SPEED)	Central Louisiana Regional Port	LA	\$2,524,977	\$1,664,365	\$4,189,342
2024	Port of West Virginia Master Plan	Empire Diversified Energy, Inc	WV	\$277,766	\$75,640	\$378,200
2024	Expansion	Tidewater Barge Line Inc.	WA	\$454,436	\$535,564	\$990,000
22	Inland Waterway Projects		22	\$27,820,773	\$23,627,662	\$59,656,338
	Average Project Cost			\$1,264,580.59	\$1,073,984.62	\$2,711,651.73



Illinois Competitive Freight Program

The Illinois Competitive Freight Program is a competitive grant-based program administered by the Illinois Department of Transportation. The goal is to enhance and modernize the State's freight system as a part of the Illinois State Freight Plan. The Illinois Competitive Freight Program's goal is to advance a safe, efficient, reliable, resilient, and sustainable intermodal freight system that supports Illinois' competitive position as a global hub, grows the economy, and enhances equity and quality of life for Illinois residents.

Figure 59: Fast Act Funding allows for a 10 percent set aside for intermodal projects

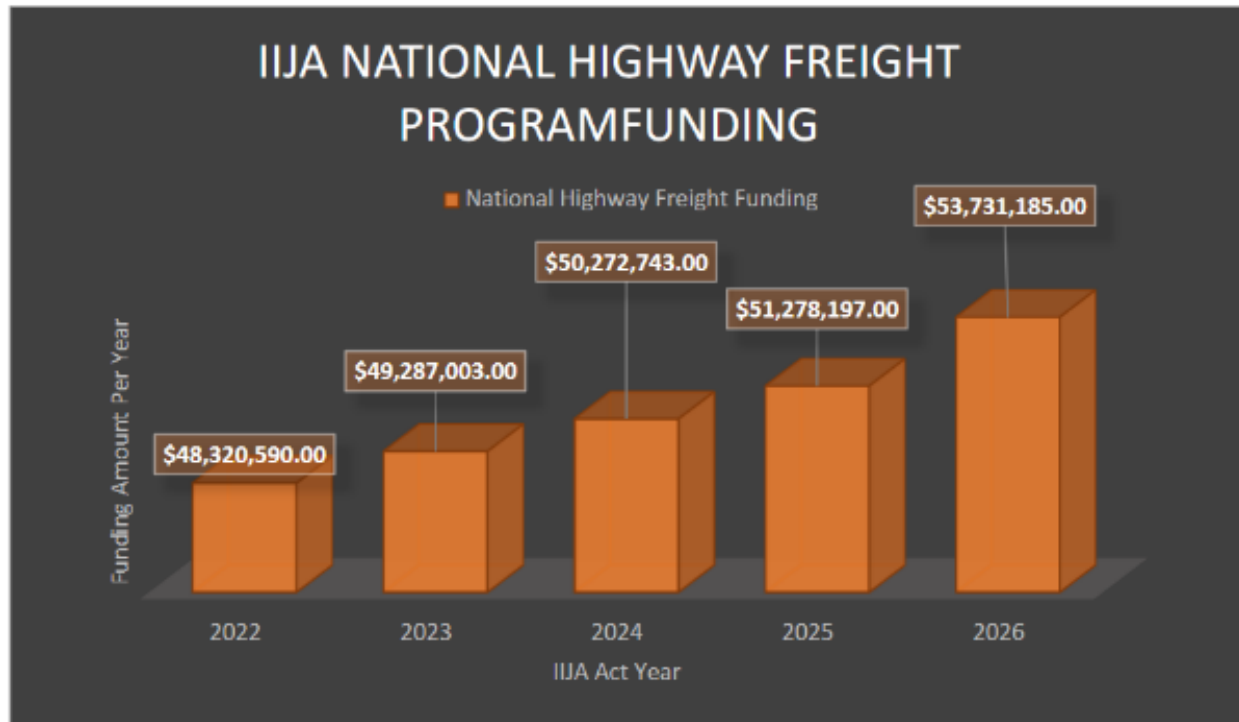


This program is primarily focused on highways but does have a set aside freight projects which are linked to the State Freight Plan. The State Freight Plan's goals include Safety, Reliability, System Enhancements, Operational Needs, Truck Parking and Intermodal Connectivity. These goal areas are used to evaluate freight projects for funding under the Illinois Competitive Freight Program, ensuring investments align with the state's vision for a safe, efficient and resilient multimodal freight system.

This program is aligned with projects that support the development and the delivery of State Freight Plans which were published in 2018 and 2023. A 20 percent match requirement for each application. The Fast Act allowed up to 10 percent of the total funding to be used on intermodal projects including projects within the boundaries of public or private entities or water facilities.



Figure 60: The IIJA Funding for Illinois allowed up to 30 percent for intermodal freight projects



In 2018 three Illinois Port projects received funding, 2 intermodal projects received awards, and three grade separations were completed.

- America's Central Port received \$1,092,130 for A Harbor Dock Improvement
- America's Central Port received \$2,682,470 for an Industrial Roadway Improvement
- Cahokia Village received \$1,693,600 Cargill Elevator Roadway Improvement

In 2023 six intermodal facility improvements were made and 2 intermodal corridor projects were completed. The average request per project was \$11.6 million, the highest award was \$65 million, and the lowest request was \$139,000.

- America's Central Port \$2,100,000 Granite City Industrial District Road Improvement
- America's Central Port \$3,636,000 Granite City Harbor Dock Phase II
- Kaskaskia Regional Port District \$4,323,800 Congestion Reduction Safety
- Mid-America Port District \$173,893 Intermodal Project
- City of Rochelle \$5,205,570, Intermodal Transload Expansion
- City of Shawneetown \$400,000 New Port Access Road

Illinois Port Facilities Capital Investment Grant Program

The Illinois Port Facilities Capital Investment Grant program provides grants to public agencies for the planning and development of facilities within public port districts that are included in the Illinois Marine Transportation System. The IMTS consists of ports located on navigable waterways such as the Mississippi River, Illinois River, Chicago Area Waterway System, Kaskaskia River, Ohio River, and Lake Michigan. Additionally, IMTS includes land-based infrastructure for transportation to, from, and on water.

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In 2019, the Rebuild Illinois capital bill appropriated \$150 million to the Illinois Department of Transportation for the Illinois Port Capital Investment Grant Program, with \$40 million going directly to the Alexander-Cairo Port District. The table below shows 12 projects besides Alexander-Cairo Port District which received award. The average programmed cost amounted to \$10 million each with four ports which provided no matching funds.

The grant application process, eligibility requirements, selection process, and the restrictions on the use of the grant money were developed by a committee of staff from IDOT, the Department of Commerce and Economic Opportunity, the Illinois Environmental Protection Agency, and the Department of Natural Resources and have been formalized using the Legislative Joint Committee on Administrative Rules process. IDOT sought input from port stakeholders and the public to develop this competitive program to prioritize grants for projects within public port districts to enhance the movement of commodities on the IMTS. Awards for this one-time program are shown below.

Figure 61: Illinois Port Facilities Capital Investment Grant Award Winners

FY-2021 Rebuild Illinois Capital Plan							
Port Facilities Capital Investment Grant Program							
Selected Projects and Funding Amount							
Port District	County	City	Project Description	Estimated Cost (Programmed)	State Funding	Local Funding	IDOT District
America's Central Port District (ACP-Granite City)	Madison	Granite City	Madison Harbor Sediment Reduction	\$13,000,000	\$13,000,000	\$0	8
America's Central Port District (ACP-Granite City)	Madison	Granite City	Granite City Harbor Truck Staging / Calling Center	\$5,500,000	\$5,500,000	\$0	8
America's Central Port District (ACP-Granite City)	Madison	Granite City	Hill Storage Track and other Granite City Harbor Track Improvements	\$2,500,000	\$2,375,000	\$125,000	8
Illinois International Port District (IIPD - Chicago)	Cook	Chicago	Iroquois Landing Dock Wall Rehabilitation	\$15,600,000	\$13,000,000	\$2,600,000	1
Illinois International Port District (IIPD - Chicago)	Cook	Chicago	Transit Sheds Roof Replacement	\$9,000,000	\$8,550,000	\$450,000	1
Kaskaskia Regional Port District (KRPD-Red Bud)	St. Clair	New Athens	KRPD #1 Rail Loop and Outbound Conveyors	\$14,000,000	\$10,000,000	\$4,000,000	8
Kaskaskia Regional Port District (KRPD-Red Bud)	Randolph	Baldwin	KRPD #2 Gateway FS Expansion	\$4,700,000	\$2,700,000	\$2,000,000	8
Mid-America Intermodal Port Authority (MAP-Quincy)	Adams	Quincy	Alter-Municipal Dock	\$13,763,192	\$13,163,192	\$600,000	6
Ottawa Port District	LaSalle	Ottawa	Ottawa Port District Intermodal Rail Yard	\$10,285,000	\$9,770,750	\$514,250	3
Shawneetown Regional Port District	Gallatin	Shawneetown	Public Private Partnership River Terminal	\$13,200,000	\$11,200,000	\$2,000,000	9
Upper Mississippi River International Port District (UMRIIPD)	Carroll	Savanna	Land acquisition, Remediation and Utilities	\$7,000,000	\$7,000,000	\$0	2
Waukegan Port District	Lake County	Waukegan	Reconstruct Dockwall	\$12,000,000	\$12,000,000	\$0	1



