



CATALYST

A PUBLICATION OF BI-STATE DEVELOPMENT







The success of Bi-State Development and our ability to serve the community and advance the economic growth of the St. Louis region is only possible with the support of partners like you. On behalf of our Board of Commissioners and team members, I would like to thank you for helping us achieve our mission of supporting regional economic growth.

2018 has been a momentous and productive year for Bi-State Development as we have expanded our business operations, maintained our industry-leading efficiencies, celebrated key milestones and accomplishments, and endeavored every day to move our region toward the tremendous potential that awaits us in the twenty-first century.

The completion of the Gateway Arch reconstruction is one of the momentous civic partnerships of our time. With the National Park Service and the Gateway Arch Park Foundation, along with unparalleled support from private individuals and entities, we have both preserved and renewed this iconic symbol of our region for future generations.

The Metro Transit system continues to lead the industry in its efficiencies and reliability. This year, I was proud to appoint Jessica Mefford-Miller as the new Executive Director of this critical business enterprise on which our entire region relies for critical access to employment, education, healthcare, recreation and economic development. Jessica represents a new generation of leadership that is leading our public transportation system through the revolutionary changes in technology and service that will be the hallmark of the coming years. This year, we also opened the new MetroLink Station in the Cortex Innovation Community, marking the first time in St. Louis that a public-private partnership has attracted private sector investment for the public transportation system. This can serve as a model in the future for financing such projects.

The St. Louis Regional Freightway has achieved national recognition for its rapid success in prioritizing, promoting, partnership building and marketing of the emerging freight and logistics economy in our region. Just this year, more

than \$450 million in freight-designated infrastructure improvements have been prioritized and approved. This vital sector of the economy is one of the key growth opportunities for our region over the next generation.

The Bi-State Development Research Institute has again shown its tremendous value to the region by attracting more than \$1.5 million in grants to bring medical screenings and fresh food options to transit riders in areas where access to such basic necessities cannot be taken for granted. The Research Institute has greatly expanded our abilities to reach all segments of society and improve the quality of life in areas and ways previously thought unattainable.

The St. Louis Downtown Airport continues to serve one of the most critical elements of economic development and job attraction: business aviation. The airport is now able to accommodate multiple 757-300 aircraft simultaneously, thereby increasing the ability of St. Clair County and the City of St. Louis to attract jobs and investment.

These efforts reflect the dedication and expertise of one of the most talented teams in the country that we have working for us at Bi-State Development. The poet George Bernard Shaw famously said, "You see things and you say 'Why?' But I dream things that never were and I say 'Why not?'"

At Bi-State Development, we dream big, work hard, challenge ourselves and those around us to do the same, and never - ever - stop pushing to improve the quality of life for our region.

John M. Nations
Bi-State Development
President and Chief Executive Officer



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Pictured on the Cover

Angel <i>METRO Call-A-Ride</i>	Ed METRO Mechanic
Terry <i>St. Louis Downtown Airport Fire Department</i>	Kevin Gateway Arch Riverboats
Latonya <i>Gateway Arch</i>	Lisa Bi-State Development Research Institute
Evan <i>St. Louis Regional Freightway</i>	

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GATEWAY ARCH

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WE ARE COMMITTED TO EXCELLENCE

David Carson / St. Louis Post-Dispatch/Polaris

What's Old Is New Again: Celebrating the River

One of the best ways to see the Gateway Arch is directly from the river, and the Becky Thatcher and Tom Sawyer riverboats are some of the hottest tickets in St. Louis. A fixture of the St. Louis riverfront since 1964, the Bi-State Development Tourism Innovation team is bringing new life to the riverboats through innovative riverfront activation that is engaging new audiences looking for fun, exciting ways to experience the river.

The Arch team is pulling out all the stops to connect with new markets by creating specialty cruises that cater to a diverse audience base. In addition to the traditional St. Louis riverfront cruises, the riverboats are also offering two-hour Skyline dinner cruises, which feature a Dixieland band and a dinner buffet. Other specialty music cruises include late-night Majic on the Mississippi for people who love hip hop and R&B, a Blues Cruise, and a Bluegrass Legend John Hartford Memorial Cruise. The riverboats are also offering seasonal boating opportunities, including the 4th of July, Halloween, Oktoberfest, the winter holidays, and are hosting an unforgettable New Year's Eve party on the water.

The Mighty Mississippi is, once again, the place to be.



New Perspectives on the Arch

The sleek modern lines of the Gateway Arch can now be found worldwide, thanks to a holistic Arch rebranding, under the leadership of the Bi-State Development Tourism Innovation team.

The new brand is reflective of both the rational, educational reasons visitors come to the Arch, and also the emotional ties that draw visitors to the Arch—as an aspirational gateway to discovery, as a symbol of home, and as a touchstone.

From print, to web, to social media, the Arch team is inspiring both new and returning Arch-goers across the nation and around the world to visit the Arch through new messaging that is inspiring them to explore new heights—and to “See Differently.”



Experience the new brand at GatewayArch.com



The Arch is an Instagram Star

If you've connected with the Gateway Arch this year, it may have likely been on Instagram. The Arch has one of the hottest Instagram feeds in St. Louis, with over 21,000 followers—a 62% increase since January 2017—of which, 35% are from St. Louis City and 63% are in the coveted 25-to-44 age demographic.

