



ST LOUIS REGIONAL FREIGHTWAY

Your Gateway to the World

2026 Investment in Infrastructure Expo
February 24, 2026

About St. Louis Regional Freightway

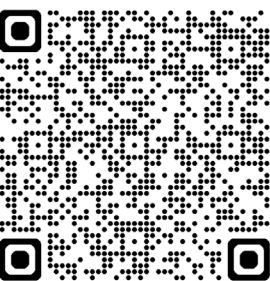
- Founded in 2014 as an enterprise of Bi-State Development
- Coordinates regional freight development efforts, tightly connecting the private and public sectors while advocating the region's greatest logistics and site selection strengths
- Works to enhance and optimize the region's freight network/strengthen modal flexibility
- Supports workforce development initiatives that build our talent supply chain
- Raises awareness about the global connectivity the St. Louis region offers that makes it a premier international freight hub and a great location to establish or grow a business

Freight Development Committee

- Responsible for setting regional *multimodal* transportation priorities used as a tool to advocate for infrastructure funding with public and private sector leaders.
- **Public-Private partnership** – collaborative, not financial: Comprised of public sector influencers and supply chain leaders who represent freight-related interests of the St. Louis region’s business community
- Sets infrastructure priorities based on a project’s ability to lower freight transportation costs and optimize the freight network.

2026 Freightway Priority Projects List

Project-specific and regional freight advocacy efforts



- 2026 Priority Projects List: **29 projects totaling \$8.9B**
(including \$3.0 B for the new STL Airport Terminal)

- Projects Completed: \$560 Million**
- Projects Fully Funded: \$1.98 Billion**
- Projects Partially Funded: \$688 Million**

- Represents infrastructure needs of the manufacturing and logistics industries; indicates tremendous progress on projects to strengthen critical roads, bridges, rail infrastructure and port/airport facilities.



ST LOUIS REGIONAL FREIGHTWAY ■ 2026 PRIORITY PROJECT IL Rte. 3 Connector (IL)

Fully Funded

LOCATION

East St. Louis, Madison, and Fairmont City in St. Clair and Madison Counties, Illinois

ESTIMATED COST

\$102 million

OWNER

Illinois Department of Transportation (IDOT)

CONTACT

IDOT
(618) 346-3110

PROJECT FUNDING

IDOT's FY 2025 – FY 2030
Proposed Highway
Improvement Program
includes \$102 million dollars.

The St. Louis Regional Freightway conducted a regional needs analysis to identify network constraints. Projects were evaluated based on five primary criteria: safety and security in travel, efficiency impact, multimodal impact, economic impact and product readiness. Based on the criteria, the following project addresses regional freight needs and is considered a **high priority** for the region.



PROJECT NEED The Illinois Department of Transportation (IDOT), in cooperation with the Federal Highway Administration (FHWA), studied the transportation needs between IL Rte. 3 and IL Rte. 203, and identified several changes that will improve mobility and connectivity. The project area encompasses a 1,950-acre area bounded roughly by Industrial Ave. and Eagle Park Rd. on the north, Ninth St./Collinsville Rd. on the south, part of Madison Rd. on the east, and IL Rte. 3, known locally as St. Clair Ave., on the west. IL Rte. 3 is the backbone of a 60-mile corridor spanning from north of Alton to Columbia, Illinois, supporting the manufacturing and logistics industries in southwestern Illinois.

FUNDED PROJECT DESCRIPTION The project entails new construction



Freightway Priority Projects List

Funded Highest Priorities - Current Opportunities

MacArthur Bridge over the Mississippi River Estimated Cost: \$70 M

*Replace truss over UP railroad, steel repair,
replace existing rail except for the main spans
and west approach.*

Owner: Terminal Railroad Association of STL
Bid Letting anticipated summer 2026



Freightway Priority Projects List

Funded Highest Priorities - Current Opportunities

Construction of New Broadway Extension & Realignment of Existing Utilities

Estimated Cost: \$2M - \$4M

This work will allow Doe Run to consolidate several parcels into one new 65-acre greenfield site that is part of a 250 – 300 acre overall site.