Illinois Special Planning and Research Awards

FY 2025



STATE PLANNING AND RESEARCH GRANTS

Awarded August 2024

Organization	Project	Federal	State	Local	Total Cost
America's Central Port District	America's Central Port District Climate Action Plan	\$280,000.00	\$70,000.00	—	\$350,000.00
Board of Trustees of Southern Illinois University	Mitigating Deer-Vehicle Collisions through Sophisticated Models of Deer Behavior	\$125,884.80	\$31,471.20	—	\$157,356.00
Champaign County Regional Planning Commission	Champaign-Urbana Active Transportation Plan with 10-Minute Walk-to-Parks Analysis Map Application and Website	\$315,944.19	\$78,986.05	—	\$394,930.24
Chicago Department of Transportation	CDOT Railroad-Related Support Services	\$400,000.00	—	\$100,000.00	\$500,000.00
Chicago Department of Transportation	CREATE Program Planning Support Services	\$400,000.00	—	\$100,000.00	\$500,000.00
City of Macomb	McDonough County Public Transportation Assessment of Services	\$176,000.00	—	\$44,000.00	\$220,000.00
City of Morris	City of Morris - SPR Trail and Parking Plan	\$176,000.00	\$44,000.00	—	\$220,000.00
City of Rock Island	Rock Island Port District Master Plan and Implementation Strategy	\$368,000.00	—	\$92,000.00	\$460,000.00



FY 2025



STATE PLANNING AND RESEARCH GRANTS

Awarded August 2024

Organization	Project	Federal	State	Local	Total Cost
Cook County Department of Transportation and Highways	Overcoming the Expressways - Permeability Study of Nonmotorized Travel Across Controlled Access Facilities in Suburban Cook County	\$380,000.00	—	\$220,000.00	\$600,000.00
Greater Egypt Regional Planning and Development Commission	Jackson-Union County Regional Port District Feasibility Study	\$199,948.80	\$49,987.20	—	\$249,936.00
Greater Egypt Regional Planning and Development Commission	Safe Routes to Schools Plan for Greater Egypt	\$146,852.80	\$36,713.20	—	\$183,566.00
McHenry County Conservation District	McHenry County Prairie Trail Wayfinding Plan	\$240,000.00	—	\$60,000.00	\$300,000.00
Reagan Mass Transit District	Use of Hydrogen Fuel and Hydrogen Fuel Cell Vehicles in Rural Public Transportation in the Dixon Area	\$240,000.00	\$60,000.00	—	\$300,000.00
Region 1 Planning Organization	State of the Trails Report for the Rockford Region	\$125,346.40	\$31,336.60	—	\$156,683.00
Springfield-Sangamon County Regional Planning Commission	West Loop/South Growth Area Study Updates for Springfield and Sangamon County	\$192,000.00	\$48,000.00	—	\$240,000.00

FY 2025



STATE PLANNING AND RESEARCH GRANTS

Awarded August 2024

Organization	Project	Federal	State	Local	Total Cost
St. Louis Regional Freightway, BI-State Development Agency of the Missouri-Illinois Metropolitan District	Southwestern Illinois Freight Railroad Network Analysis and Improvements Program	\$480,000.00	\$120,000.00	—	\$600,000.00
The Board of Trustees of the University of Illinois	METSI Metropolitan Transportation Support Initiative	\$2,500,000.00	—	\$625,000.00	\$3,125,000.00
Tri-County Regional Planning Commission	Peoria County Comprehensive and Multi-Modal Plan (Illinois 29 Corridor Study)	\$240,000.00	\$60,000.00	—	\$300,000.00
Village of Channahon	Regional Intergovernmental Transportation Coordination Study	\$320,000.00	—	\$80,000.00	\$400,000.00
Village of La Grange Park	31st Street Corridor Transportation Plan	\$180,000.00	—	\$45,000.00	\$225,000.00
Totals:		\$7,485,976.99	\$630,494.25	\$1,366,000.00	\$9,482,471.24



FY 2024



STATE PLANNING AND RESEARCH GRANTS

Awarded August 2023

Organization	Project	Federal	State	Local	Total Cost
America's Central Port District	Illinois aRT 3	\$240,000.00	\$60,000.00	—	\$300,000.00
Boone County Highway Department	Boone County Asset Data Collection and Management	\$276,000.00	\$69,000.00	—	\$345,000.00
Champaign County Regional Planning Commission	Champaign County Equity Analysis and Housing and Transportation Affordability and Accessibility Index Neighborhood Toolkit	\$323,238.59	\$80,809.65	—	\$404,048.24
Chicago Transit Authority	CIA 77th Street Garage/South Shops Master Plan Study	—	\$100,000.00	—	\$100,000.00
City of Danville	Danville Mass. Transit Route Evaluation and Implementation Plan	\$160,000.00	\$40,000.00	—	\$200,000.00
City of Danville	Danville Grade Crossing and Rail Relocation Study	\$400,000.00	—	\$100,000.00	\$500,000.00
City of Galesburg	Galesburg Data Collection and Pavement Management Program	\$80,000.00	\$20,000.00	—	\$100,000.00
City of Ottawa	National Center for Asphalt Technology, State Planning and Research Program	\$236,000.00	\$59,000.00	—	\$295,000.00
City of Rochelle	FY2024 State Planning and Research Program Rochelle Crossing Elimination Initiative	\$240,000.00	—	\$60,000.00	\$300,000.00



STATE PLANNING AND RESEARCH GRANTS

Awarded August 2023

FY 2024

Organization	Project	Federal	State	Local	Total Cost
City of Springfield	Springfield Smart City and Asset Management Program	\$400,000.00	—	\$100,000.00	\$500,000.00
City of Waukegan	FY2024 State Planning and Research Program Sheridan Road/ Illinois 137 Feasibility Study	\$400,000.00	—	\$100,000.00	\$500,000.00
Cook County Department of Transportation and Highways	Cook County 2050 Long-Range Transportation Plan	\$725,000.00	—	\$775,000.00	\$1,000,000.00
DuPage County Division of Transportation	DuPage County Trail System Count Program	\$72,000.00	—	\$18,000.00	\$90,000.00
East Central Intergovernmental Association	Intelligent Transportation System Improvement Assessment Plan for Interstate Bridge Detour Routes on the Mississippi River	\$280,000.00	—	\$72,000.00	\$360,000.00
East-West Gateway Council of Governments	Illinois Great Streets Planning Initiative	\$564,457.60	—	\$141,114.40	\$705,572.00
Greater Egypt Regional Planning and Development Commission	Bicycle Transportation Plan for the cities of Pinckneyville, Du Quoin and West Frankfort	\$199,990.33	\$49,999.50	—	\$249,989.83
Greater Egypt Regional Planning and Development Commission	Bicycle Transportation Plan for the cities of Carleville/Cambria/ Crainville, Herrin and Murphysboro	\$275,381.50	\$60,845.30	—	\$344,226.80



FY 2024



STATE PLANNING AND RESEARCH GRANTS

Awarded August 2023

Organization	Project	Federal	State	Local	Total Cost
Illinois International Port District	Illinois International Port District Infrastructure Sustainability and Climate Resiliency Plan	\$348,000.00	—	\$87,000.00	\$435,000.00
Jackson County Mass Transit District	Jackson County Across the Board: A Comprehensive Public Transit Study	\$264,720.00	\$66,180.00	—	\$330,900.00
Kane County Division of Transportation	Kane County DOT Asset Management Plan	\$240,000.00	—	\$60,000.00	\$300,000.00
Knox County	Knox County Asset Management Program	\$200,000.00	—	\$50,000.00	\$250,000.00
Lee-Ogle Transportation System	Transit for Those in Need	\$194,875.20	\$48,718.80	—	\$243,594.00
Massac-Metropolis Port District	Massac-Metropolis Port Master Plan/Feasibility Study	\$240,000.00	\$60,000.00	—	\$300,000.00
Perry County Highway Department	Data Collection for Roadside Hazard Mitigation	\$128,000.00	\$32,000.00	—	\$160,000.00
Region 1 Planning Council	Parking Reimagined in the Rockford Region	\$133,093.60	\$33,273.40	—	\$166,367.00
Town of Normal	Town of Normal and Illinois State University Campus Transportation Safety Study	\$360,000.00	—	\$90,000.00	\$450,000.00
Tri-County Regional Planning Commission	Regional Multimodal Network Inventory and Acquisition	\$384,000.00	—	\$96,000.00	\$480,000.00