The Arch's Instagram community isn't just sitting back and watching. They are an active crowd who's engaging with the Arch community online. If you haven't joined the conversation—it's time.

Join the Arch on Instagram @GatewayArchSTL





Every Kid In A Park: A Historical Collaboration

CAROLINA HIDALGO / ST. LOUIS PUBLIC RADIO

Every Kid In A Park, a program of the National Park Service, was created so fourth graders nationwide can discover the resources of their national parks for free. The National Park Service, the Gateway Arch National Park and Bi-State Development are collaborating to connect fourth graders from across the St. Louis region with the Gateway Arch to ensure they have access to Arch-specific curriculum, and engage them with the exciting story of westward expansion in a way that is meaningful and relevant to their lives and to their grade-level curriculum.

At a time when 80% of American families live in cities, and most children spend more time on computers and smartphones than exploring nature, the Every Kid In A Park initiative is slated to continue to inspire successive generations to become responsible stewards of our nation's natural and cultural heritage.

The Gateway Arch fourth grade outreach program is designed to view the Gateway Arch, the Museum Under the Arch and the *Monument to the Dream* documentary as both a living classroom and a historic program—providing hands-on, real-world opportunities to develop critical thinking skills, and creates a moment in time when kids are developing lasting memories of the Arch.





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Creating a New Vision for Mobility in the St. Louis Region

Jessica Mefford-Miller, Executive Director of Metro Transit, is leading a transformational process to re-imagine Metro from an entirely new perspective. With a team of more than 2,000 dedicated employees, Metro is looking at the transit experience from the customer point of view—and all options are on the table.

“There are a lot of different ways to move people that are available in the marketplace today, and we’re going to integrate some of these newer solutions and technologies into the Metro Transit system. This re-imagining of public transit in the St. Louis region will begin next year, in the fall of 2019. We look forward to putting service out there that is more frequent, more direct, and gets people where they want to go faster. We’re also exploring new types of service that are demand-responsive—that allow users to hail their ride via telephone call or mobile application when they’re ready to use it,” Jessica said.

This visionary transit experience extends far beyond more direct and more frequent service. It will continue to foster regional opportunities that spur new and enhanced land-use planning and economic development in areas that are strategically integrated by transit.

“Transit-oriented development is really about community building. Creating places that are supportive of transit and allow people to easily access the system to get around in their day-to-day life. That is so important, as we in the St. Louis metropolitan area aim to compete with other cities across the country for jobs and economic development,” Jessica said.

“This is something that people want today,” she continued. “They want transit-supportive communities. They want mobility options. And the mobility options that they demand are different than those of ten years ago. We are proud of MetroLink. It is the backbone of our system. But, we’re also working to deliver solutions that move people from MetroLink or move them around on short trips within their community. We’re not just thinking about getting people to work, but also how we can help them reach the many other important destinations in their lives.”

Today, 84% of Metro transit riders use the system to get to work and 20% use the system to get to school. Whether it’s bringing tech jobs to the newly-opened Cortex MetroLink Station or getting nursing students to UMSL, Metro is powering the regional economy. “Our employees connect people with opportunities, whether it’s school at one of our region’s community colleges or universities, that first job interview, or as they continue on their career path. We’ve got jobs, we’ve got communities, and we’re the connection in between them,” Jessica said.



“Instead of having conversations about the reasons why not, we’re asking ourselves, “What can we do?” and ‘Why can’t we do it that way?’”

— Jessica Mefford-Miller, Metro Transit

Bi-State Vision—Behind Metro’s Success

A critical part of Metro’s visionary success is its relationship with Bi-State Development. As part of the Bi-State Development family, Metro is able to be strategic and nimble, providing an array of mobility options to riders. It’s also able to take advantage of the reach of a larger collaborative regional economic development organization. This relationship allows Metro to create the connections and build the partnerships needed to move their vision forward.

“Instead of having conversations about the reasons why not, we’re asking ourselves, ‘What can we do?’ and ‘Why can’t we do it that way?’ We’re thinking creatively about how to advance our region. And the best part is, we’ve got all of the good nuts and bolts here. We’ve got a creative workforce. We have people who care deeply about our communities and the customers we serve, and we are ready to forge ahead and make this transition,” Jessica explained.

This community-wide leadership was evident throughout the comprehensive Metro Reimagined study. Over the course of 18 months, Metro sought and incorporated input from the public, riders, community groups and elected officials into the new MetroBus network plan. Metro officials are currently taking the draft plan to transit stations to continue to receive feedback, and ensure that everyone has an opportunity for their voice to be heard. To date, Metro has received and responded to over 2,200 public comments.

100 Thank Yous

Contrary to what many people imagine, most customers actually begin their trip at a MetroBus stop. That leads to an extraordinary high level of customer engagement with bus operators. “Our operators do much more than get that bus down the road every day. They’re providing directions. They’re providing assistance. They’re often a counselor, a mother, a friend, and an advisor to the customers that they interact with on a day-to-day basis. In order for them to do their best job, as a leadership team at Metro, we have to support our employees,” Jessica said.