Owner: Jeff Co Port District, MO

Letting anticipated in late spring/early summer 2026



Freightway Priority Projects List

Funded Highest Priorities - **Current Opportunities**

New Terminal STL Lambert International Airport

Estimated Cost: \$3.0 B

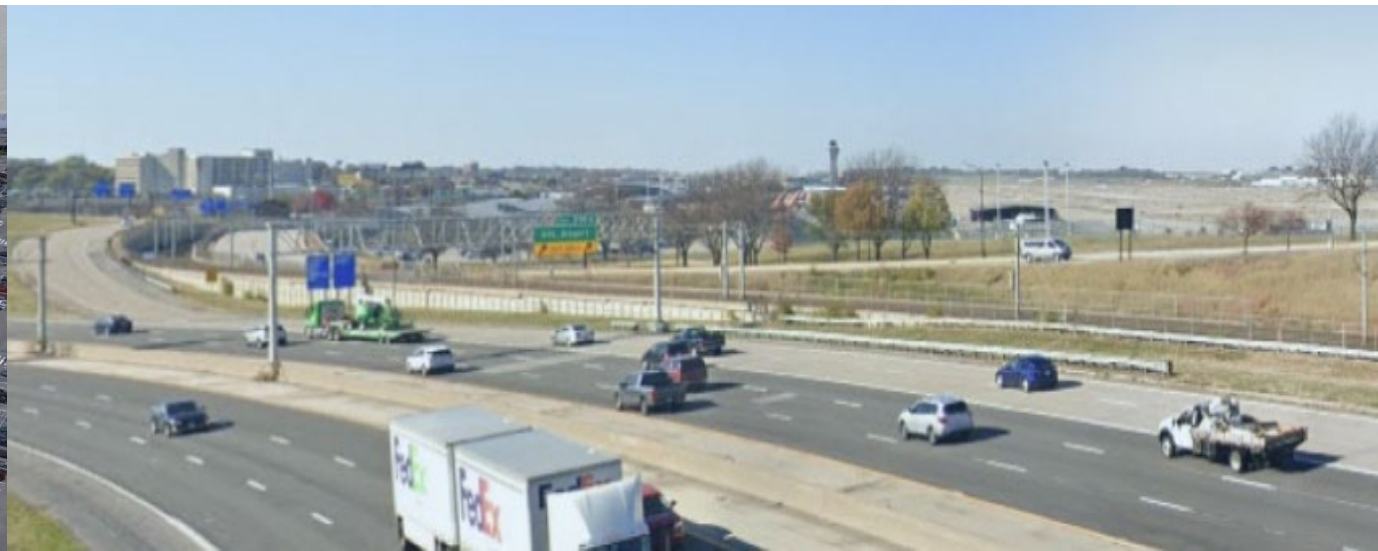
*Jan 2025 – HOK selected as design team.
If all continues to go as planned, project
could break ground late 2026/early 2027.
Project is partially funded.
Completion is 2032 is anticipated.*

