

An aerial photograph of a rural landscape. In the foreground, a wide river flows from left to right. Above the river, a road with a roundabout curves through a green field. Further back, a long, straight road stretches into the distance, flanked by more green fields and scattered trees. The sky is a clear, light blue.

Mid-America Port Commission

2023 FIVE-YEAR STRATEGIC PLAN

ADOPTED BY THE MAPC BOARD OF DIRECTORS
July 17, 2023

ACKNOWLEDGEMENTS



Thank you to the stakeholders of the Mid-America Port Commission service region that participated in this process and granted valuable insights and perspective.

Participants and advisors included:

- MAPC Board Members
- MAPC Volunteer Staff
- MAPC Area Ports And Port Districts
- Iowa, Illinois, Missouri DOTs
- US Army Corps of Engineers
- Maritime Administration (MARAD)
- Culver-Stockton College

Southeast Iowa Regional Planning Commission is recognized for its efforts to lead, compile, and complete the planning process and document.

BACKGROUND



The Mid-America Port Commission (MAPC) was born out of the 1997 Tri-State Summit meeting in Keokuk, Iowa. Recovering from the 1993 floods was top of mind and leaders from the Tri-State Area (southeast Iowa, northeast Missouri, western Illinois) committed at that point to creating a three-state multi-capable public organization centered on river, port, and economic development.

In 1999, the legislatures of Iowa, Illinois, and Missouri adopted like-kind enabling legislation to create the Mid-America Port Commission. The compact was the first three-state agreement of its kind in the United States.

A MAPC board was first formed in 1999 and resources from all three states and federal grants were secured for organizational startup and planning. The guiding study for port development locations was completed in 2001:

Port Market Analysis and Site Selection Study, 2001 (*Rock Island District, US Army Corps of Engineers*)

Further discussion resulted in the MAPC board of directors voting in November, 2001 to concentrate efforts first on a port development near the Quincy, Illinois, Lock and Dam 21, and secondly near Green Bay Bottoms north of Fort Madison, IA. The board intended to develop a total of six sites, two per state, over time.

BACKGROUND



Various market studies and port development master plans have been developed since 2001 with great progress made at the first site identified by the Mid-America Port Commission board south of Quincy, Illinois – the Mid-America Intermodal Port.

The Mid-America Intermodal Authority Port District, an Illinois-enabled Port District, is managing development of the port.

Meanwhile, MAPC has supported multiple grants, plans, funding proposals, and business contacts to facilitate port development and waterway infrastructure improvement in the Mid-America Port Commission 26-county area.

As the port development landscape has changed with skyrocketing construction costs, limited public funding, and a changing freight landscape, MAPC must continue to evaluate its purpose and strategy to fulfill its mission.

MAPC will strive to serve the interests of a region with the world's best inland navigation systems, the most productive farmland, a continental manufacturing hub, and incredibly diverse ecosystems contained in the Illinois River Waterway and Upper Mississippi River

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MAPC BOARD MEMBERS

The MAPC Board is made up of up to 9 members representing equally the three states forming the MAPC service area (Iowa, Illinois, Missouri). Each state governor appoints a member, with the other two are appointed locally. There is currently 1 vacancy on the board for the State of Iowa.

Blake Roderick, Board Chair (Illinois Representative)

Mr. Roderick retired as Executive Director of the Pike-Scott Farm Bureau and the Two Rivers Farm Bureau Foundation in 2022. He serves as a commissioner for the Mid-America Intermodal Authority Port District in Illinois. He has served on the Executive Committee of the National Waterways Conference.

Douglas H. Aeilts, P.E., Vice-Chair (Missouri Representative)

Mr. Aeilts is the CEO and General Manager of Northeast Missouri Power Cooperative in Palmyra, MO, serving eight member distributing cooperatives in northeast Missouri and southeast Iowa.