As one of many leadership initiatives, all front-line employees—including MetroBus operators—have been asked to share at least 100 “Thank Yous” with their riders and customers over the course of a day. Thanking customers for their patronage and strengthening relationships with riders is a key part of Metro’s customer-centric experience.

“With something as simple as a smile or a thank you, our operators have the power to flip a person’s mood or brighten someone’s day. We don’t know what the customer is experiencing on any given day, but it’s hard to have a bad experience when someone is looking at you, smiling at you, and thanking you,” Jessica said.





Cortex MetroLink Station— Getting Innovation to Work

Travis Sheridan, President of the Cambridge Innovation Center (CIC) and Venture Café Global Institute, has a birds-eye view of the impact of the new Cortex MetroLink Station. In his role, he's responsible for launching and supporting Venture Cafés all over the world, including the one located in the Cortex Innovation Community in St. Louis—so he understands first-hand the impact of reliable public transit to the innovation sector.

“We have a lot of people that travel in from out of town, so the ability to land at the airport, jump on the MetroLink, come down here into the innovation district, attend meetings or conferences here, soon there will be a hotel across the street—it really makes it a one-stop shop. MetroLink provides that connectivity,” Travis said. “We’re taking the MetroLink to T-Rex and some of the innovation centers that are downtown. The ability to have MetroLink connect two big innovation hubs is really crucial.”

While the Cortex MetroLink Station is vital for employees who work and live in St. Louis, it's also critical for attracting new investment in the region. A robust transit system is often a requirement when companies are considering relocating their workforce to the St. Louis region. Transit isn't a “nice-to-have”—it's an expectation.

“This is a very crucial job center. We want more and more people, especially as they're moving from out of town, maybe somewhere they've relied on public transit predominantly as their mode of transportation. We want them to have that same sort of experience here, and this is one of the strongest job centers with amazing job growth,” Travis explained.

Leadership in Action

The ability of Bi-State Development and Metro to convene meaningful community conversations and develop the groundbreaking public-private partnership that created the Cortex MetroLink Station is a testament to their innovative leadership.

“The Cortex Station allows the community and the region, from both sides of the river, to come together. We talk a lot about regional challenges, but one regional success is the ability to connect people on our MetroLink,” Travis said.

The way Cortex employees and visitors are using MetroLink is as diverse as the employees themselves. For many, it's part of their daily commute between work and home. Others still drive to work and use the MetroLink to schedule trips between work at Cortex and meetings in Clayton or downtown. Some use the MetroLink in combination with bike share and scooter share to create a multimodal trip.

According to Travis, “The ability to jump on the MetroLink has made it a lot easier for me to run to meetings. Because parking is impacted here, we often will tell people that, ‘If you're coming down here for a meeting, it's best to use public transit.’ That way, they don't have to worry about parking concerns, it drops them off right next to the building, they walk on in, and it's incredibly convenient.”



New Cortex Station Drives Worker Productivity

When the team behind the Cortex MetroLink Station developed the idea for a new station supported by an innovative public-private partnership, they probably didn't realize how dramatically it would impact people's lives.

One such MetroLink rider is Robert Peters, Director of Clinical Operations at Epharmix, a healthcare manager provider platform, and a key part of the Cortex community.

Robert is a long-time MetroLink rider, who was formerly running a research lab at the Washington University School of Medicine and taking the MetroLink to and from the school. A University City resident, Robert now relies on MetroLink at least four and a half days a week to get to and from work at Cortex from the Forsyth station.



Robert Peters,
Director of Clinical Operations
Epharmix

Robert finds the benefits of taking MetroLink extend far beyond the Cortex transit experience, and impact his day-to-day work at Epharmix. For Robert, taking transit creates added productivity.

"It helps with staying organized and proactive and kind of frames my day," Robert said.

"I can actually get work done if I need to while I'm commuting, which you can't really do driving or riding a bike."

Robert doesn't just use MetroLink for work. It's become an essential part of his life in the St. Louis region.

"Anytime I'm going downtown for an event, I take it. I'll use MetroLink to go to a Cardinals game or a Blues game or concerts downtown," he said. "I'll take it if I actually want to go on a run that's just not in my area, but I don't necessarily want to drive there, like down to Forest Park or over toward Brentwood and Webster. I'll just jump on the train, go meet up with someone and go for a run over there rather than having to drive."

In addition to the added bonus of helping him stay organized and car-free, Robert gets a deduction on his car insurance due to the limited miles he drives over the course of a year. However, the greatest benefit for Robert is how MetroLink allows him to enjoy a better quality of life.

"I love the commute. It's super fast. I walk off the train and into the office, and don't have to worry about parking. Every day, the security guys recognize me, and we laugh," he said.



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Drones and the Future of Aviation



St. Louis Downtown Airport is leading the conversation around drone technology through the St. Louis Aviation Industry Forum. In a three part series, industry, aeronautical education and regulatory leaders are addressing how drones are impacting commercial, industrial, aerospace and other sectors to support economic development, policy and research goals.

“Drones are not coming; they are already here. But the technology is evolving quickly, and many businesses and agencies are in a hurry to incorporate it at great investment, sometimes without a complete understanding of the challenges and opportunities that unmanned aircraft systems can present,” said Erick Dahl, Director of St. Louis Downtown Airport. “How should we be thinking about the need to realign business models with the perceived or real value of using this technology?”