I-70 from MO River to North Hanley Rd

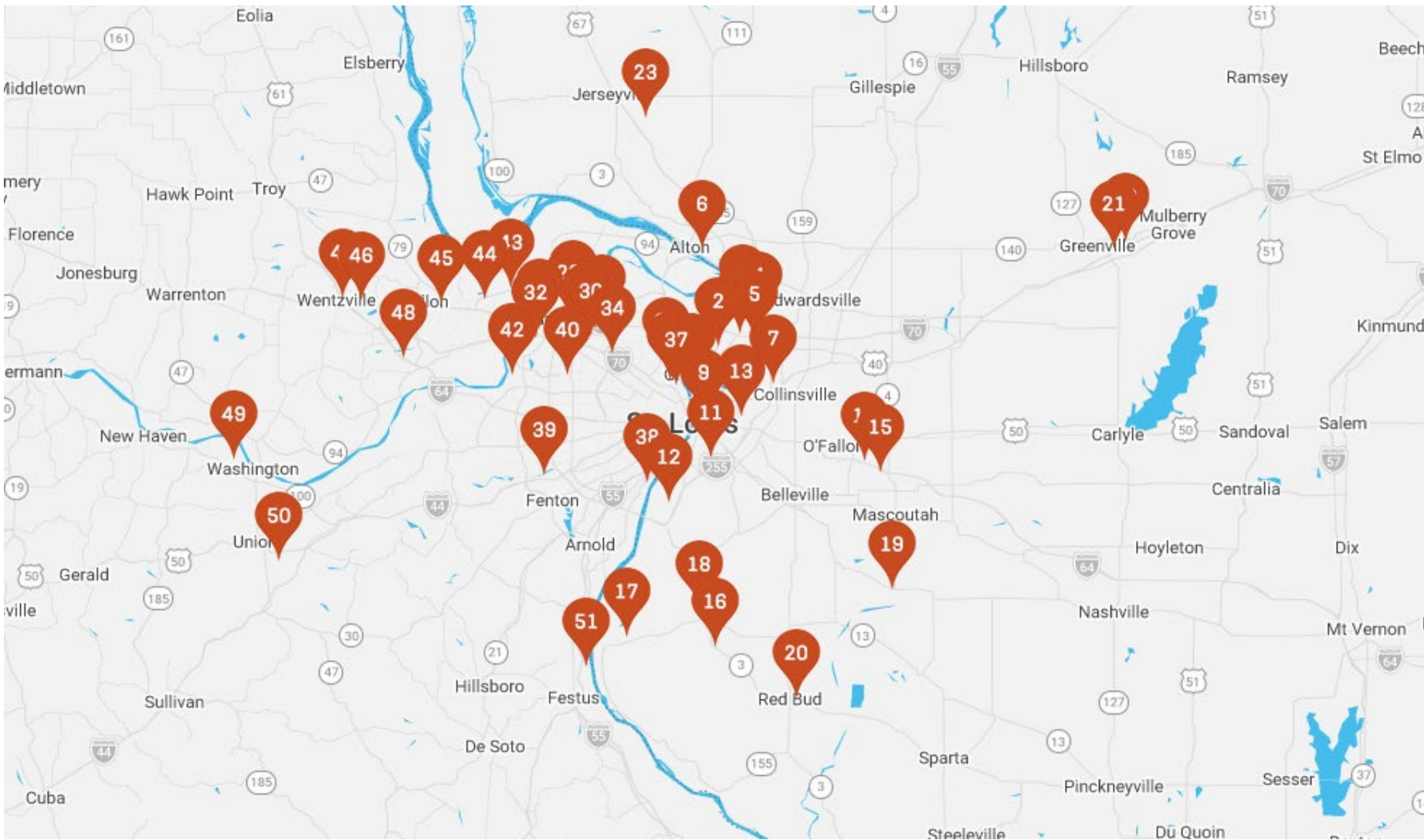
Estimated Cost: \$175 M Not Funded

*Project is adjacent to STL Lambert Airport.
3rd lane on I-70 with interchange and
includes interchange improvements.
Project is included with MoDOT's high
priority unfunded list.*

Photo: MoDOT



Fasting growing Industrial Real Estate Sites & Updates



New sites being added:

- Gateway South Industrial Redevelopment
- Red Bud Business Park
- TRRA Land Sites expanded to include 4 new