FY 2024



STATE PLANNING AND RESEARCH GRANTS

Awarded August 2023

Organization	Project	Federal	State	Local	Total Cost
Village of Homer Glen	Homer Glen Comprehensive Transportation Plan	\$120,000.00	—	\$30,000.00	\$150,000.00
Village of Schaumburg	90N District Transit and Micromobility Study	\$100,000.00	—	\$25,000.00	\$125,000.00
Will County	Will County 2050 Long-Range Transportation Plan	\$250,000.00	—	\$1,500,000.00	\$1,750,000.00
Totals		\$7,342,764.82	\$787,826.81	\$3,304,114.40	\$11,434,706.03



FY 2023



STATE PLANNING & RESEARCH GRANTS

Awarded September 2022

Organization	City	Project	Total Project Cost	Awarded Amount	Disadvantaged Community
Champaign County RPC	Urbana	Lincoln Avenue Corridor Study (City of Urbana)	\$299,375.85	\$239,500.68	Yes
Village of Oswego	Oswego	Oswego Pavement Condition Survey & Asset Inventory Collection	\$117,500.00	\$82,100.00	No
Blackhawk Hills Regional Council	Rock Falls	Supporting Active Transportation in Northwest Illinois	\$233,033.94	\$233,033.94	Yes
Central Council of Mayors/West Central Municipal Conference	Elver Grove	Regional Complete Streets & Green Infrastructure Master Planning	\$150,000.00	\$120,000.00	Yes
Peoria County/City of Peoria	Peoria	Peoria City/County Smart & Connected Communities Master Plan	\$500,000.00	\$400,000.00	Yes
City of Belleville	Belleville	City of Belleville Multimodal Planning Study and ADA Transition Plan	\$245,000.00	\$196,000.00	No
Tri-County RPC	Peoria	Heart of Illinois Regional Port District Master Plan Development and Implementation Strategy	\$465,500.00	\$372,400.00	Yes
Village of Oak Park	Oak Park	Vision Zero Oak Park	\$150,000.00	\$120,000.00	No
Grundy County	Morris	Grundy County Multijurisdictional Multimodal Transportation Master Plan	\$400,000.00	\$320,000.00	No
City of Decatur	Decatur	Decatur Area EV Readiness Plan	\$300,000.00	\$240,000.00	Yes
Pace	Arlington Heights	Outreach on Pace's Network Revitalization & Service Restructuring	\$611,500.00	\$489,200.00	Yes



STATE PLANNING & RESEARCH GRANTS

Awarded September 2022

FY 2023

Organization	City	Project	Total Project Cost	Awarded Amount	Disadvantaged Community
America's Central Port District	Granite City	Ferry Landing Operations Attract Tourists	\$210,000.00	\$168,000.00	Yes
North Central Illinois Council of Governments	Ottawa	SPR NCICG Peoria/Chicago Passenger Rail Stops Study	\$310,000.00	\$248,000.00	Yes
Institute for Legal, Legislative and Policy Studies at the University of Illinois Springfield	Springfield	Equity and Safety Measures in Mobility and Livability	\$250,000.00	\$200,000.00	Yes
Springfield Airport Authority	Springfield	Abraham Lincoln Capital Airport: Smart Airport & Regional Logistics Plan	\$750,000.00	\$600,000.00	No
Calumet City	Calumet City	Calumet City: PEL Feasibility Study for (Full Interchange) Dolton Road/I-94	\$805,000.00	\$644,000.00	Yes
Iri-County Regional Planning Commission	Peoria	Iri-County Multi-Jurisdictional Comprehensive Plan Project	\$300,104.00	\$240,083.00	Yes
Will County	Joliet	Will County Electric Vehicle Readiness Plan	\$700,000.00	\$560,000.00	Yes
Totals			\$12,610,978.31	\$10,145,029.03	



FY 2023



STATE PLANNING & RESEARCH GRANTS

Awarded September 2022

Organization	City	Project	Total Project Cost	Awarded Amount	Disadvantaged Community
Village of Hoffman Estates	Hoffman Estates	Village of Hoffman Estates Comprehensive Multimodal Transportation Plan	\$306,000.00	\$244,800.00	No
University of Illinois - Chicago	Chicago	METSI Metropolitan Transportation Support Initiative	\$2,098,210.00	\$1,678,568.00	No
Winnebago County Highway Department	Rockford	WCHD Asset Data Collection & AMS	\$668,900.00	\$574,060.00	Yes
McLean County RPC	Bloomington	Go:Safe McLean County Action Plan Implementation and Outreach Project	\$288,000.00	\$213,000.00	Yes
Village of Mount Prospect	Mount Prospect	Arterial Bike Network Study	\$350,000.00	\$280,000.00	No
Will County	Joliet	Wilmington-Peotone Road PEL	\$750,000.00	\$600,000.00	Yes
Champaign County RPC	Urbana	Next Generation CUUATS Modeling Suite	\$455,705.52	\$364,564.41	Yes
Bi-State Regional Commission	Rock Island	Andalusia-Indian Bluff Road Corridor Study	\$200,000.00	\$160,000.00	Yes
Greater Egypt RPC	Marion	Bicycle Master Plan for Greater Egypt Bike and Cities of Mount Vernon, Benton	\$200,000.00	\$160,000.00	Yes
Region 1 Planning Council	Rockford	R1 Transportation GHG Emissions Inventory & Air Quality Assessment	\$297,149.00	\$237,719.00	Yes
Perry County Highway Department	Perry County	Railroad Crossing Safety Improvement Study	\$200,000.00	\$160,000.00	Yes

Select Portions of Illinois State Statutes with Select Commentaries

The first section is mostly definitions such as who is the governor, who is a mayor, and thus for brevity many of the definitions were not included below, but the statute in its entirety is available online at:

<https://www.ilga.gov/Legislation/ILCS/Articles?ActID=942&ChapterID=15&Chapter=SPECIAL%20DISTRICTS&MajorTopic=GOVERNMENT>

This link will take you to a page that looks like the screenshot below:

(70 ILCS 1820/) Jackson-Union Counties Regional Port District Act.

Illinois Compiled Statutes (ILCS)

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(70 ILCS 1820/4) (from Ch. 19, par. 854)

Sec. 4. The Port District has the following rights and powers:

1. To issue permits: for the construction of all wharves, piers, dolphins, booms, weirs, breakwaters, bulkheads, jetties, bridges or other structures of any kind, over, under, in, or within 40 feet of any navigable waters within the Port District; for the deposit of rock, earth, sand or other material, or any matter of any kind or description in said waters; except that nothing contained in this paragraph 1 shall be construed so that it will be deemed necessary to obtain a permit from the District for the erection, operation or maintenance of any bridge crossing a waterway which serves as a boundary between the State of Illinois and any other state, when said erection, operation or maintenance is performed by any city within the District;
2. To prevent or remove obstructions in navigable waters, including the removal of wrecks;
3. To locate and establish dock lines and shore or harbor lines;
4. To regulate the anchorage, moorage and speed of water borne vessels and to establish and enforce regulations for the operation of bridges, except nothing contained in this paragraph 4 shall be construed to give the District authority to regulate the operation of any bridge crossing a waterway which serves as a boundary between the State of Illinois and any other state, when such operation is performed or to be performed by any city within the District;
5. To acquire, own, construct, lease, operate and maintain terminals, terminal facilities and port facilities, and to fix and collect just reasonable and nondiscriminatory charges for the use of such facilities. The charges so collected shall be used to defray the reasonable expenses of the Port District and to pay the principal of and interest on any revenue bonds issued by the District;
6. To locate, establish and maintain a public airport, public airports and public airport facilities within its corporate limits or within or upon any body of water adjacent thereto, and to construct, develop, expand, extend and improve any such airport or airport facility;
7. To operate, maintain, manage, lease, sublease, and to make and enter into contracts for the use, operation or management of, and to provide rules and regulations for, the operation, management or use of, any public airport or public airport facility;
8. To fix, charge and collect reasonable rentals, tolls, fees, and charges for the use of any public airport, or any part thereof, or any public airport facility;
9. To establish, maintain, extend and improve roadways and approaches by land, water or air to any such airport and to contract or otherwise provide, by condemnation if necessary, for the removal of any airport hazard or the removal or relocation of all private structures, railways, mains, pipes, conduits, wires, poles, and all other facilities and equipment which may interfere with the location, expansion, development, or improvement of airports or with the safe approach thereto or takeoff therefrom by aircraft, and to pay the cost of removal or relocation; and, subject to the "Airport Zoning Act", approved July 17, 1945, as amended, to adopt, administer and enforce airport zoning regulations for territory which is within its corporate limits or which extends not more than 2 miles beyond its corporate limits;
10. To restrict the height of any object of natural growth or structure or structures within the vicinity of any airport or within the lines of an approach to any airport and, when necessary, for the reduction in the height of any such existing object or structure, to enter into an agreement for such reduction or to accomplish same by condemnation;