At the first of three Aviation Industry sessions, Panelist Tomislav Žigo, Vice President of Virtual Design and Construction for CLAYCO, shared that they were fortunate to be one of the first companies in the United States with permission from the Federal Aviation Administration to fly a drone over the perimeter of its construction sites.

“One of the biggest challenges we discovered in using the technology is reconciling the huge amount of information that is being gathered on a construction site,” Žigo said. “If you have a mission that lasts for 30 minutes, you typically gather between 800 and 1500 images that need to be catalogued to be able to extract usable or useful information that I can convey to superintendents, construction managers and project executives.”

Forum attendees wrestled with the difficult questions—balancing the desire of citizens, business, media and public safety departments with issues related to safety, privacy and the first amendment. Speakers addressed how airport operators are facing challenges of how to manage drone operation on and around their airports, as well as how drones connect with the general/commercial aviation landscape.

Drone technology is the first of many topics planned for the St. Louis Aviation Industry Forum. They are planning to address aviation education and the Airframe and Powerplant (A&P) mechanic pipeline in future forum meetings.



Girls in Aviation Day

In October 2018, girls ruled the skies at St. Louis Downtown Airport—thanks to Saint Louis University Parks College of Engineering Aviation and Technology, and Women in Aviation International. One hundred girls from 15 area high schools spent the day at the airport for Girls in Aviation Day—climbing into the cockpit of planes and helicopters, talking with professionals in aviation-related jobs, and using flight simulator technology to get a taste of flight itself. In the flight simulator, the view outside of the cockpit is presented on three high-resolution flat screens, giving the illusion of three-dimensional flight.

Students attending the Girls in Aviation event met with prominent women, including Rhonda Hamm-Niebruegge, St. Louis Airport Authority Director of

Airports and CEO of St. Louis-Lambert International Airport, and Captain Stephanie Johnson, the first female African-American captain for Delta Airlines.

As of 2017, women comprise about 7% of pilots and about 29% of the non-pilot aviation jobs. This trend is part of a significant overall labor shortage in the aviation industry. More than 558,000 pilots and 609,000 aircraft maintenance specialists will be needed over the next 20 years.

Girls in Aviation Day is part of a global network of events hosted by Women in Aviation International, and girls at St. Louis Downtown Airport were part of a network of girls learning about aviation all over the world—from Australia to Botswana.





ST LOUIS REGIONAL
FREIGHTWAY

ST. LOUIS REGIONAL FREIGHTWAY

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WE ARE INDUSTRY LEADERS

Freight Collaboration in Action

“St. Louis is right in the center of the nation, and when it comes to interchange volume between railroads, we play a critical role in keeping the nation’s freight very fluid.”

— Mike McCarthy, President, Terminal Railroad Association of St. Louis

The St. Louis Regional Freightway plays a vital role in the growth of the St. Louis region’s manufacturing and distribution sectors—providing site selection and other assistance to manufacturing, logistics and multimodal transportation companies and their service providers.

The Freightway’s success comes from its ability to convene disparate organizations, create conversations and set multimodal transportation project priorities for the region—which impact both national and global markets.

This model of setting transportation priorities focuses on multimodal connectivity and efficiency, and brings together leaders from both sides of the river, representing the public sector and private industry, including barge, trucking, airports, rail, logistics, brokers and developers. This unique collaboration across industries and government organizations allows for shared understanding of infrastructure needs, which ensures priorities are established to reduce supply chain disruption, not for one—but for all.

However, setting priorities is just the beginning. Over the last year, The Freightway and its partners have been able to secure funding or partial funding for their top two priorities—the 128-year-old Merchants Bridge and a stretch of Interstate 270 that is key to regional and national freight movement.

East Meets West

There are 23 railroad crossings across the Mississippi River from New Orleans to Minnesota, and of those 23, only four are open to all rail traffic.

Two of them are in the St. Louis region.

The Merchants Bridge is the oldest of those bridges—a double-track structure, which because of weight restrictions, is now operated as a single-track bridge with

restricted speeds and rising maintenance costs—leading to continued delays in national multimodal freight rail and passenger service networks. It links America’s eastern and western freight rail networks and carries more than 40 million gross tons annually.

The other regional crossing is the MacArthur Bridge. Both are owned by the Terminal Railroad Association of St. Louis, and together, represent the largest volume crossing over the Mississippi—vital to the local economy, but also to national and international freight movement.

“St. Louis is right in the center of the nation, and when it comes to interchange volume between railroads, we play a critical role in keeping the nation’s freight very fluid,” said Mike McCarthy, President of the Terminal Railroad Association of St. Louis. “We need to make sure our bridges are capable of not only meeting today’s tonnage and shipments, but also well into the future.”

The replacement of the Merchants Bridge has been funded, and it is estimated to generate more than \$456 million in local economic activity over a 20-year period. The success of this project, as well as being able to establish it as the region’s top infrastructure priority, speaks to The Freightway’s ability to bridge industries and establish productive collaboration. For example, even though the Merchants Bridge is first and foremost a rail bridge, the barge industry has highlighted it as their top infrastructure priority in the region. That’s because in order to have competitive barge rates, the barge industry needs competitive rail rates. Without improvements to the Merchants Bridge, there would be significant impediments for the entire barge industry, as it would negatively affect their ability to compete regionally with other modes of transportation, and also hamper their ability to compete in the global market.