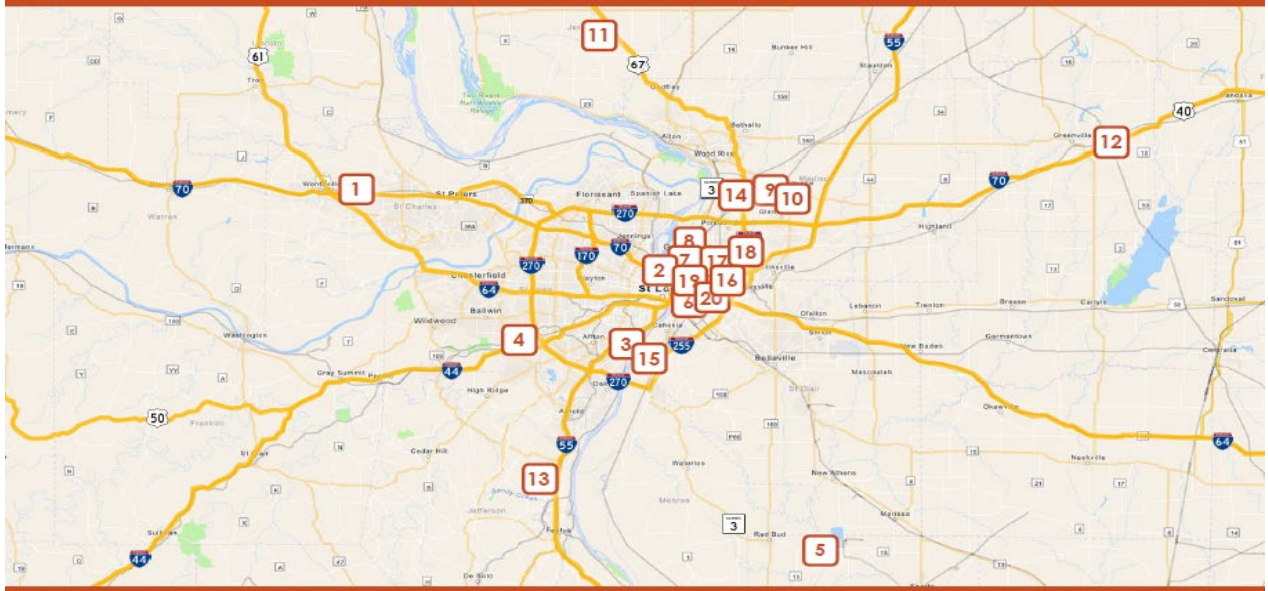


ST. LOUIS REGION

RAIL SITES MAP

Rail Sites Updates

- | | | |
|---|--|---|
| 1 Interstate Commerce Center
Wentzville, MO | 2 Carrie Avenue Industrial Park
St. Louis City, MO | 3 River City Business Park
St. Louis City, MO |
| 4 BNSF Site- Fenton*
Fenton, MO | 5 Kaskaskia Regional Port District*
Red Bud, IL | 6 TRRA - Metro East Land*
Venice & East St. Louis, IL |
| 7 America's Central Port
Granite City, IL | 8 Route 3 Industrial*
Granite City, IL | 9 Lakeview Commerce Center
Edwardsville, IL |
| 10 Gateway Panattoni
Edwardsville, IL | 11 Mid-American Inter'l Gateway
Jerseyville, IL | 12 Kelsey Business & Tech Park
Greenville, IL |



- | | | |
|---|---|---|
| 13 Herculaneum Port Site
Herculaneum, MO | 14 Granite City Buildings & Land
Granite City, IL | 15 Admiral Pkwy Dupo Development
Dupo, IL |
| 16 Forest Blvd Site*
East St. Louis, IL | 17 Wiggins Industrial Lead
East St. Louis, IL | 18 Madison Yard
Venice, IL |
| 19 Wiggins 2 Yard
East St. Louis/Brooklyn, IL | 20 Wiggins 5
East St. Louis, IL | |

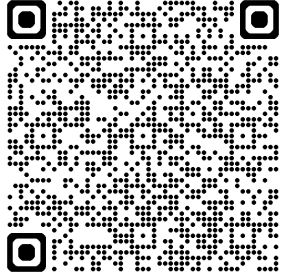
*Additional site work needed to get to shovel-ready status

Now 20 locations with 26 land sites over 20 acres and rail potential for development.

- 4 New TRRA Locations

Build awareness that attracts industrial real estate brokers and site selectors who support manufacturing and logistics developments.

Media Coverage Priority Projects



OPPORTUNITIES ABOUND

Projects in Bi-State Region Expand Construction Opportunities *By Julie Devine*

The East-West Gateway Council of Governments recently approved the 2026 Priority Projects List featuring the top infrastructure needs for manufacturing and logistics industries in eastern Missouri and southwestern Illinois.

The 2026 list includes 29 projects that represent a total investment of nearly \$5.9 billion. As of May 2025, more than \$560 million in projects on the list had been completed and more than \$2.6 billion in funding was allocated for additional projects on the list, with many already in construction or soon to be.

"The numbers highlighted in this year's report, which continue to grow year over year, underscore the tremendous commitment to improving freight infrastructure in the bi-state St. Louis region by securing funding and advancing major projects through the development pipeline," said Mary Lamin, Executive Vice President of Multimodal Enterprises for Bi-State Development and head of the St. Louis Regional Freightway.

Projects on the list include construction or rehabilitation of critical interstates, roads, rail infrastructure, and bridges, as well as port and airport facility enhancements.

Lamin noted that many of the projects support access to the growing number of industrial parks and the region's continued ranking as the most efficient inland port in the nation.

"We're thrilled with the progress revealed in this year's list," she said. "We also are confident it is just the beginning of a sustained period of significant infrastructure investment for our region."

The priority projects are identified by the St. Louis Regional Freightway's Freight Development Committee. On that committee are representatives from the Illinois Department of Transportation (IDOT), Missouri Department of Transportation (MoDOT), East-West Gateway Council of Governments, all modes of transportation (river, roads, rail, and airways), the manufacturing and logistics industries, and academia.

The Priority Projects List is compiled annually and used to align advocacy for funding of critical infrastructure improvements. Three high-priority projects from the 2026 list are highlighted below. (See "2026 Priority Freight Projects" sidebar for the full list of projects.)

1-55 Improvements, Jefferson County, Missouri

"Interstate 55 is a critical north-south corridor," said Justin Wolfe, MoDOT's Project Director. "Closely paralleling the Mississippi River, I-55 supports a region experiencing significant port expansion and increasing freight movement. In Jefferson County, the I-55 Corridor Improvement Project represents a \$246 million investment to improve safety, capacity, and reliability."