11. To agree with the State or federal governments or with any public agency in respect to the removal and relocation of any object of natural growth, airport hazard or any structure or building within the vicinity of any airport or within an approach and which is owned or within the control of such government or agency and to pay all or an agreed portion of the cost of such removal or relocation;

12. For the prevention of accidents, for the furtherance and protection of public health, safety and convenience in respect to aeronautics, for the protection of property and persons within the District from any hazard or nuisance resulting from the flight of aircraft, for the prevention of interference between, or collision of, aircraft while in flight or upon the ground, for the prevention or abatement of nuisances in the air or upon the ground or for the extension or increase in the usefulness or safety of any public airport or public airport facility owned by the District, the District may regulate and restrict the flight of aircraft while within or above the incorporated territory of the District;

13. To police its physical property only and all waterways and to exercise police powers in respect thereto or in respect to the enforcement of any rule or regulation provided by the ordinances of the District and to employ and commission police officers and other qualified persons to enforce the same. The use of any such public airport or public airport facility of the District shall be subject to the reasonable regulation and control of the District and upon such reasonable terms and conditions as shall be established by its Board. A regulatory ordinance of the District adopted under any provisions of this Section may provide for a suspension or revocation of any rights or privileges within the control of the District for a violation of any such regulatory ordinance. Nothing in this Section or in other provisions of this Act shall be construed to authorize the Board to establish or enforce any regulation or rule in respect to aviation, or the operation or maintenance of any airport facility within its jurisdiction, which is in conflict with any federal or state law or regulation applicable to the same subject matter;

14. To enter into agreements with the corporate authorities or governing body of any other municipal corporation or any political subdivision of this State to pay the reasonable expense of services furnished by such municipal corporation or political subdivision for or on account of income producing properties of the District;

15. To enter into contracts dealing in any manner with the objects and purposes of this Act;

16. To acquire, own, lease, sell or otherwise dispose of interests in and to real property and improvements situated thereupon and in personal property necessary to fulfill the purposes of the District;

17. To designate the fiscal year for the District;

18. To engage in any activity or operation which is incidental to and in furtherance of efficient operation to accomplish the District's primary purpose;

19. To build, construct, repair and maintain levees;

20. To enter into agreements with banks and other lending institutions guaranteeing the contract performance of a person or other business entity doing or planning to do business in the Jackson County and Union County area;

21. To make and give grants to a person or business entity doing or planning to do business in the Jackson County and Union County area;

22. To acquire, own, construct, lease, operate, and maintain industrial plants and facilities, including, but not limited to, ethanol plants and facilities, and the by-products therefrom, within the confines of Jackson



County and Union County. The charges so collected shall be used to defray the reasonable expenses of the Port District and to pay the principal and interest of any revenue bonds issued by the district.

(Source: P.A. 91-357, eff. 7-29-99.)

Full Statute

ILGA.GOV

(70 ILCS 1820/) Jackson-Union Counties Regional Port District Act.

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Section 1 Title

(70 ILCS 1820/1) (from Ch. 19, par. 851)

Sec. 1. This Act shall be known and may be cited as the "Jackson-Union Counties Regional Port District /"
(Source: P.A. 79-1475.)

Section 2 Terms

(70 ILCS 1820/2) (from Ch. 19, par. 852)

Sec. 2. When used in this Act, unless the context otherwise requires, the terms set out in Sections 2.1 thro 2.21 have the meaning ascribed to them in those Sections.

(Source: P.A. 79-1475.)

(70 ILCS 1820/2.1) (from Ch. 19, par. 852.1)

Sec. 2.1. "District" or "Port District" means the Jackson-Union Counties Regional Port District created by Act.

(Source: P.A. 79-1475.)

Section 3 Political Sub-Division

(70 ILCS 1820/3) (from Ch. 19, par. 853)

Sec. 3. There is created a political subdivision, body politic, and municipal corporation by the name of Jackson-Union Counties Regional Port District embracing the territory of Jackson County and Union Cou



Territory may be annexed to the District in the manner hereinafter provided in this The District may sue and be sued in its corporate name, but execution shall not in any case issue against property of the District. It may adopt a common seal and change the same at pleas (Source: P.A. 79-1475.)

Section 4 Rights and Powers

(70 ILCS 1820/4) (from Ch. 19, par. 854)

Sec. 4. The Port District has the following rights and powers:

1. To issue permits: for the construction of all wharves, piers, dolphins, booms, weirs, breakwaters, bulkheads, jetties, bridges or other structures of any kind, over, under, in, or within 40 feet of any navigable waters within the Port District; for the deposit of rock, earth, sand or other material, or any matter of any kind or description in said waters; except that nothing contained in this paragraph 1 shall be construed so that it will be deemed necessary to obtain a permit from the District for the erection, operation or maintenance of any bridge crossing a waterway which serves as a boundary between the State of Illinois and any other state, when said erection, operation or maintenance is performed by any city within the District;
2. To prevent or remove obstructions in navigable waters, including the removal of wrecks.
3. To locate and establish dock lines and shore or harbor lines.
4. To regulate the anchorage, moorage and speed of water borne vessels and to establish and enforce regulations for the operation of bridges, except nothing contained in this paragraph 4 shall be construed to give the District authority to regulate the operation of any bridge crossing a waterway which serves as a boundary between the State of Illinois and any other state, when such operation is performed or to be performed by any city within the District;
5. To acquire, own, construct, lease, operate and maintain terminal facilities, terminal facilities and facilities, and to fix and collect just reasonable and nondiscriminatory charges for the use of such facilities. The charges so collected shall be used to defray the reasonable expenses of the Port District and to pay principal of any interest on any revenue bonds issued by the District;
6. To locate, establish and maintain a public airport, public airports and public airport facilities within corporate limits or within or upon any body of water adjacent thereto, and to construct, develop, expand, extend and improve any such airport or airport facility;
7. To operate, maintain, manage, lease, sublease, and to make and enter into contracts for the use, operation or management of, and to provide rules and regulations for, the operation, management or use of, any public airport or public airport facility;
8. To fix, charge and collect reasonable rentals, tolls, fees, and charges for the use of any public airport or any part thereof, or any public airport facility;
9. To establish, maintain, extend and improve roadways and approaches by land, water or air to any public airport and to contract or otherwise provide, by condemnation if necessary, for the removal of any air hazard or the removal or relocation of all private structures, railways, mains, pipes, conduits, wires, poles, all other facilities and equipment which may interfere with the location, expansion, development or improvement of airports or with the safe approach thereto or takeoff therefrom by aircraft, and to pay the cost of removal or relocation; and, subject to the "Airport Zoning Act", approved July 17, 1945, as amended.



adopt, administer and enforce airport zoning regulations for territory which is within its corporate limits or which extends not more than 2 miles beyond its corporate limits;

10. To restrict the height of any object of natural growth or structure or structures within the vicinity of airport or within the lines of an approach to any airport and, when necessary, for the reduction in the height of any such existing object or structure, to enter into an agreement for such reduction or to accomplish same by condemnation;

11. To agree with the State or federal governments or with any public agency in respect to the removal or relocation of any object of natural growth, airport hazard or any structure or building within the vicinity of airport or within an approach and which is owned or within the control of such government or agency and to pay all or an agreed portion of the cost of such removal or relocation;

12. For the prevention of accidents, for the furtherance and protection of public health, safety and convenience in respect to aeronautics, for the protection of property and persons within the District from any hazard or nuisance resulting from the flight of aircraft, for the prevention of interference between, or collision of, aircraft while in flight or upon the ground, for the prevention or abatement of nuisances in the air or upon the ground or for the extension or increase in the usefulness or safety of any public airport or public airport facility owned by the District, the District may regulate and restrict the flight of aircraft while within or above the incorporated territory of the District;