I-270: Where Freight and Logistics Meet

The Interstate 270 corridor is one of the most traveled freight corridors in the St. Louis region. In Missouri, it touches major freight generators, including the Hazelwood Logistics Center, four Amazon facilities, the Aviator Business Park, Park 370 Business Center, and St. Louis Lambert International Airport. In Illinois, I-270 feeds directly into the Lakeview Commerce Center and Gateway Commerce Center—two of the region’s largest and fastest-growing logistics parks. I-270 is also a critical link in Illinois—offering access to the Conoco Phillips Refinery, America’s Central Port, and the Terminal Railroad Association Madison Yard. World Wide Technology is expanding its facility on the Illinois side, including two one-million-square-foot facilities—one of the largest industrial real estate construction projects in the region’s history.

Due to the forecasted impact of increased freight traffic around these generators, this 22-mile stretch of interstate is going to play a dominant role in the freight picture of tomorrow. The Freightway is working with industry partners and the Illinois and Missouri Departments of Transportation to prioritize and fund three strategic projects along I-270 in order to maintain the region’s global competitive advantages.

Having private industries at the table allowed the state DOTs to better understand how these infrastructure projects were going to impact production and delivery

for a wide range of manufacturers. Industry partners were given the opportunity to articulate how the multi-phase process for manufacturing a single product creates an interdependence on transportation. For example, when partial manufacturing happens on one side of the river, and an unfinished product needs to be transported across the river for completion, construction delays can create bottlenecks that impact the bottom line.

“If you look through the manufacturing process of anything from a phone to a car, there are very few products that get to market with only one mode of transportation,” Mike said. “We know that the big three—trucks and rail and barge—are very interconnected. We realize that, and although we are fierce competitors, we are also very cognizant of the fact that all of us have to be healthy for each of us to prosper, and for the nation to prosper.”

Industry partners were also able to come together with transportation and government officials to highlight the impact of a reliable infrastructure system, and create a supportive process where all voices were heard. In turn, when state DOTs or elected leaders are competing for state and federal funding, they are better able to articulate the regional and national significance of infrastructure to manufacturing and logistics. Working together, these partnerships are making the entire bi-state region more competitive in the global marketplace.

The Ag Coast of America

“Our region offers a competitive edge from a barge transportation cost. We have that advantage and our transportation rates are getting everyone’s attention.”

— Mary Lamie, The St. Louis Regional Freightway

A 15-mile stretch of the Mississippi River, known today as the Ag Coast of America, delivers the highest level of grain barge handling capacity anywhere along the river. Thanks to the collaborative efforts of the St. Louis Regional Freightway, its barge transfer facilities for corn, wheat, soybeans and animal feed are drawing national and international attention.

In fact, within just this stretch of the river, the region has 15 barge-loading facilities with unit train capabilities supporting between 100 and 140 barges a day. The region is anticipating another barge transfer facility to come online within the next year, a testament to the competitive edge provided by the Ag Coast and the region’s collaborative freight network.

“Our region offers a competitive edge from a barge transportation cost. We have that advantage and our transportation rates are getting everyone’s attention. If you are handling agriculture and fertilizer products in the St. Louis region, you have an advantage over your competitors. In turn, more and more businesses are looking to the bi-state area to see how they can take advantage of that cost savings,” said Mary Lamie, Executive Director of the St. Louis Regional Freightway.

“The cost savings is based on our intermodal connectivity. All 15 of the barge transfer facilities along the Ag Coast of America have that rail component, and 14 of them have unit train capabilities, which is an indication that we have very efficient interconnectivity. In other words, within those locations, it’s very easy and seamless to move products from one mode of transportation to the other,” Mary said.

The Ag Coast’s competitive freight advantages, coupled with emerging new technologies and a regional investment of close to \$1 billion since 2010 in roads and bridges, are preparing the bi-state area to have an even greater reach in national and international markets.



Strength in Numbers

In March 2018, as part of a strategic joint effort to promote international and inland trade routes along the Mississippi River, the St. Louis Regional Freightway, Plaquemines Port Harbor and Terminal District in Louisiana, and four ports in the St. Louis region entered into a Memorandum of Understanding (MOU). Plaquemines Port is strategically situated at the mouth of the Mississippi River, just south of New Orleans. Both its location and the port's commitment to meaningful and collaborative growth make it a critical partner to the St. Louis region.

The five-year agreement includes joint marketing initiatives and data sharing, which will allow both regions to capitalize on the projected 40% growth in national freight volume over the next 30 years. Freight volume is driven in both this region and nationally by an anticipated 60% increase in global population toward nine billion people over the same time period, coupled with an increasing move toward urbanization, and greater demand

for higher quality food. This partnership will dramatically increase shipping capacity along the Mississippi, which in turn reduces shipping costs and helps the nation better compete in the global market.

This is one of several MOUs in place thanks to the work of The Freightway. In February 2017, The Freightway and the Board of Commissioners of the Port of New Orleans officially entered into an MOU, which was created with the goal of growing trade, building upon business relationships, and developing joint marketing efforts between the regions.