Extending from Route 2 to U.S. Route 67, the project began construction in early 2024, with completion expected by

December 2026. MoDOT selected the KCI Team — comprised of KCI Construction Company, Bartlett & West, and Wilson & Company — for the 12-mile-long, design-build project.

"The project extends the existing six-lane section 8 miles south to the U.S. 67 interchange, a key freight route also seeing rapid growth in truck traffic," Wolf said.

In addition, the KCI Team will replace 14 bridges, rehabilitate 12 bridges, and build a new Route 67 interchange over U.S. Route 67.

1-44 Improvements, Missouri

New to the Priority Projects List this year, MoDOT's Forward 44 program stretches from the Oklahoma state line through Franklin County, Missouri. Statewide, MoDOT estimates that 1-44 carries more than 1.3 billion tons of freight annually at an estimated value of over \$3.7 billion. Originally completed in 1966, the corridor's capacity is becoming inadequate for expected demand.

An estimated \$200 million of 1-44 improvements in the St. Louis region will improve capacity and operations. For instance, the U.S. 50 interchange project will increase safety while improving roadway conditions to meet current design standards. MoDOT plans to start design-build procurement and proposal development for the U.S. 50 interchange work in 2026.

"This project will have a significant impact on Franklin County and its residents, as well as those who travel through it, by providing safety improvements for all system users," said Jordan Dalavias, MoDOT's Franklin/Jefferson Counties Area Liaison.

Throughout the state, one project in the Forward 44 program has been completed, with three others in progress or wrap-up. Four other projects are in the planning phase.

Route 3 Improvements, Illinois

IL Route 3 is the backbone of a nearly 60-mile-long, 5-mile-wide economic corridor in southwestern Illinois. The corridor provides access through the industry heart of the region and is responsible for 215,000 jobs and a \$9.2 billion annual payroll. Although the state made significant investments in recent years, IL Route 3 still needs improvements to support long-term job growth, improve access, and accelerate the redevelopment of brownfield sites and underutilized properties along the corridor.

To help achieve that, the 2-mile-long, \$305.5 million IL Route 3 Relocation project includes construction of a new interchange corridor from Riverpark Drive in East St. Louis, south to Monsanto Avenue in Sauget. The project will decrease congestion, improve safety, and enhance regional and local mobility with improved access to existing and future Mississippi River bridge crossings and the riverfront.

Final design is anticipated to begin in fall 2026. IDOT's 2025-2030 Multi-Year Plan provided funding for the project.

On the eastern edge of Sauget, a separate \$30-million project would construct a new structure on Falling Springs Road over the intersection of Alton & Southern Railroad and the Terminal Railroad Association of St. Louis railroads. The new structure will provide a loop that allows commuters to avoid gridlock on IL Route 3 caused by rail traffic. That project is partially funded.

GROWTH AND COLLABORATION

During the Freight Summit hosted earlier this year by the St. Louis Regional Freightway, leaders from Illinois and Missouri outlined historic transportation investments and their strategies to advance development in the region.

IDOT Secretary Gia Blagi shared the vision for Illinois' \$40 billion multi-year program — part of the biggest capital plan in state history.

"We see our investments in transportation as a fundamental of economic development," she said.

Blagi also underscored the importance of aligning infrastructure investments with community needs, noting that a recent \$400 million funding opportunity drew \$5 billion in project requests from across Illinois, showing where needs exist.

In a pre-recorded video address, MoDOT Director Ed Hassinger highlighted Missouri's record \$13.2 billion five-year plan, made possible by increased federal and state funding, including general revenue dedicated to transportation for the first time in state history.

"We have been entrusted with more money than we've had in a really long time," he said. "That's going to allow us to take care of some huge priorities that we've been talking about for years."

Both Blagi and Hassinger talked about the importance of collaboration, with the I-270 improvement project serving as a prime example. For that project, the two agencies used a Required Combination Bid process for construction, where contractors bid on both the Chain of Rocks Bridge across the Mississippi River and Missouri's Riverview Interchange project adjacent to the bridge. Walsh Construction Company II, LLC, was awarded the \$466.2 million bridge contract by IDOT and the \$34.4 interchange contract by MoDOT.

"There's a saying that the speed of trust is slow, and we have built trust across our organizations slowly — over many, many decades really — collaborating and finding wins together," Blagi said.