Mike Norris, Secretary/Treasurer (Iowa Representative, Governor's Appointee)

Mr. Norris is Executive Director of the Southeast Iowa Regional Planning Commission in West Burlington, IA, Great River Housing, Inc. and Southeast Iowa Housing, Inc., and additionally serves as administrator of the Southeast Iowa Regional Economic and Port Authority and on the Iowa Department of Transportation Freight Advisory Council.

MAPC BOARD MEMBERS

The MAPC Board is made up of 9 members representing equally the three states forming the MAPC service area (Iowa, Illinois, Missouri). Each state governor appoints a member, with the other two are appointed locally. There is currently 1 vacancy on the board for the State of Iowa.

H.O. Brownback (Illinois Representative, Governor's Appointee)

Mr. Brownback is Vice-President and Professor Emeritus of Southwestern Illinois College, Chairman of West Central Bancshares Incorporated, and Chairman and CEO Emeritus of Cass County, IL, Chair of Western Illinois Economic Development Authority and holds other leadership positions in western Illinois.

Norris Hinton (Missouri Representative)

Mr. Hinton is a self-employed farmer in Lewis County, Missouri.

Denise Boyer (Iowa Representative)

Ms. Boyer co-owns and operates Hall Towing, Inc. with her husband in Fort Madison, Iowa, providing harbor services, commodity and bulk material storage and transloading, and river construction, tow boat rehabilitation and equipment transfer. She has also held leadership positions in Fort Madison Economic Development Corporation, Southeast Iowa Regional Economic and Port Authority.

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Mike McLaughlin (Illinois Representative)

Mr. McLaughlin is retired after serving as Adams County Board Chair, Executive Director of Two Rivers Council of Public Officials in Quincy, IL, Secretary of Western Illinois Economic Development Authority, Director of Quincy Business Tech Center, and Secretary of City of Quincy Fire and Police Commission.

Kelly Waymon (Missouri Representative)

Mr. Waymon is a business development executive with over 37 years' experience in industrial construction. He currently serves as General Manager of Environmental Operations, Inc. and has served in leadership roles at the Jefferson County Council, Northwest Jefferson County Chamber of Commerce, Associated Builders and Contractors, among others.