These partnerships along the nation's inland waterway system are part of an innovative strategy to develop new opportunities and optimize connectivity—together.



The Freightway and all four ports in the St. Louis region recently signed a Memorandum of Understanding with the Port of Plaquemines to support development of a new transportation link for cargo to move along the Mississippi River.

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WE ARE ENGAGED WITH THE COMMUNITY



Link to Healthy Food

What does food insecurity look like? It looks like children going to school hungry, elderly people facing diabetes and other health issues, and people choosing between food and other essentials—like utilities, transportation, medical care, housing and education.

Food insecurity is a major challenge in food deserts, areas that lack grocery stores or access to fresh, affordable and nutritious food. That's the situation for a significant number of residents in North St. Louis County who live further than a mile from the nearest grocery store—a concern that is amplified for the 45 to 70 percent of individuals and families without a car living in these areas.

The confluence of accessible and convenient transportation—and the urgent need for healthy food options in North St. Louis County—created the conditions for the development of The Link Market, transit-oriented markets providing affordable fresh and nutritious food for transit riders and surrounding neighborhoods at the Wellston and North Hanley Transit Centers.

Under the leadership of John Wagner, Director of the Bi-State Development Research Institute, Robert Hughes, President and CEO of the Missouri Foundation for Health, and Jeremy Goss, Medical Fellow from Harvard University, The Link Market was the missing “link” to creating connections to healthy food in areas that needed it most.

Building Communities, Building Healthy Lifestyles

In addition to making fresh fruit, vegetables and other household staples affordable and available, the team at The Link Market is providing a wide range of community benefits to market to visitors.

“There are different issues that lead to hunger, like lack of transportation and lack of employment. We try to make sure that in addition to offering people education about healthy foods at a discounted price, that we're also connecting them with finance, education and healthcare resources,” said Serena Bugett-Teague, Community Engagement Coordinator for The Link Market.

The Link Market team is helping visitors understand and enroll in SNAP benefits, which provide lifelong access to better eating via a monthly supplement for the purchase of nutritious food. Qualifying individuals can receive a debit card to use for groceries that can be spent at The Link Market and other grocery stores. Many visitors to The Link Market don't even realize they're eligible for SNAP benefits, or don't understand how to enroll. As such, the Link Market is providing both short-term and long-term access to healthy fresh food.

Program partners include the Missouri Foundation for Health, which awarded a \$583,958 springboard grant to launch the pilot Link Market program, the St. Louis Community Credit Union, and the St. Louis Area Food Bank, which donates refrigeration and freezer space, and helps register people for SNAP benefits.



“There are different issues that lead to hunger, like lack of transportation and lack of employment.”

— Serena Bugett-Teague, Link Market

The Future of Food Access

Looking ahead, The Link Market is piloting an online grocery delivery service that will provide additional accessibility to fresh foods beyond the Wellston and North Hanley stops. The service is currently being tested with Bi-State Development employees, with the goal of expanding the service in the near future. The Link Market is also exploring expansion into East St. Louis and other locations throughout the region as they look to serve other communities where food insecurity impacts the quality of life for residents.

Bi-State Development is also working to address the food desert through its relationship with MetroMarket. A retired MetroBus was donated and transformed into

MetroMarket, a mobile farmers market and grocery store. In its second year of operation, it brought more than 11,600 pounds of food to over 7,300 residents in North St. Louis City and County. During the summer, MetroMarket was a fixture at the Rock Road Transit Center, providing access to transit riders and nearby residents.

Now entering its third year, MetroMarket has expanded its reach to nine weekly locations and added partners including the Healthy Schools Healthy Communities, the American Heart Association, Affinia Healthcare, the City of St. Louis Department of Public Health and Operation Food Search.



CREATING HEALTHY COMMUNITIES THROUGH TRANSIT

Changing a life can begin with a simple question: “Do you have eight minutes you can give us until your bus comes?”

Under the leadership of the St. Louis County Department of Public Health, the Federal Transit Administration, and the Bi-State Development Research Institute, the Links2Health Mobile Medical Unit is creating long-term healthcare solutions for transit riders and residents in North St. Louis County.

Staffed by a nurse, social worker and registration professional, the Mobile Medical Unit team checks patients’ blood pressure, and screens for diabetes and obesity. Based on test results, together the nurse and the patient develop an actionable goal—such as eating less salt or walking more.

Direct service healthcare is just the beginning. The greater mission of the Mobile Medical Unit model is to engage uninsured people with the healthcare community by providing them access to free health insurance, helping them find a primary care physician, and helping them make and keep doctor’s appointments.

“After they make the appointments, social workers keep in touch to make sure that they have childcare, make sure they can go to the appointment, make sure they have bus passes if they need them, and help them with any other issues that come up that would keep them from keeping the appointment,” said Becky Sharama, Public Health Nursing Manager for the St. Louis County Department of Health.

Depending on the primary care physician, there can sometimes be a wait time of two to three months for the first appointment. Due to this lag time, there is an immediate need for a Transitional Clinic, which would serve as a way for patients to receive ongoing care between the time of their initial Links2Health visit and their first visit with a primary care provider. Bi-State Development has identified an available space within the North County Transit Center that could house a Transitional Clinic and is exploring the opportunity with the St. Louis County Department of Health and other potential partners.