13. To police its physical property only and all waterways and to exercise police powers in respect thereto in respect to the enforcement of any rule or regulation provided by the ordinances of the District and to employ and commission police officers and other qualified persons to enforce the same. The use of any such public airport or public airport facility in the District shall be subject to the reasonable regulation and control of the District and upon such reasonable terms and conditions as shall be established by its Board. A regulation or ordinance of the District adopted under any provisions of this Section may provide for a suspension or revocation of any rights or privileges within the control of the District for a violation of any such regulation or ordinance. Nothing in this Section or in other provisions of this Act shall be construed to authorize the Board to establish or enforce any regulation or rule in respect to aviation, or the operation or maintenance of an airport facility within its jurisdiction, which is in conflict with any federal or state law or regulation applicable to the same subject matter;

14. To enter into agreements with the corporate authorities or governing body of any other municipal corporation or any political subdivision of this State to pay the reasonable expense of services furnished by such municipal corporation or political subdivision for or on account of income producing properties of the District;

15. To enter into contracts dealing in any manner with the objects and purposes of this Act;

16. To acquire, own, lease, sell or otherwise dispose of interests in and to real property and improvements situated thereupon and in personal property necessary to fulfill the purposes of the District;

17. To designate the fiscal year for the District;

18. To engage in any activity or operation which is incidental to and in furtherance of efficient operation to accomplish the District's primary purpose;

19. To build, construct, repair and maintain levees;



20. To enter into agreements with banks and other lending institutions guaranteeing the contract performance of a person or other business entity doing or planning to do business in the Jackson County and Union County area;

21. To make and give grants to a person or business entity doing or planning to do business in the Jackson County and Union County area;

22. To acquire, own, construct, lease, operate, and maintain industrial plants and facilities, including, but not limited to, ethanol plants and facilities, and the by-products therefrom, within the confines of Jackson County and Union County. The charges so collected shall be used to defray the reasonable expenses of the District and to pay the principal and interest of any revenue bonds issued by the district.

(Source: P.A. 91-357, eff. 7-29-99.)

(70 ILCS 1820/4.1) (from Ch. 19, par. 854.1)

Sec. 4.1. Purchases made pursuant to this Act shall be made in compliance with the "Local Government Prompt Payment Act", approved by the Eighty-fourth General Assembly.
(Source: P.A. 84-731.)

Section 5 Properties

(70 ILCS 1820/5) (from Ch. 19, par. 855)

Sec. 5. The District has power to acquire and accept by purchase, lease, gift, grant or otherwise any property and rights useful for its purposes and to provide for the development of channels, ports, harbors, airports, airfields, terminals, port facilities and terminal facilities adequate to serve the needs of commerce within the District. The District shall also have the power to acquire and accept, by purchase, lease, gift, grant, or otherwise, any property and rights useful for its purpose, and to provide for the development, ownership, and construction of industrial sites, plants, and facilities, including, but not limited to, plants and facilities for ethanol and its by-products. The District may acquire real or personal property or any rights therein in the manner, as near as may be, as is provided for the exercise of the right of eminent domain under the Eminent Domain Act; except that no rights or property of any kind or character now or hereafter owned, leased, controlled or operated and used by, or necessary for the actual operations of, any common carrier engaged in interstate commerce, or of any other public utility subject to the jurisdiction of the Illinois Commerce Commission, shall be taken or appropriated by the District without first obtaining the approval of the Illinois Commerce Commission. Notwithstanding the provisions of any other Section of this Act, the District shall have full power and authority to lease any or all of its facilities for operation and maintenance to any person for such length of time and upon such terms as the District shall deem necessary.

Also the District may lease to others for any period of time, not to exceed 99 years, upon such terms as its Board may determine, any of its real property, rights of way or privileges, or any interest therein, or any part thereof, for industrial, manufacturing, commercial or harbor purposes, which is in the opinion of the Port District Board no longer required for its primary purposes in the development of port and harbor facilities for the use of public transportation, or which may not be immediately needed for such purposes, but where such leases will in the opinion of the Port District Board aid and promote such purposes, and in conjunction with such leases, the District may grant rights of way and privileges across the property of the District, which rights of way and privileges may be assignable and irrevocable during the term of any such lease and may include the right to enter upon the property of the District to do such things as may be necessary for the



enjoyment of such leases, rights of way and privileges, and such leases may contain such conditions and retain such interest therein as may be deemed for the best interest of the District by such Board.

Also, the District shall have the right to grant easements and permits for the use of any such real property, rights of way or privileges which in the opinion of the Board will not interfere with the use thereof by the District for its primary purposes and such easements and permits may contain such conditions and retain such interest therein as may be deemed for the best interest of the District by the Board.

With respect to any and all leases, easements, rights of way, privileges and permits made or granted by the Board, the Board may agree upon and collect the rentals, charges and fees that may be deemed for the best interest of the District. Such rentals, charges and fees shall be used to defray the reasonable expenses of the District and to pay the principal of and interest on any revenue bonds issued by the District. (Source: P.A. 94-1055, eff. 1-1-07.)

(70 ILCS 1820/5.05)

Sec. 5.05. Eminent domain. Notwithstanding any other provision of this Act, any power granted under this Act to acquire property by condemnation or eminent domain is subject to, and shall be exercised in accordance with, the Eminent Domain Act.

(Source: P.A. 94-1055, eff. 1-1-07.)

(70 ILCS 1820/5.1) (from Ch. 19, par. 855.1)

Sec. 5.1. The District is authorized and empowered to establish, organize, own, acquire, participate in, operate, sell and transfer Export Trading Companies, whether as shareholder, partner, or co-venturer, alone or in cooperation with federal, state or local governmental authorities, federal, state or national banking associations, or any other public or private corporation or person or persons. The term "Export Trading Companies" means a person, partnership, association, public or private corporation or similar organization, whether operated for profit or not for profit, which is organized and operated principally for purposes of exporting goods or services produced in the United States, importing goods or services produced in foreign countries, conducting third-country trading or facilitating such trade by providing one or more services in support of such trade. Such Export Trading Companies and all of the property thereof, wholly or partly owned, directly or indirectly, by the District, shall have the same privileges and immunities as accorded to the District; and Export Trading Companies may borrow money or obtain financial assistance from private lenders or federal and state governmental authorities or issue general obligation and revenue bonds with the same kinds of security, and in accordance with the same procedures, restrictions and privileges applicable when the District obtains financial assistance or issues bonds for any of its other authorized purposes. Such Export Trading Companies are authorized, if necessary or desirable, to apply for certification under Title II or Title III of the Export Trading Company Act of 1982.

(Source: P.A. 84-993.)

Section 6 Grants and Loans

(70 ILCS 1820/6) (from Ch. 19, par. 856)

Sec. 6. The District has power to apply for and accept grants, loans, or appropriations from the Federal Government or any agency or instrumentality thereof to be used for any of the purposes of the District and



to enter into any agreements with the Federal Government in relation to such grants, loans or appropriations.

The District may petition any federal, state, municipal, or local authority, administrative, judicial and legislative, having jurisdiction in the premises, for the adoption and execution of any physical improvement, change in method or system of handling freight, warehousing, docking, lightering, and transfer of freight, which in the opinion of the District is designed to improve or better the handling of commerce in and through the Port District or improve terminal or transportation facilities therein.

(Source: P.A. 79-1475.)

Section 7 Insurance

(70 ILCS 1820/7) (from Ch. 19, par. 857)

Sec. 7. The District has power to procure and enter into contracts for any type of insurance or indemnity against loss or damage to property from any cause, including loss of use and occupancy, against death or injury of any person, against employers' liability, against any act of any member, officer, or employee of the District in the performance of the duties of his office or employment or any other insurable risk.

(Source: P.A. 79-1475.)

Section 8 Power to Borrow Money

(70 ILCS 1820/8) (from Ch. 19, par. 858)

Sec. 8. The District has the continuing power to borrow money and issue either general obligation bonds after approval by referendum as hereinafter provided or revenue bonds without referendum approval for the purpose of acquiring, constructing, reconstructing, extending or improving terminals, terminal facilities, airfields, airports and port facilities, and for acquiring necessary cash working funds.

The District may pursuant to ordinance adopted by the Board and without submitting the question to referendum from time to time issue and dispose of its interest bearing revenue bonds and may also in the same manner from time to time issue and dispose of its interest bearing revenue bonds to refund any revenue bonds at maturity or pursuant to redemption provisions or at any time before maturity with the consent of the holders thereof.

