



Freight Development

Navigation Sustainability
and Advocacy

Missouri River

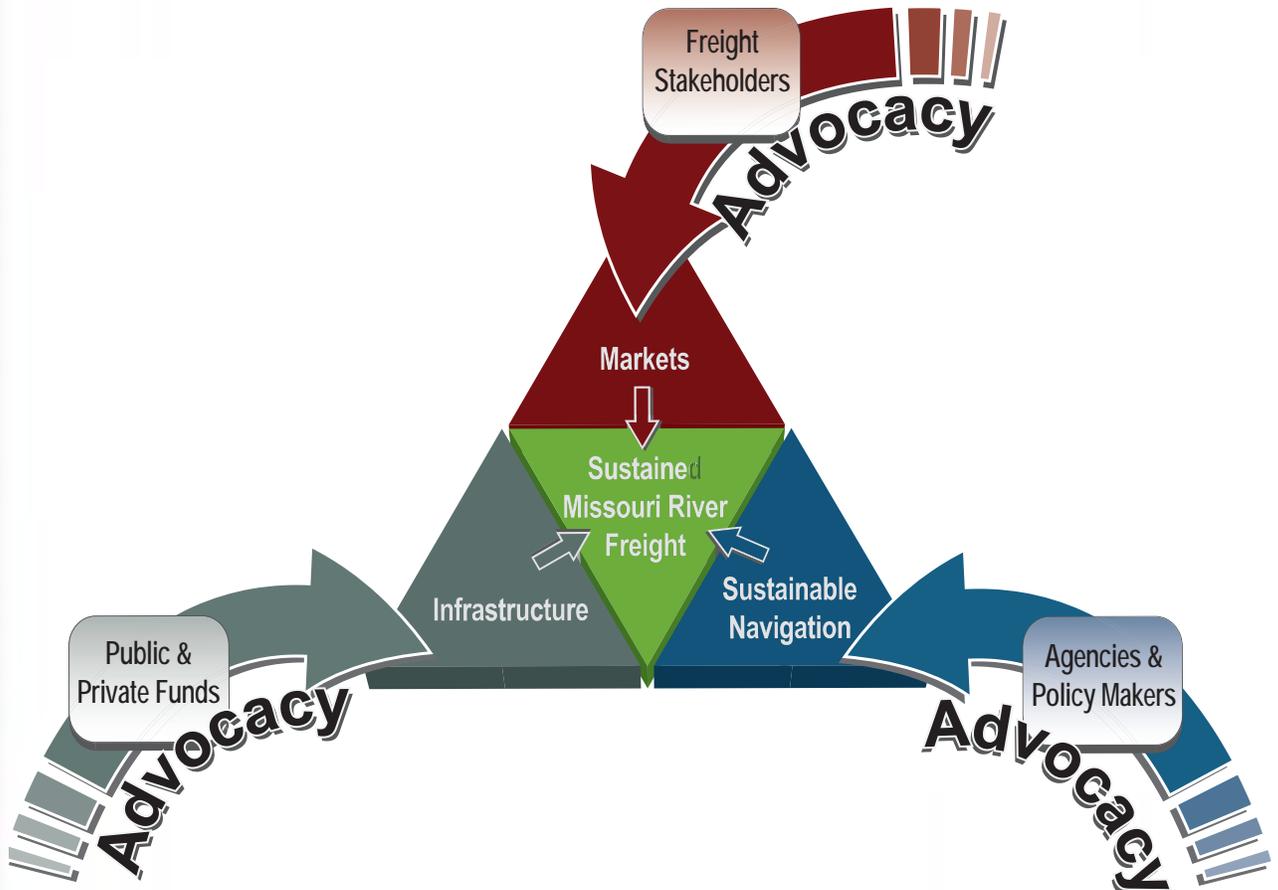


Sustainable Navigation, Markets, and Advocacy

Ensuring adequate navigation capability, making the most of challenging conditions, and working together to promote the Missouri River.

The Importance of Sustainable Navigation

In combination with Sustainable Markets and adequate Infrastructure, Sustainable Navigation is a requirement for success; the towing industry and shippers' commitments to utilize the Missouri River will be built on confidence that the goods will be delivered. **Reliable navigation will restore confidence.** While improving reliability is not completely within the control of the navigation stakeholders, there are steps we can take to gain some control and have a major impact on the perception and reality of the Missouri River as a sustainable transportation resource.