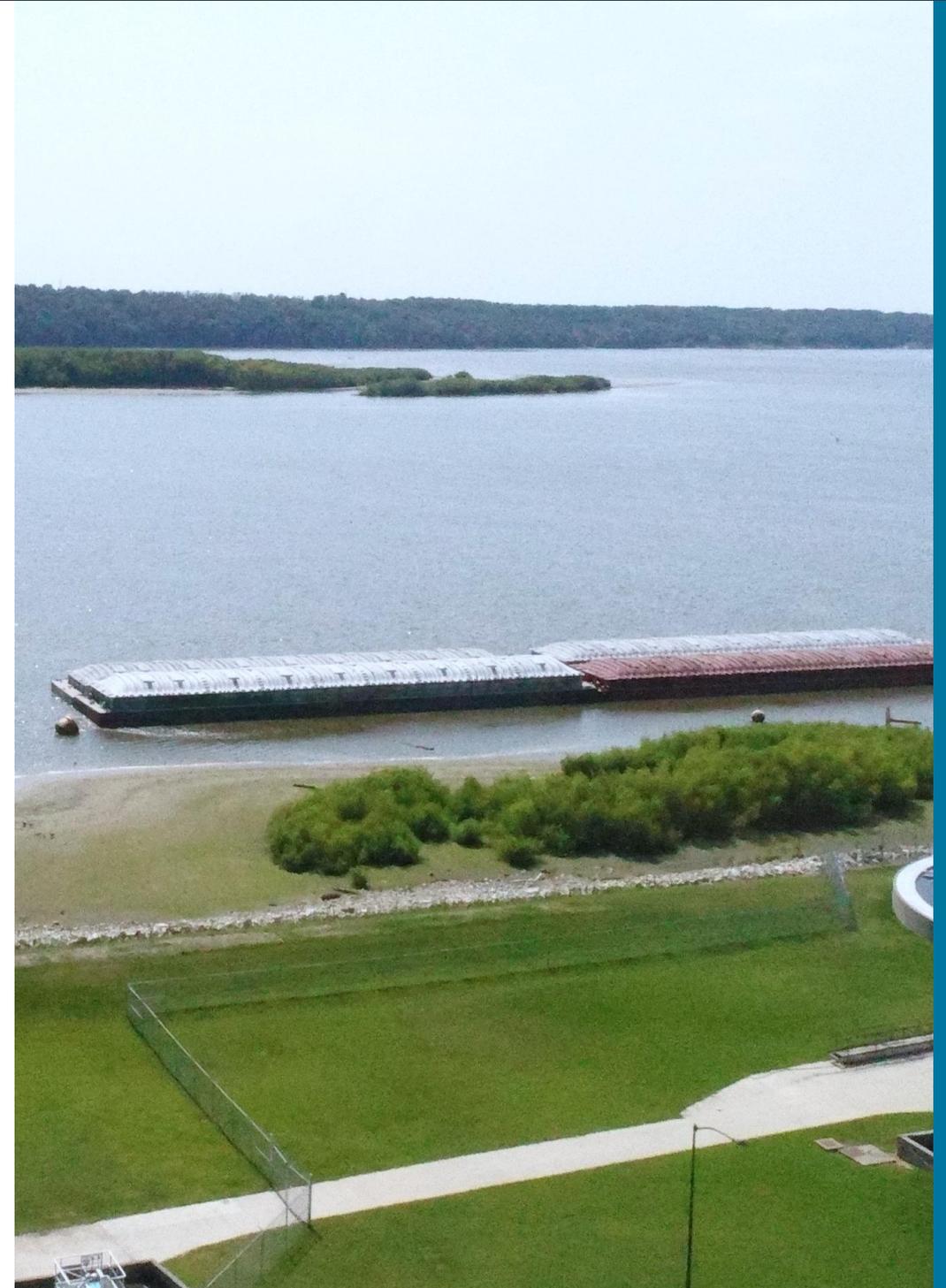
A MESSAGE FROM THE BOARD

The 2023 MAPC strategic plan communicates the commission's priorities and strategies over the next five years. The plan will clarify the commission's identity and purpose as a public entity authorized to work in three states – Iowa, Illinois, and Missouri.