Long-Term Solutions

In addition to helping patients connect with primary care, the Mobile Medical Unit staff is helping patients enroll in health insurance for the long-term via Gateway to Better Health. “I think we have found quite a few people who didn’t know that there was any service that they could qualify for. A lot of people are unaware that there are sliding scale clinics, or that there is free health insurance available,” Becky said.

As much as the Mobile Medical Unit is about creating healthy communities, it’s also about developing relationships, creating trust, and growing a sense of community.

“One of the positive things that we do is to show folks that the medical system is safe and cares about you. I don’t care if you come back 15 times to get your blood pressure checked before you decide to finally go to the doctor, because it might take that many times for you to trust somebody,” Becky said.

The on-board social worker is an all-around problem solver helping to navigate the medical system, but that acts as a springboard to other conversations. To date, 32% of patients received employment referrals, 33% received referrals for housing, 32% received referrals for food programs, 18% got help with utilities and 15% received referrals for mental health services. The social worker has also provided referrals for transportation, ex-offender services, legal services, domestic violence programs, GED services, substance abuse and STI testing. Since its inception, the Mobile Medical Unit has seen over 800 patients, 84% of which are African-American.

“A lot of people are unaware that there are sliding scale clinics, or that there is free health insurance available.”

— Becky Sharama, St. Louis County Department of Health

BI-STATE ECONOMIC DEVELOPMENT

IMPACTING THE REGION THROUGH OUR BI-STATE DEVELOPMENT VALUE

WE ARE
INNOVATORS,
PARTNERS
AND DO-ERS



IMAGE COURTESY OF WORN JERABEK WILTSE ARCHITECTS, P.C.

COLLABORATIVE DEVELOPMENT COMES TO SWANSEA FOR ACTIVE SENIORS

There is big news for healthy active seniors in Swansea thanks to the hard work of the Bi-State Development Economic Development team. Together, Bi-State Development, Southwestern Illinois Development Authority (SWIDA) and Bywater Development Group have created a new, \$10.9 million, 62-unit transit-oriented development that is bringing upscale senior apartment living adjacent to the Swansea MetroLink Station in Swansea, IL.

SWIDA and Bywater, which are jointly developing the project, secured the majority of the financing from the Illinois Housing Development Authority (IHDA), with additional construction financing provided by PNC Bank. Additional support comes from the Illinois Department of Commerce and Economic Opportunity (DCEO) and Ameren, along with the St. Clair County Intergovernmental Grants Department.

The project is unique not only due to the collaborative and creative public-private partnership that came together to make this transit-oriented development a reality, but due to the transit-centric lifestyle that the development brings to healthy active senior living.

Residents will have transportation options via MetroLink and MetroBus to conveniently access restaurants, retail, entertainment venues, recreational locations, employment centers and medical facilities around the bi-state region. The Swansea Station is located on the Metro East Park and Recreation District BikeLink trail system, so residents will be able to utilize the trail for exercise and recreation. The project will be complete in early 2019 and is expected to be a catalyst for other development opportunities in the area.





JUST SINCE 2011, MORE THAN \$7.9 BILLION OF COMMERCIAL DEVELOPMENT HAS BEEN COMPLETED, IS UNDER CONSTRUCTION, OR IS COMMITTED WITHIN ONE-HALF MILE OF METROLINK STATIONS IN OUR REGION. SOME OF THE BIGGEST DEVELOPMENTS IN OUR REGION ARE DIRECTLY ADJACENT TO METROLINK.

ECONOMIC DEVELOPMENT: FOCUS ON THE FUTURE

Planning for the future and the continued growth of the St. Louis region is a key focus for the Bi-State Development Economic Development team. They are building on the East-West Gateway Council of Government's conceptual Northside-Southside design study to examine how Bi-State Development can configure the proposed MetroLink alignment to maximize the benefits of the investment for the surrounding community. The team is looking at development opportunities through the lens of neighborhood-building, community stabilization, accessibility and bringing needed services to the community. This study will be supported by a \$375,000 grant received by Bi-State Development through the Federal Transit Administration Pilot Program for Transit-Oriented Development.

"We're looking at governance, implementation strategies, economic development programs, incentives, policies—all of the things that are in place along this corridor and how they could be improved to attract the right kind of development," said Liza Farr, Associate Project Manager of Economic Development for Bi-State Development.

Project partners include the City of St. Louis Planning and Urban Design Agency, the St. Louis Development Corporation, East-West Gateway, Urban Strategies,

Project Connect, Dutchtown South Development Community Development Corporation, as well as several community development corporations representing neighborhoods along the proposed alignment.

In addition, the Economic Development team has selected three MetroLink stations for an in-depth study on pedestrian access, geometry and walkability. The findings of this study will be used as templates to model improvements at similar stations along the light rail system.

"Some stations are already in a perfect location. For others, we are asking ourselves – why here instead of there? Is there a better space that makes more sense?" said John Langa, Vice President of Economic Development for Bi-State Development. "This isn't just an engineering analysis. It's about urban form, placemaking and the type of pre-development that needs to happen to support new station areas. But, in real estate, it always starts with location. We need to be thinking – do we want this here or half a block down?"