If the Board desires to issue general obligation bonds it shall adopt an ordinance specifying the amount of bonds to be issued, the purpose for which they will be issued, the maximum rate of interest they will bear which shall not be more than that permitted in "An Act to authorize public corporations to issue bonds, other evidences of indebtedness and tax anticipation warrants subject to interest rate limitations set forth therein", approved May 26, 1970, as now or hereafter amended. Such interest may be paid semiannually. The ordinance shall also specify the date of maturity which shall not be more than 20 years after the date of issuance and shall levy a tax that will be required to amortize such bonds. This ordinance shall not be effective until it has been submitted to referendum of, and approved by, the legal voters of the District. The Board shall certify its ordinance and the proposition to the proper election officials, who shall submit the question to the voters at an election in accordance with the general election law. If a majority of the vote on the proposition is in favor of the issuance of such general obligation bonds the county clerks shall annually extend taxes against all taxable property within the District at a rate sufficient to pay the maturing principal and interest of these bonds.



Section 9 Revenue Bonds

(70 ILCS 1820/9) (from Ch. 19, par. 859)

Sec. 9. All revenue bonds shall be payable solely from the revenues or income to be derived from the terminals, terminal facilities, airfields, airports, or port facilities or any part thereof. The bonds may bear such date or dates and may mature at such time or times not exceeding 40 years from their respective dates, all as may be provided in the ordinance authorizing their issuance. All bonds, whether revenue or general obligation, may bear interest at such rate or rates not to exceed that permitted in the Bond Authorization Act. Such interest may be paid semiannually. All such bonds may be in such form, may carry such registration privileges, may be executed in such manner, may be payable at such place or places, may be made subject to redemption in such manner and upon such terms, with or without premium as is stated on the face thereof, may be authenticated in such manner and may contain such terms and covenants, all as may be provided in the ordinance authorizing issuance.

The holder or holders of any bonds or interest coupons appertaining thereto issued by the District may bring civil actions to compel the performance and observance by the District or any of its officers, agents, or employees of any contract or covenant made by the District with the holders of such bonds or interest coupons and to compel the District and any of its officers, agents, or employees to perform any duties required to be performed for the benefit of the holders of any such bonds or interest coupons by the provision in the ordinance authorizing their issuance, and to enjoin the District and any of its officers, agents, or employees from taking any action in conflict with any such contract or covenant, including the establishment of charges, fees, and rates for the use of facilities as hereinafter provided.

Notwithstanding the form and tenor of any bond, whether revenue or general obligation, and in the absence of any express recital on the face thereof that it is nonnegotiable, all such bonds shall be negotiable instruments. Pending the preparation and execution of any such bonds, temporary bonds may be issued with or without interest coupons as may be provided by ordinance.

(Source: P.A. 104-417, eff. 8-15-25.)

Section 10 Bonds

(70 ILCS 1820/10) (from Ch. 19, par. 860)

Sec. 10. All bonds, whether general obligation or revenue, shall be issued and sold by the Board in such manner as the Board shall determine. However, if any bonds are issued to bear interest at the maximum rate of interest allowed by Section 8 or 9, whichever may be applicable, the bonds shall be sold for not less than par and accrued interest. The selling price of bonds bearing interest at a rate less than the maximum allowable interest rate per annum shall be such that the interest cost to the District of the money received from the bond sale shall not exceed the maximum annual interest rate allowed by Section 8 or 9, whichever may be applicable, computed to absolute maturity of such bonds according to standard tables of bond values.

(Source: P.A. 79-1475.)

Section 11 Revenue Generation

(70 ILCS 1820/11) (from Ch. 19, par. 861)



Sec. 11. Upon the issue of any revenue bonds as herein provided the Board shall fix and establish rates, charges and fees for the use of facilities acquired, constructed, reconstructed, extended or improved with the proceeds derived from the sale of said revenue bonds sufficient at all times with other revenues of the District, if any, to pay: (a) the cost of maintaining, repairing, regulating and operating the said facilities; and (b) the bonds and interest thereon as they become due, and all sinking fund requirements and other requirements provided by the ordinance authorizing the issuance of the bonds or as provided by any trust agreement executed to secure payment thereof.

To secure the payment of any or all revenue bonds and for the purpose of setting forth the covenants and undertaking of the District in connection with the issuance of revenue bonds and the issuance of any additional revenue bonds payable from such revenue income to be derived from the terminals, terminal facilities, airports, airfields and port facilities the District may execute and deliver a trust agreement or agreements except that no lien upon any physical property of the District shall be created thereby. A remedy for any breach or default of the terms of any such trust agreement by the District may be by mandamus proceedings in any court of competent jurisdiction to compel performance and compliance therewith, but the trust agreement may prescribe by whom or on whose behalf such action may be instituted.

(Source: P.A. 79-1475.)

Section 12 Debt Restrictions

(70 ILCS 1820/12) (from Ch. 19, par. 862)

Sec. 12. Under no circumstances shall any bonds issued by the District or any other obligation of the District be or become an indebtedness or obligation of the State of Illinois or of any other political subdivision of or municipality within the State.

No revenue bond shall be or become an indebtedness of the District within the purview of any constitutional limitation or provision, and it shall be plainly stated on the face of each revenue bond that it does not constitute such an indebtedness, or obligation but is payable solely from the revenues or income derived from terminals, terminal facilities, airports, airfields and port facilities.

(Source: P.A. 79-1475.)

Section 13 Tax Authority

(70 ILCS 1820/13) (from Ch. 19, par. 863)

Sec. 13. The Board may, after referendum approval, levy a tax for corporate purposes of the District annually at the rate approved by referendum, but which rate shall not exceed .05% of the value of all taxable property within the Port District as equalized or assessed by the Department of Revenue.

Section 14 Port Planning

(70 ILCS 1820/14) (from Ch. 19, par. 864)

Sec. 14. It is unlawful to make any fill or deposit of rock, earth, sand, or other material, or any refuse matter of any kind or description, or build or commence the building of any wharf, pier, dolphin, boom, weir, breakwater, bulkhead, jetty, bridge, or other structure over, under, or within 40 feet of any navigable waters within the Port District without first submitting the plans, profiles, and specifications therefor, and



such other data and information as may be required, to the Port District and receiving a permit therefor; and any person, corporation, company, city or municipality or other agency, which shall do any of the things above prohibited, without securing a permit therefor as above provided, shall be guilty of a Class A misdemeanor; provided, however, that no such permit shall be required in the case of any project for which a permit shall have been secured from a proper governmental agency prior to the creation of the Port District nor shall any such permit be required in the case of any project to be undertaken by any city, village or incorporated town in the District, or any combination thereof, for which a permit is required from a governmental agency other than the District before the municipality can proceed with such project. And in such event, such municipalities, or any of them, shall give at least 10 days' notice to the District of the application for a permit for any such project from a governmental agency other than the District so that the District may be present and represent its position relative to such application before such other governmental agency. Any structure, fill or deposit erected or made in any of the public bodies of water within the Port District, in violation of the provisions of this Section, is a purpresture and may be abated as such at the expense of the person, corporation, company, municipality or other agency responsible therefore, or if, in the discretion of the Port District, it is decided that such structure, fill or deposit may remain, the Port District may fix such rule, regulation, requirement, restrictions, or rentals or require and compel such changes, modifications and repairs as shall be necessary to protect the interest of the Port District.

(Source: P.A. 79-1475.)

Section 15 Board Appointments

(70 ILCS 1820/15) (from Ch. 19, par. 865)

Sec. 15. On the effective date of this amendatory Act of the 97th General Assembly, the terms of office of the members of the Board appointed pursuant to this Act shall terminate and the board reconstituted. After the effective date of this amendatory Act of the 97th General Assembly, the governing and administrative body of the Port District shall be a Board consisting of 7 members, to be known as the Jackson-Union Counties Regional Port District Board. All members of the Board appointed by the Governor shall be residents of the District. Every member of the Board appointed by a unit of local government after the effective date of this amendatory Act of 1981 shall be a resident of the appointing unit of local government. The members of the Board shall serve without compensation but shall be reimbursed for actual expenses incurred by them in the performance of their duties. However, any member of the Board who is appointed to the office of secretary or treasurer may receive compensation for his services as such officer. No member of the Board or employee of the District shall have any private financial interest, profit or benefit in any contract, work or business of the District nor in the sale or lease of any property to or from the District.

(Source: P.A. 97-996, eff. 8-17-12.)