"Think about that. Two states doing a well-limed mutual procurement for the same project to make sure there's alignment when we get to the other side and we need to make an award, and it's the same contractor. I don't know a lot of states that could pull that off. I see here a great template for how we could do things all across our borders."



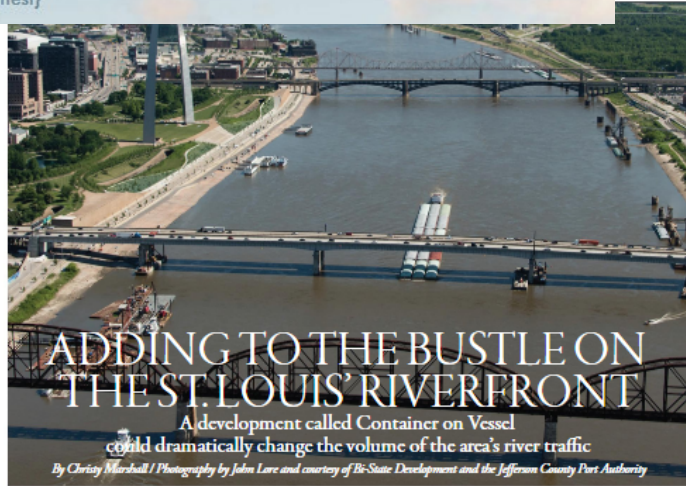
In Jefferson County, the I-55 Corridor Improvement Project is improving safety, capacity, and reliability. (Photo courtesy of KCI Construction/MoDOT)

This project in Springfield, Missouri, is part of an estimated \$300 million of I-44 improvements that will improve capacity and operations.

SOPHISTICATED LIVING

{St. Louis' Finest}

Media Coverage A Whole New Audience!



ADDING TO THE BUSTLE ON THE ST. LOUIS' RIVERFRONT

A development called Container on Vessel could dramatically change the volume of the area's river traffic

By Christy Marshall | Photography by John Lore and courtesy of Bi-State Development and the Jefferson County Port Authority

At 93, Frank Jacobs still dreams big. The founder of Falcon Products — a company that grew from a one-man operation at Broadway and Franklin to a \$300 million enterprise on the New York Stock Exchange — has a bold vision that could restore St. Louis' position as America's inland port powerhouse.

Several years ago, Jacobs stood up at a Moving Forward St. Louis luncheon with a proposition: Use redesigned barges to turn St. Louis into an ocean port in the middle of America. When he suggested it, everybody applauded. What Jacobs discovered surprised him: St. Louis never really lost its river mojo. We just stopped talking about it. But a vision for what comes next — a project called Container on Vessel — could take an already thriving port system to the next level.

The Container on Vessel initiative has a lead developer: American Patriot Holdings, a Florida-based company that's designed vessels capable of carrying 2,000 containers each. The vision is clear: Instead of shipping products from Asia to Los Angeles or New York and trucking them across the country, unload them at Gulf ports, put them on specially designed vessels and bring them up the Mississippi to St. Louis.

"It's a planned development," says Mary Lamie, executive vice president of Multimodal Enterprises at Bi-State Development. "So basically, it's an all-water north-south trade lane that connects the Midwest to the lower Mississippi River and then from there it goes to worldwide destinations."

The Jefferson County Port Authority in Herculaneum will serve as the St. Louis hub. Memphis will be another hub. The vessels would stop at both, distributing containers via truck, rail and smaller vessels that can continue up the Mississippi, Missouri and Illinois rivers.

The Jefferson County Port Authority purchased the Herculaneum port in September 2024 for \$20 million from Riverview Commerce Park. The port has two docks and 18 acres — enough space to add container handling alongside current bulk cargo operations. On busy days, the port sees upwards of 70 trucks. New equipment installed earlier this year cut barge unloading time from two days to half a day.

"Currently at our Herculaneum port, we are bringing in barges and unloading bulk product," Cyndi Buchheit-Courtway, the Jefferson County Port Administrator, explains. "The Container on Vessel is a completely different ballgame. Our goal is to build a staging area where we could store containers so we can get them out accordingly."

The potential impact extends far beyond the port itself. Farmers could send beef or pork in refrigerated containers to market more quickly and fill containers completely to make more profit. Manufacturing companies bringing freight in will make a new cost-effective option. The economic impact would create jobs, bring dollars through the port system, attract new companies and spur warehouse development.