ICHOOSESTL.COM

Inspired by the outpouring of hometown love from the Amazon St. Louis proposal, the marketing team at Bi-State Development and the St. Louis Regional Freightway have launched a new campaign, using a workforce diversity approach that is targeting a number of industry sectors, with the goal of attracting new residents to the St. Louis region.

I Choose STL is a workforce-specific engagement concept created to help truck drivers within a limited geographic radius understand the competitive advantages of the St. Louis region, and drive them to action.

With the joint goals of addressing a shortage of qualified truck drivers in the St. Louis region and the projected 40% growth in national freight volume over the next 30 years, Bi-State Development and the St. Louis Regional Freightway are connecting with the trucking industry within a two-state radius in specific geo-targeted cities.

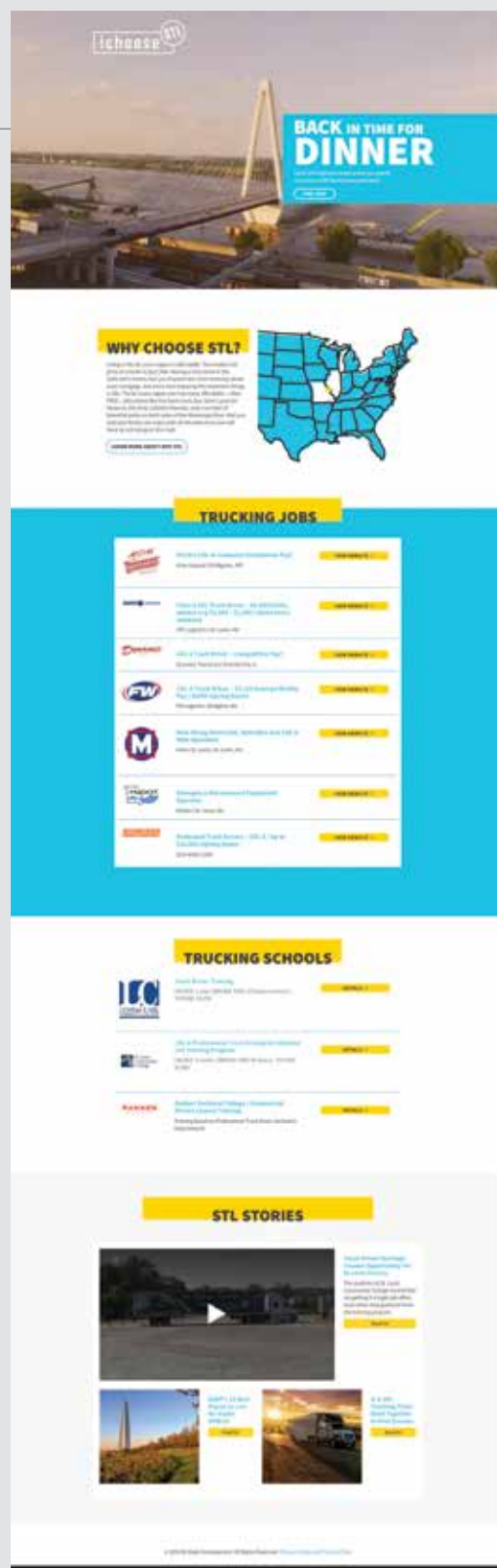
While the initial focus of the *I Choose STL* campaign was specific to the trucking industry, messaging has expanded to include the competitive advantages of the St. Louis region as a choice for workers in any industry as a place to live, work and play.

The campaign highlights several benefits, including:

- the competitively affordable cost of living
- free public and cultural institutions
- world-class educational opportunities
- low levels of traffic congestion
- world-renowned healthcare
- commitment to diversity
- industry-specific job postings

The *I Choose STL* initiative includes a microsite, career opportunities, partnerships with truck driving schools and training centers, and a strategic partnership with St. Louis Community College. Because the trucker shortage is an issue at both the state and national level, Bi-State Development and The Freightway are working to generate earned media at the national level for their outreach efforts, as well as create connections with industry associations and trucking companies.

The *I Choose STL* initiative is the first of a number of planned industry-specific outreach initiatives addressing both worker shortages and attracting new residents to the St. Louis region.



LEADERS IN BIKE SHARE

From a transit perspective, the last mile is sometimes the hardest. This was a lesson learned by Liza Farr, Associate Project Manager of Economic Development at Bi-State Development, when she led a team to bring dockless bike sharing to St. Louis over the course of several years. The genesis of bike share in St. Louis was a 2014 feasibility and implementation strategy study. Three years later, Bi-State Development formed the Bike Share Working Group to refine the original plan and find a path to implementation.

In addition to pursuing funding opportunities, the Bike Share Working Group developed a strategy that focused on social equity, to ensure that any program would have a percentage of bikes accessible in “social equity and inclusion target neighborhoods.” These neighborhoods may have otherwise been left out of the bike share conversation.

These efforts by the Bike Share Working Group were eventually transitioned to the City of St. Louis, who introduced the first bike share programs in the region in early 2018.



Bi-State Development gained attention for its leadership in bike share and scooter share, including at the National Association of City Transportation Officials and the National Bike Share Conference. Liza

Farr is a frequent presenter at conferences about inclusive municipal bike share permit development, implementing bike share programs, and how to measure success.