The Importance of Advocacy

It is important for the navigation stakeholders to continue to increase awareness with policy makers that **“minimum service” navigation is unacceptable** for the purpose of running a viable business. Additionally, the wide range of perceived competing interests on the river represents a challenge to freight growth and sustainability. Advocates for freight development must work together and with complementary interest groups to ensure that they are heard and understood by others who can positively impact the future of Missouri River navigation. Missouri River stakeholders need to produce **effective media outreach** and **increased political outreach**. The three distinct advocacy goals include: working with freight stakeholders to develop awareness of the benefits of shipping on the river, working with federal agencies and other policy makers to ensure appropriate Missouri River management, and working through public and private sources to ensure necessary investment in infrastructure.

Increasing Navigation Sustainability

In spite of the harsh realities of the sometimes limiting navigation scenarios, all freight stakeholders must advocate effectively to challenge the status quo. One of the key elements of effective response is having a **defined and active network and formal communication process** to call for action to correct unsustainable river conditions. Another key is to promote and grow those **markets and operational scenarios** that permit continued economical commodity movement in spite of sometimes challenging navigation realities.



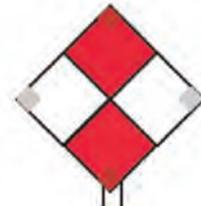
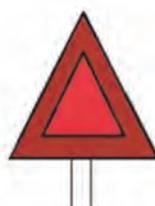
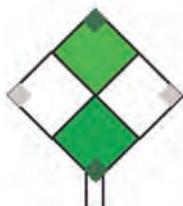
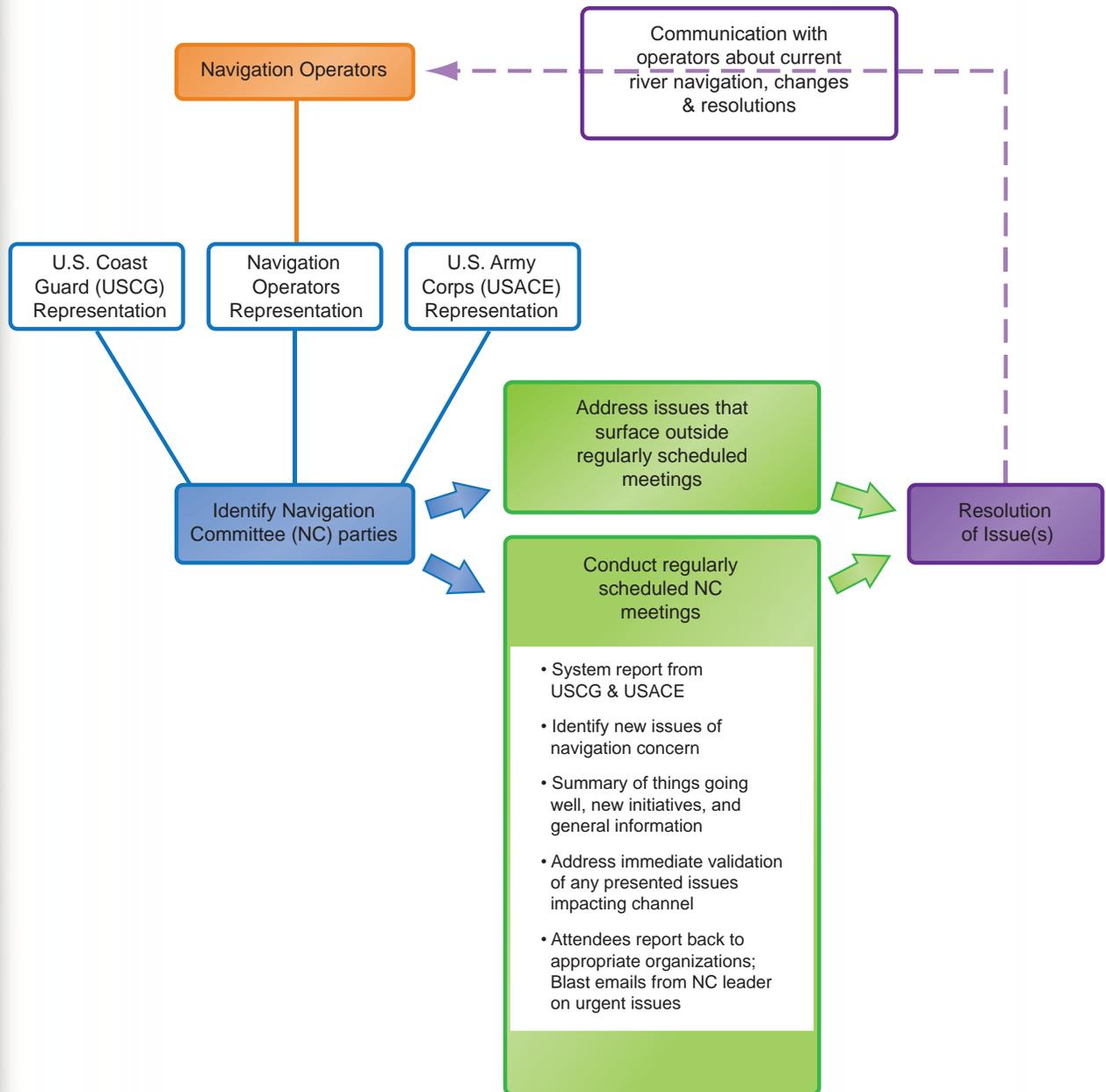
Advocating More Effectively