Section 16 Appointment Vacancies

(70 ILCS 1820/16) (from Ch. 19, par. 866)

Sec. 16. Appointment; vacancies. The Governor shall appoint 3 members of the Board and each County Board of Jackson County and Union County shall appoint 2 members of the Board. All initial appointments shall be made within 60 days after this Act takes effect. Of this amendatory Act of the 97th General Assembly, of the 3 members initially appointed by the Governor one shall be appointed for an initial term



expiring June 1, 2014, and 2 for an initial term expiring June 1, 2015. Of the 4 members initially appointed by the County Boards, 2 shall be appointed for an initial term expiring June 1, 2014, and 2 for an initial term expiring June 1, 2015. At the expiration of the term of any member, his or her successor shall be appointed by the Governor or the respective County Boards in like manner and with like regard to place of residence of the appointee, as in the case of appointments for the initial terms.

After the expiration of initial terms, each successor shall hold office for the term of 3 years beginning the first day of June of the year in which the term of office commences. In the case of a vacancy during the term of office of any member appointed by the Governor, the Governor shall make an appointment for the remainder of the term vacant and until a successor is appointed and qualified. In case of a vacancy during the term of office of any member appointed by a County Board, the proper County Board shall make an appointment for the remainder of the term vacant and until a successor is appointed and qualified. The Governor and each County Board shall certify their respective appointments to the Secretary of State. Within 30 days after certification of his or her appointment, and before entering upon the duties of his or her office, each member of the Board shall take and subscribe the constitutional oath of office and file it in the office of the Secretary of State.

Every person appointed to the Board after the effective date of this amendatory Act of 1981 shall be a resident of the unit of local government which makes the appointment. Persons appointed by the Governor shall reside in the district

(Source: P.A. 96-1015, eff. 7-8-10; 97-996, eff. 8-17-12.)

Section 17 Board Members

(70 ILCS 1820/17) (from Ch. 19, par. 867)

Sec. 17. Members of the Board shall hold office until their respective successors have been appointed and qualified. Any member may resign from his office to take effect when his successor has been appointed and has qualified. The Governor and each County Board, respectively, may remove any member of the Board they have appointed in case of incompetency, neglect of duty or malfeasance in office. They shall give such member a copy of the charges against him and an opportunity to be publicly heard in person or by counsel in his own defense upon not less than 10 days' notice. In case of failure to qualify within the time required, or of abandonment of his office, or in case of death, conviction of a felony or removal from office, the office of such member shall become vacant. Each vacancy shall be filled for the unexpired term by appointment in like manner as in case of expiration of the term of a member of the Board.

(Source: P.A. 97-996, eff. 8-17-12.)

Section 18 Board Representation

(70 ILCS 1820/18) (from Ch. 19, par. 868)

Sec. 18. As soon as possible after the appointment of the initial members, the Board shall organize for the transaction of business, select a chairman and a temporary secretary from its own number, and adopt bylaws and regulations to govern its proceedings. The initial chairman and successors shall be elected by the Board from time to time for the term of his office as a member of the Board.
(Source: P.A. 79-1475.)



Section 19 Board Meetings

(70 ILCS 1820/19) (from Ch. 19, par. 869)

Sec. 19. Regular meetings of the Board shall be held at least once in each calendar month, the time and place of such meetings to be fixed by the Board. Four members of the Board shall constitute a quorum for the transaction of business. All action of the Board shall be by ordinance or resolution, and the affirmative vote of at least 4 members shall be necessary for the adoption of any ordinance or resolution. All such ordinances and resolutions before taking effect shall be approved by the chairman of the Board, and if he approves thereof he shall sign the same, and such as he does not approve he shall return to the Board with his objections thereto in writing at the next regular meeting of the Board occurring after the passage thereof. But in the case the chairman fails to return any ordinance or resolution with his objections thereto by the time aforesaid, he shall be deemed to have approved the same and it shall take effect accordingly. Upon the return of any ordinance or resolution by the chairman with his objections, the vote by which the same was passed shall be reconsidered by the Board, and if upon such reconsideration said ordinance or resolution is passed by the affirmative vote of at least 5 members, it shall go into effect notwithstanding the veto of the chairman. All ordinances, resolutions and all proceedings of the District and all documents and records in its possession shall be public records, and open to public inspection, except such documents and records as are kept or prepared by the Board for use in negotiations, legal actions or proceedings to which the District is a party.

(Source: P.A. 97-996, eff. 8-17-12.)

Section 20 Board Roles

(70 ILCS 1820/20) (from Ch. 19, par. 870)

Sec. 20. The Board shall appoint a secretary and a treasurer, who need not be members of the Board, to hold office during the pleasure of the Board, and fix their duties and compensation. The secretary and treasurer shall be residents of the District. Before entering upon the duties of their respective offices they shall take and subscribe the constitutional oath of office, and the treasurer shall execute a bond with corporate sureties to be approved by the Board. The bond shall be payable to the District in whatever penal sum may be directed by the Board conditioned upon the faithful performance of the duties of the office and the payment of all money received by him according to law and the orders of the Board. The Board may, at any time, require a new bond from the treasurer in such penal sum as may then be determined by the Board. The obligation of the sureties shall not extend to any loss sustained by the insolvency, failure or closing of any savings and loan association or national or State bank wherein the treasurer has deposited funds if the bank or savings and loan association has been approved by the Board as a depository for these funds. The oaths of office and the treasurer's bond shall be filed in the principal office of the District.

(Source: P.A. 83-541.)

Section 21 Deposited Funds

(70 ILCS 1820/21) (from Ch. 19, par. 871)

Sec. 21. All funds deposited by the treasurer in any bank or savings and loan association shall be placed in the name of the District and shall be withdrawn or paid out only by check or draft upon the bank or savings and loan association, signed by the treasurer and countersigned by the chairman of the Board. Subject to prior approval of such designations by a majority of the Board, the chairman may designate any



other Board member or any officer of the District to affix the signature of the chairman and the treasurer may designate any other officer of the District to affix the signature of the treasurer to any check or draft for payment of salaries or wages and for payment of any other obligation of not more than \$2,500.

No bank or savings and loan association shall receive public funds as permitted by this Section, unless it has complied with the requirements established pursuant to Section 6 of "An Act relating to certain investments of public funds by public agencies", approved July 23, 1943, as now or hereafter amended. (Source: P.A. 83-541.)

Section 22 Signatory

(70 ILCS 1820/22) (from Ch. 19, par. 872)
Sec. 22. In case any officer whose signature appears upon any check or draft issued pursuant to this Act, ceases to hold his office before the delivery thereof to the payee, his signature nevertheless shall be valid and sufficient for all purposes with the same effect as if he had remained in office until delivery thereof. (Source: P.A. 79-1475.)

Section 23 Board Appointments

(70 ILCS 1820/23) (from Ch. 19, par. 873)
Sec. 23. The Board may appoint a general manager who shall be a person of recognized ability and business experience to hold office during the pleasure of the Board. The general manager shall have management of the properties and business of the District and the employees thereof subject to the general control of the Board, shall direct the enforcement of all ordinances, resolutions, rules and regulations of the Board, and shall perform such other duties as may be prescribed from time to time by the Board. The Board may appoint a general attorney and a chief engineer, and shall provide for the appointment of other officers, attorneys, engineers, consultants, agents and employees as may be necessary. It shall define their duties and may require bonds of such of them as the Board may designate. The general manager, general attorney, chief engineer, and all other officers provided for pursuant to this Section shall be exempt from taking and subscribing any oath of office and shall not be members of the Board. The compensation of the general manager, general attorney, chief engineer, and all other officers, attorneys, consultants, agents and employees shall be fixed by the Board.

(Source: P.A. 81-257.)

Section 24 Fines and Penalties

(70 ILCS 1820/24) (from Ch. 19, par. 874)
Sec. 24. The Board has power to pass all ordinances and make all rules and regulations proper or necessary, and to carry into effect the powers granted to the District, with such fines or penalties as may be deemed proper. All fines and penalties shall be imposed by ordinances, which shall be published in a newspaper of general circulation in the area embraced by the District. No such ordinance shall take effect until 10 days after its publication.

(Source: P.A. 79-1475.)



Section 25 Annual Report

(70 ILCS 1820/25) (from Ch. 19, par. 875)
Sec. 25. Within 60 days after the end of each fiscal year, the Board shall cause to be prepared and printed a complete and detailed report and financial statement of the operations and assets and liabilities of the Port District. A reasonably sufficient number of copies of such report shall be printed for distribution to persons interested, upon request, and a copy thereof shall be filed with the Governor and the county clerks and the presiding officer of the county boards of Jackson and Union counties. A copy of such report shall be addressed to and mailed to the corporate authorities of each municipality within the area of the District. (Source: P.A. 79-1475.)