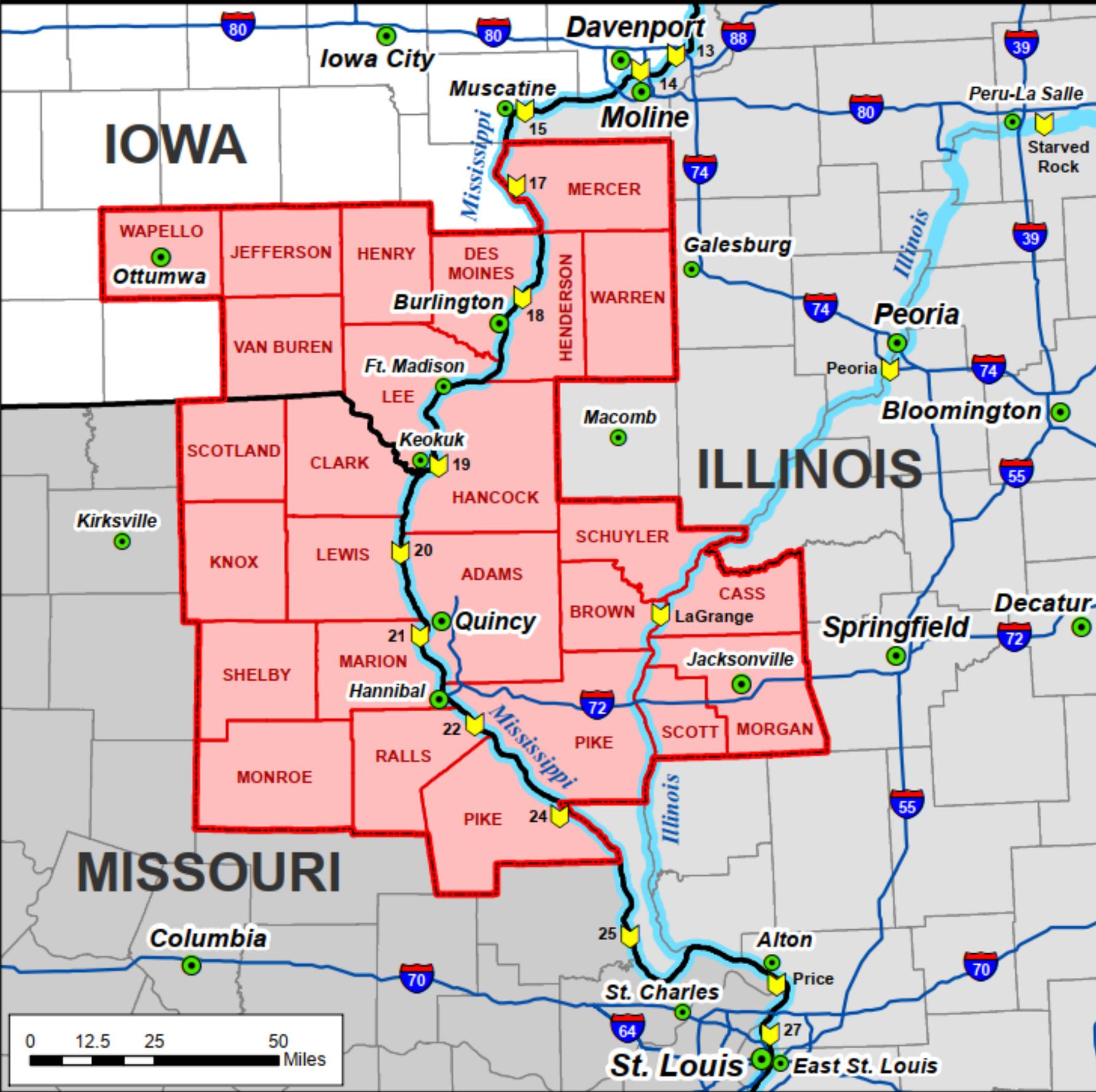
The priorities and strategies of this document reflect on the mission of the tri-state Port Commission, the conditions of the tri-state area, and the needs of our partners. Tri-state partners were asked to clarify MAPC's role and value to the region and to provide feedback on how the commission can best fulfill its role as a leading voice for infrastructure and economic development for the region.

The Strategic Plan has identified priorities for MAPC that will make the organization more visible on critical regional issues involving navigable waterways and associated economic development projects.

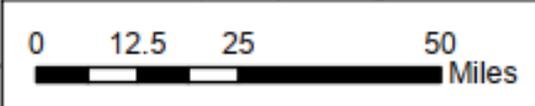
The MAPC board is honored to lead the commission and looks forward to many quality relationships and successful projects in the future.



Mid-America Port Commission - District Map



- ### Legend
- MAPC District Boundary
 - MAPC Counties
 - State Boundary
 - Cities
 - Navigable River
 - ♣ Lock-and-Dam Location
 - Interstate Highway



MISSION STATEMENT



Mid-America Port Commission, located in the Upper Mississippi and Illinois River basins, exists to increase economic development in rural and underserved areas in Iowa, Illinois, and Missouri through improved river infrastructure and increased use of the inland waterways.

MAPC AREAS OF OPPORTUNITY

ADVOCACY

Through a survey of board members, staff, and stakeholders advocacy for river issues was identified as the main opportunity for the organization, in the following areas:

- Fully funding and implementing the Navigation and Ecosystem Sustainability (NESP) program.
- Improved flood control structures
- Updated federal and state transportation and investment plans.
- New port development and expansion.