Mary Lamie

"I can't express how much I feel that this would benefit the port and our county as well as Missouri as a whole," Buchheit-Courtway says. "It would help our farmers, our manufacturing companies and all the people in our communities with jobs, with getting the freight in and out more quickly."

The economics are compelling. The barge industry is one of the cheapest modes of transportation and American Patriot Holdings has estimated this service could reduce shipping costs by 20 to 25 percent. It would also provide an alternative during supply chain disruptions — a lifeline when coastal ports get congested.

For Jacobs, whose company imports seven to eight containers monthly, the need is visceral. Supply chain snarls have turned what used to be a week-long journey from California to St. Louis into a four-week ordeal. "For many years it worked like a charm," he says. "Now it's a mess. There's not enough trains, not enough chassis."

The Container on Vessel project is about positioning St. Louis for tomorrow.

The project is still in its early phases. American Patriot Holdings needs financing to build the vessels. To get that financing, they are looking for commitments from major shippers — companies like Walmart, Amazon, big-box stores, furniture companies, anyone moving high volumes of containerized cargo.

"They are currently working on a feasibility study," Buchheit-Courtway notes. "The biggest thing is obviously the cost, so we have to work on finding investors and customers who will agree to use the product. There are a whole lot of moving parts."

Some shippers have expressed interest, but there's a chicken-and-egg problem: They want the cost savings now, but someone has to commit first to justify building the ships. An economic study

currently in the works should provide more concrete data by year's end. Meanwhile, Memphis has moved aggressively on its own inland port initiatives, adding urgency to St. Louis' need to act.

For Jacobs, the frustration is palpable. After that initial enthusiastic response at Moving Forward St. Louis, momentum stalled. "I'm tired. I'm 93 years old," Jacobs admits. "I don't want to go out and tilt at windmills. But this could make St. Louis an ocean port in the middle of the United States."

"I appreciate what Frank had said, as far as we've got to revive it," says Lamie. "My point is we're actually doing really, really well."

Really, really well turns out to be an understatement. Sitting in her office at 211 North Broadway, Lamie pulls out maps and brochures that tell a story most St. Louisians don't know. The city that thinks it's past its prime as a river port? It's actually the most efficient inland port in the nation, moving two and a half times more tonnage per mile than any other inland port in the country.

Within a 15-mile stretch of the Mississippi River — with the Gateway Arch at its center — St. Louis moves more agricultural and fertilizer products by barge than anywhere else on the inland waterway system. Sixteen barge terminals with world-class infrastructure make it happen, carrying the region a global brand as "The Agricultural Coast of America." Louis Dreyfus Company, Consolidated Grain and Barge, Bunge, Cargill, ADM — all global shipping giants — have chosen St. Louis for a reason.

Two reasons, actually. First is geography. St. Louis sits at the center of the United States with the most strategic location on the Mississippi River. Unlike ports to the north, St. Louis is ice free and lock free to and from the Gulf of Mexico. Those locks and dams north of the region act like traffic signals, adding time and cost. In winter, the river freezes up there. But St. Louis? Clear sailing.



The Herculaneum Port

The second reason is infrastructure. Four interstates give easy access to the four quadrants of the country. Six Class 1 railroads — national carriers with direct access to coastal ports from Long Beach to Norfolk to Savannah — converge here. That means modal flexibility — the ability to switch from barge to truck to train depending on what makes the most economic sense at any given moment.

"If gas prices go down, maybe rather than putting it on a train, I'm going to put it on a truck," Lamie explains. "If gas prices go up, you still bring it to St. Louis. In a blink of an eye, you're like, 'That's fine. I'm just going to put it on a train.'"

The region is growing. Companies like Ingram Barge are investing millions in rail infrastructure at their terminals. There's surging interest in soybean crushing plants and fertilizer production facilities. The private sector keeps pouring money into port infrastructure because they see continued growth ahead.

What's striking is how these two conversations — Jacobs' vision for the future and Lamie's accounting of the present — complement each other. St. Louis isn't a washed-up river port dreaming of past glory. It's a flourishing global logistics hub that most residents don't even know exists. The Container on Vessel initiative isn't about reviving something dead. It's about adding another layer to something already thriving.

"It's innovative, it's forward thinking and it's futuristic," Lamie says. "But the St. Louis region, we are a global logistics hub and it's because of the rail, the barge, the trucking, our international airports and our strategic location on the Mississippi River."