Section 26 Public Hearings

(70 ILCS 1820/26) (from Ch. 19, par. 876)
Sec. 26. The Board may investigate conditions in which it has an interest within the area of the District, the enforcement of its ordinances, rules and regulations, and the action, conduct and efficiency of all officers, agents and employees of the District. In the conduct of such investigations the Board may hold public hearings on its own motion and shall do so on complaint of any municipality within the District. Each member of the Board shall have power to administer oaths, and the secretary, by order of the Board, shall issue subpoenas to secure the attendance and testimony of witnesses, and the production of books and papers relevant to such investigations and to any hearing before the Board or any member thereof. Any circuit court of this State, upon application of the Board, or any member thereof, may in its discretion compel the attendance of witnesses, the production of books and papers, and giving of testimony before the Board or before any member thereof or any officers' committee appointed by the Board, by attachment for contempt or otherwise in the same manner as the production of evidence may be compelled before the court.

(Source: P.A. 83-334.)

Section 27 Judicial Review

(70 ILCS 1820/27) (from Ch. 19, par. 877)
Sec. 27. All final administrative decisions of the Board hereunder shall be subject to judicial review pursuant to the provisions of the Administrative Review Law, and all amendments and modifications thereof, and the rules adopted pursuant thereto. The term "administrative decision" is defined as in Section 3-101 of the Code of Civil Procedure.

(Source: P.A. 82-783.)

Section 28 Transcripts

(70 ILCS 1820/28) (from Ch. 19, par. 878)

Sec. 28. In the conduct of any investigation authorized by Section 26 the Port District shall, at its expense, provide a stenographer to take down all testimony and shall preserve a record of such proceedings. The notice of hearing, complaint, and all other documents in the nature of pleadings and written motions filed in the proceedings, the transcript of testimony and the orders or decision of the Board constitutes the record of such proceedings.



The Port District is not required to certify any record or file any answer or otherwise appear in any proceeding for judicial review of an administrative decision unless the party asking for review deposits with the clerk of the court the sum of 75 cents per page of the record representing the costs of such certification. Failure to make such deposit is grounds for dismissal of the action. (Source: P.A. 79-1475.)

Section 29 Invalidity

(70 ILCS 1820/29) (from Ch. 19, par. 879)

Sec. 29. If any provision of this Act is held invalid such provision shall be deemed to be excised from this Act and the invalidity thereof shall not affect any of the other provisions of this Act. If the application of any provision of this Act to any person or circumstance is held invalid it shall not affect the application to such persons or circumstances other than those as to which it is invalid. The provisions of this Act shall not be considered as impairing, altering, modifying, repealing or superseding any of the jurisdiction or powers of the Illinois Commerce Commission or of the Department of Natural Resources under the Rivers, Lakes, and Streams Act. Nothing in this Act or done under its authority shall apply to, restrict, limit or interfere with the use of any terminal facility or port facility owned or operated by any private person for the storage or handling or transfer of any commodity moving in interstate commerce or the use of the land and facilities of a common carrier or other public utility and the space above such land and facilities in the business of such common carrier or other public utility, without approval of the Illinois Commerce Commission and without the payment of just compensation to any such common carrier or other public utility for damages resulting from any such restriction, limitation, or interference.

(Source: P.A. 89-445, eff. 2-7-96.)

Section 30 Airport Authorities

(70 ILCS 1820/30) (from Ch. 19, par. 880)

Sec. 30. The provisions of the Illinois Municipal Code, or the provisions of "An Act in relation to airport authorities", approved April 4, 1945, as amended, or the provisions of "An Act to empower counties to acquire, own, construct, manage, maintain, operate, and lease airports and landing fields, to levy taxes and issue bonds therefor, and to exercise the power of eminent domain", approved March 14, 1941, as amended, or the provisions of "An Act to authorize counties having less than 500,000 population to acquire, construct, improve, repair, maintain and operate certain airports, to charge for the use thereof and repealing a certain act herein named", approved July 17, 1945, as amended, or the provisions of "An Act in relation to the establishment, acquisition, maintenance and operation of airports and landing fields by counties of less than 500,000 population, and by such counties jointly with certain taxing districts located within or partly within such counties, and to provide methods for financing thereof", approved July 22, 1943, as amended, shall not be effective within the area of the District insofar as the provisions of said Acts conflict with the provisions of this Act or grant substantially the same powers to any municipal corporation or political subdivision as are granted to the District by this Act. (Source: P.A. 79-1475.)

Section 31 Annexation

(70 ILCS 1820/31) (from Ch. 19, par. 881)



Sec. 31. Territory which is contiguous to the District and which is not included within any other port district may be annexed to and become a part of the District in the manner provided in Section 32 or 33 whichever may be applicable.

(Source: P.A. 79-1475.)

Section 32 Boundaries

(70 ILCS 1820/32) (from Ch. 19, par. 882)

Sec. 32. At least 5% of the legal voters resident within the limits of such proposed addition to the District shall petition the circuit court for the county in which the major part of the District is situated, to cause the question to be submitted to the legal voters of such proposed additional territory shall become a part of the District and assume a proportionate share of the general obligation bonded indebtedness, if any, of the District. Such petition shall be addressed to the court and shall contain a definite description of the boundaries of the territory to be embraced in the proposed addition.

Upon filing any such petition with the clerk of the court, the court shall fix a time and place for a hearing upon the subject of the petition.

Notice shall be given by the court to whom the petition is addressed, or by the circuit clerk or sheriff of the county in which such petition is made at the order and direction of the court, of the time and place of the hearing upon the subject of the petition at least 20 days prior thereto by at least one publication thereof in any newspaper having general circulation within the area proposed to be annexed, and by mailing a copy of such notice to the mayor or president of the board of trustees of all cities, villages and incorporated towns within the District.

At the hearing all persons residing in or owning property situated in the area proposed to be annexed to the District may appear and be heard touching upon the sufficiency of the petition. If the court finds that the petition does not comply with the requirements of the law, the court shall dismiss the petition; but if the court finds that the petition is sufficient the court shall certify the proposition to the proper election officials, who shall submit the proposition to the voters at an election in accordance with the general election law. In addition to the requirements of the general election law, the notice of the referendum shall specify its purpose together with a description of the area proposed to be annexed to the District. Each legal voter resident within the area proposed to be annexed to the District shall have the right to cast a ballot at such election.

If a majority of the votes cast upon the question of annexation to the District are in favor of becoming a part of such District, the court shall then enter an order stating that such additional territory shall thenceforth be an integral part of the Jackson-Union Counties Regional Port District and subject to all of the benefits of service and responsibilities of the District. The Circuit Clerk shall transmit a certified copy of the order to the circuit clerk of any other county in which any of the territory affected is situated.

(Source: P.A. 81-1489.)

Section 33 Annexation Continued

(70 ILCS 1820/33) (from Ch. 19, par. 883)

Sec. 33. If there is territory contiguous to the District which has no legal voters residing therein, a petition to annex such territory, signed by all the owners of record of such territory may be filed with the circuit court for the county in which the major part of the District is situated. A time and place for a hearing on the



subject of the petition shall be fixed and notice thereof shall be given in the manner provided in Section 32. At such hearing any owner of land in the territory proposed to be annexed, the District and any resident of the District may appear and be heard touching on the sufficiency of the petition. If the court finds that the petition satisfies the requirements of this Section it shall enter an order stating that thenceforth such territory shall be an integral part of the Jackson-Union Counties Regional Port District and subject to all of the benefits of service and responsibilities, including the assumption of a proportionate share of the general obligation bonded indebtedness, if any, of the District. The circuit clerk shall transmit a certified copy of the order of the court to the circuit clerk of any other county in which the annexed territory is situated. (Source: P.A. 79-1475.)

Section 34 Taxation Exemption

(70 ILCS 1820/34) (from Ch. 19, par. 884)
Sec. 34. All property of every kind owned by the Port District shall be exempt from taxation. However, a tax may be levied upon a lessee of the Port District by reason of the value of a leasehold estate separate and apart from the fee simple title, or upon such improvements as are constructed and owned by others than the Port District.

(Source: P.A. 79-1475.)

Section 35 Municipal Ownership

(70 ILCS 1820/35) (from Ch. 19, par. 885)
Sec. 35. All property of the Port District shall be public grounds owned by a municipal corporation and used exclusively for public purposes within the tax exemption provisions of Sections 15-10, 15-15, 15-20, 15-30, 15-75, 15-140, 15-155, and 15-160 of the Property Tax Code.
(Source: P.A. 88-670, eff. 12-2-94.)