CONNECTIONS

Through a survey of board members, staff, and stakeholders connecting the MAPC area was identified as a main opportunity for the organization, in the following areas:

- Business opportunities for ports or port users.
- Information on waterways, regulation, investment plans, and waterway users.
- People in state and federal regulatory agencies, businesses, ports, and elected officials at local, state, federal levels.



AREAS OF FOCUS

AREAS OF FOCUS

Through a survey of board members, staff, and stakeholders the following items were identified as the primary area of focus (listed in order of highest priority to lowest priority):

- ↓ Connect MAPC with elected representatives and decision makers in funding and regulatory agencies.
- ↓ Advocate for full funding of Navigation and Ecosystem Sustainability Program (NESP), which includes 1,200' long locks at the following Lock and Dam sites: LD20, 21, 22, 24, 25 on Upper Mississippi, and Peoria and LaGrange on Illinois Waterway.
- ↓ Advocate for robust maintenance of the inland navigation system on Upper Mississippi and Illinois Waterway.
- ↓ Advocate for port development and expansion in the MAPC area.
- ↓ Connect MAPC area with business opportunities.
- ↓ Advocate for improved flood control structures.

IMMEDIATE OPPORTUNITIES

Through a survey of board members, staff, and stakeholders the following items were identified as immediate opportunities to focus on to further the mission of MAPC.

- NESP Advocacy
- Connect with elected representatives and funding and regulatory agency decision makers.
- Advocate for Inland navigation system maintenance

FUTURE OPPORTUNITIES

Through a survey of board members, staff, and stakeholders the following items were identified as future opportunities to focus on to further the mission of MAPC.

- Advocate for Port Development and expansion
- Connect MAPC area with business opportunities.
- Improved flood control structure advocacy.

With input from the MAPC board members, staff, and stakeholders, the commission reviewed its current position through an analysis of areas to focus efforts, immediate opportunities, and future opportunities. The goals and strategies to follow have been designed to address the areas of focus and opportunities identified in this analysis.

AREAS OF FOCUS:

Areas identified as primary focus of MAPC in furthering our mission.

IMMEDIATE OPPORTUNITIES:

Opportunities for which there is an immediate goal or objective to focus on that furthers our mission

FUTURE OPPORTUNITIES:

Opportunities or issues that do not present an immediate goal or objective and need to be addressed in the future.

GOALS AND STRATEGIES

GOAL: **ADVOCACY**

MAPC will use its three-state structure to strengthen its advocacy on high-priority issues like NESP, navigable waterway maintenance.

STRATEGIES:

1. Develop position statements and materials on priority Areas of Focus.
2. Create communications schedule with elected representatives and key officials from funding and regulatory agencies in the MAPC area.
3. Meet annually with partner organizations (economic development groups, utilities, ports, key employers), city councils, and county board of supervisors build and maintain key relationships.
4. Update all public-facing communication materials consistent with strategic plan.

GOALS AND STRATEGIES

GOAL: **CONNECTING WITH THE AREA**

MAPC will connect with area elected representatives, port operators, port-related businesses, and regulatory and funding agencies to advance MAPC priorities.

STRATEGIES:

1. Construct master contact database of MAPC area contacts.
2. Develop annual schedule of contacts with value-added information about MAPC priorities and their impact.
3. Evaluate and update website to ensure it is timely, informational, and useful to the MAPC region.

GOALS AND STRATEGIES

GOAL: PORT DEVELOPMENT AND EXPANSION

MAPC will support and advocate for port development and expansion to increase economic opportunity in the area.

STRATEGIES:

1. Seek to understand each private and public port's opportunities, plans, and threats for expansion and efficient operation.
2. Utilize the combined political resources from Iowa, Illinois, and Missouri to leverage needed funding.
3. Communicate business connection willingness and ability to freight originators, area ports, and state and federal agencies.