If you want to see it for yourself, Lamie runs monthly riverboat cruises called the Agricultural Coast of America tours. The Gateway Arch riverboat captain narrates the journey,



pointing out the sixteen major barge terminals and explaining how this 15-mile stretch of river connects Midwest farms to dinner tables around the world. When Lamie sends out press releases, she gets national and international coverage. But locally? "That seems to be a pretty well-kept secret from the lay person," is how one person describes it.

The businessman who built his fortune on two simple principles — give customers what they want when they want it and always deliver on your promises — believes the Regional Business Council he founded could champion this cause. The organization comprises 100 CEOs of substantial companies, many involved in international trade.

"We need people who are currently involved in moving St. Louis forward," Jacobs says. "I can represent people who have been importing and exporting for 65 years, but we need doers to step in and get it done."

What's needed now isn't revival. It's recognition — and the will to build on strength. "The market for containers is getting larger and larger every single day," Jacobs notes. "St. Louis could go back to being a center of distribution."

Mary Lamie would argue it already is — we just need to start acting like it. Cyndi Buchheit-Courtway at the Jefferson County Port Authority is ready and waiting. The rivers are still flowing. The barges are still moving. The infrastructure is already there. The private sector keeps investing. And now there's a planned development that could take everything to the next level.

Frank Jacobs leans back in his chair, 93 years old but still dreaming. "It's so obvious," he says. "We've got the structure, got the ports. But it takes somebody to get behind the idea more than me." 📌

Media Coverage Year in Review

Let's Get Developing-In The St. Louis Region!
 St. Louis County Insider with Mark Harder on NewsTalkSTL
 Jan 11 • 44 min 32 sec
 Guests This Week:
 Mary Lamie, Exec. VP of Multi Modal Enterprises
 Jim Wild, Exec. Director East-West Gateway
 Megan Werner, MGA, Missouri Growth Association

RAILWAY AGE
 January 13, 2026 | Freight
Driving Freight Growth in St. Louis
 Written by Marybeth Luczak, Executive Editor

CNR CONSTRUCTION NEWS AND REVIEW
 St. Louis Regional Freightway Announces 2026 Priority Projects List
 January 14, 2026



RIVERBENDER.COM
 Industrial Real Estate Pipeline Nears 5,500 Acres In St. Louis Region
 Expansion includes four new rail-served sites offering heavy industrial zoning and prime multimodal access for developers.
 Jan 11, 2026 8:15 AM Save

The FARM Show
 October 26, 2025
 St. Louis Regional Freightway's Mary Lamie on the Ag Coast of America - The FARM Show 10/25/25 A
 Share View all episodes 16 minutes Play

CONSTRUCTION FORUM
VIDEO: Mary Lamie on Working Together to Build Infrastructure
 Date Posted: November 11, 2025
 Posted In: Discussion
 by Tom Finan, Executive Director, Construction Forum
 Mary Lamie, executive vice president of Multi-Modal Enterprises at Bi-State Development, recently took the TEDxStLouis stage to outline how the St. Louis region is positioned to play a major role in global commerce.
 In the talk, she focuses on the stretch of the Mississippi River near St. Louis that she calls the "Agricultural Coast of America" — one of the country's most efficient corridors for moving grain, fertilizer, steel, and other essential goods.

METRO EAST STAR
 Industrial Real Estate Pipeline Nears 5,500 Acres In St. Louis Region
 By Staff
 January 11, 2026

CDN Collinsville Daily News
 Collaborative Approach to Infrastructure Investment and Workforce Development Continue to Drive Growth in the St. Louis Region
 Jan 9, 2026

AJOT American Journal of Transportation
 Collaboration fuels infrastructure, workforce, and growth in St. Louis
 posted by AJOT | Jan 09 2026 at 09:28 AM | Ports & Terminals

Visit TheFreightway.com



Why the St. Louis Region for Site Selection?

Answers the questions:

Why this region is a global freight hub!

Next Steps

- FreightWeekSTL 2026 Virtual Panel Discussions June 8 - 12, 2026
- FreightWeekSTL 2026 Freight Summit TBA
- FreightWeekSTL 2026 Ag Coast of America Riverboat Tour June 11, 2026
- Global Aerospace Summit – O’Fallon, IL August 19 and 20, 2026
- Aerospace & Aviation Taskforce Meeting Spring 2026
- Marketing Committee Meeting Spring 2026
- Freight Development Committee Meeting Fall 2026
- Take Flight Forum Fall 2026

Contact us to added to our email distribution list:

Mary C. Lamie, P.E. | Executive Vice President of Multi Modal Enterprises

PH: 314-982-1562

MCLamie@TheFreightway.com



Thank you!