Many organizations are dedicated to advocacy for waterway systems/industry sustainability. The Missouri River stakeholders have numerous energetic and dedicated individuals and organizations working toward the good of the system. There may be opportunity to **enhance the effectiveness** of their message by **working together** in a more focused and organized manner as well as supporting a national advocacy agenda.

Sustainability – Organizing Navigation Stakeholders

Step 1 - Formalizing Missouri River navigation communication and support

The objective here is to develop systematic methods to maintain navigation for as long as possible when flow in the Missouri River is either above or below optimal levels. Recognizing that confidence in having adequate water to conduct navigation is a central issue to the future success of freight movements on the river, it is important to build confidence wherever possible. One of the ways to enhance that confidence is to ensure that all of the navigation stakeholders are in the loop of information with the Navigation Committee and working together to resolve challenges on the river. The existence of a formal Navigation Committee is not currently well understood by all of the navigation operators.



Sustainability – Advantageous Markets

Step 2 - Identifying sustainable markets and methods of operating in a wide range of navigable conditions

Sustainable markets are those that lend themselves to a wide range of operating scenarios. The goal is to be able to maintain a customer base on the margins of navigation, so that good times are good and the bad times are less bad. Without compromising safety, maintaining towing operations in less than ideal navigation conditions may keep a client base and tow operations active rather than losing all opportunity to other modes in the short term. Making the most of the opportunities that exist is especially critical to overcoming the designation of the Missouri as a “low commercial use” river.

Stakeholder Action Items

- Identify markets that can be sustainable within your business model
- Make the origin and destination business connections necessary to cultivate identified markets

Suggested Target Markets

- Over Dimensional/Over Weight freight
- Container on Barge
- Dried Distillers Grains

Advantages for Stakeholders

- Identified cargos cube out the volume of barge without maximizing weight capacity
- Barges draft shallower
- Markets represent long-term profitability in all water level conditions

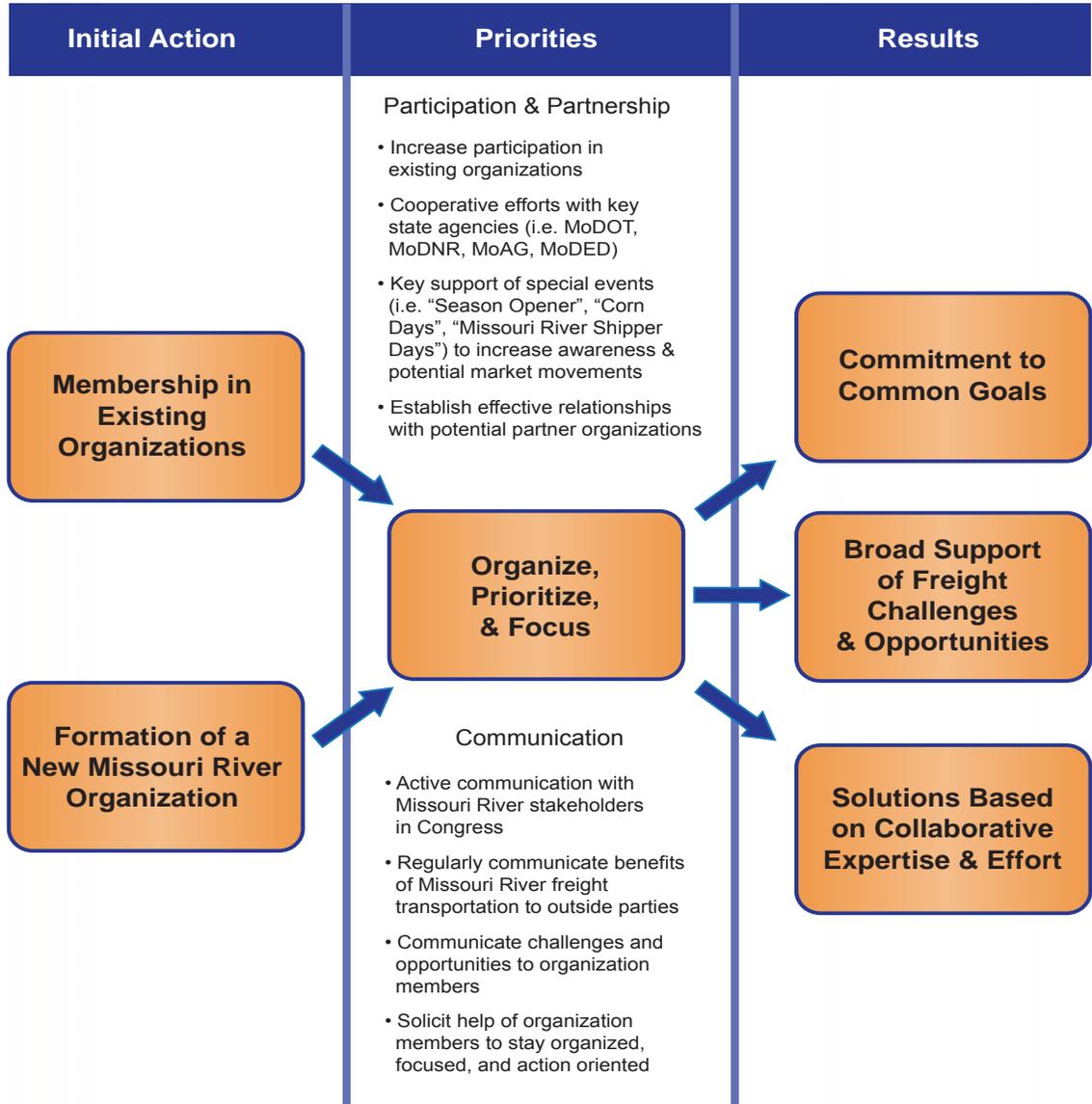


- Because these are all emerging markets, which have implications for Marine Highway objectives, it may be prudent to pursue funding for development of these markets through the Marine Highway M-70 designation. Federal money may be available for study, handling equipment and/or implementation efforts.
- Consider investment in shallow draft towboats. While it is not recommended that specially designed shallow draft barges are a practical alternative at this time, it is not unusual for towboats to be designed for particular characteristics, such as draft. Appropriate shallow draft boats and designs exist and their use is a proven asset on the Missouri River.
- Consider the use of a form of “Plus Up” strategy to determine the economic “breakeven” point for barges, originating in the Missouri River, for additional loading for movement between St. Louis to Lower Mississippi River terminals.

Sustainability – Effective Advocacy

Step 3 - Working together to maintain and grow Missouri River freight opportunity

One of the most important aspects of sustainable development and continuing viability for most waterway systems is to have active advocacy and interest groups. On the Missouri River, there does not appear to be a formal group solely charged with organizing the waterborne freight stakeholders and working full time to achieve specific goals to benefit Missouri River freight development. As freight growth continues, and challenges to the interests of freight stakeholders also continue, it is imperative that the stakeholders work together to avoid losing opportunities.



Broad Membership	Regional Groups for Other Rivers	Missouri River System Specific Groups
<ul style="list-style-type: none"> • National Waterways Conference • Inland Rivers, Ports, & Terminals • Waterways Council, Inc. • American Waterways Operators • Etc. 	<ul style="list-style-type: none"> • Coalition of Alabama Waterways Association • Tennessee River Valley Association • Etc. 	<ul style="list-style-type: none"> • St. Louis River Industry Club • MO-ARK • Etc.

