

Notice of Meeting and Agenda

**Bi-State Development
Business Services & Economic Development Committee
Friday, March 11, 2016, 8:00 a.m.**

**Headquarters - Board Room, 6th Floor
211 N. Broadway, Suite 650 - St. Louis, Missouri 63102**

This location is accessible to persons with disabilities. Individuals with disabilities needing information or communication accommodations should call Bi-State Development at (314) 982-1400; for TTY access, call Relay 711. Sign language interpreter services or other accommodations for persons with hearing or speech disabilities will be arranged if a request for such service is made at least two days in advance of the meeting. Large print material, Braille material or other formats will also be provided upon request.

| Agenda | Disposition | Presentation |
|--|-------------|--------------|
| 1. Call to Order | Approval | Chair Holman |
| 2. Roll Call | Quorum | K. Nichols |
| 3. Public Comment | Information | Chair Holman |
| 4. Business Services & Economic Development Committee Open Session Minutes: October 16, 2015 | Approval | Chair Holman |
| 5. Update on the CityArchRiver Project and the National Park Services 100th Anniversary | Information | J. Nixon |
| 6. Update on Freight District | Information | M. Lamie |
| 7. Unscheduled Business | Information | Chair Holman |
| 8. Call of Dates for Future Committee Meetings | Information | K. Nichols |
| 9. Executive Session | Approval | Chair Holman |
| <i>If such action is approved by a majority vote of The Bi-State Development Agency's Board of Commissioners who constitute a quorum, the Board may go into closed session to discuss legal, confidential, or privileged matters under §610.021(1), RSMo; leasing, purchase or sale of real estate under §610.021(2); personnel actions under §610.021(3); discussions regarding negotiations with employee groups under §610.021(9); sealed bids, proposals and documents related to negotiated contracts under §610.021(12); personnel records or applications</i> | | |

| Agenda | Disposition | Presentation |
|---|-------------|--------------|
| <i>under §610.021(13); records which are otherwise protected from disclosure by law under §610.021(14); records relating to hotlines established for reporting abuse and wrongdoing under §610.021(16); or confidential or privileged communications with the District's auditor, including auditor work products under §610.021(17).</i> | | |

Note: Public comment may be made at the written request of a member of the public specifying the topic(s) to be addressed and provided to the Agency's information officer at least 48 hours prior to the meeting.

Open Session Item

4

**BI-STATE DEVELOPMENT
BUSINESS SERVICES & ECONOMIC DEVELOPMENT COMMITTEE
OPEN SESSION MINUTES
OCTOBER 16, 2015**

Committee Members in Attendance

Missouri

Aliah Holman, Chair
Vincent Schoemehl (absent)

Illinois

Michael Buehlhorn
Irma Golliday (absent)
Tadas Kicielinski (absent)

Other Commissioners in Attendance

Kelley Farrell

Staff in Attendance

John Nations, President & CEO
Barbara Enneking, General Counsel/Deputy Secretary
Shirley Bryant, Certified Paralegal
Jenny Nixon, Senior Vice President, Business Enterprises
John Langa, Vice President, Economic Development
Jeff Braun, Director, Real Estate
Kyra Nichols, Administrative Assistant
Barbara Georgeff, Executive Assistant to the President & CEO
Lindsey Erb, Marketing Specialist
Larry Jackson, Vice President, Procurement, Inventory Management & Supplier Diversity
Patti Beck, Director, Communications
Kathy Klevorn, Senior Vice President, Chief Financial Officer
Thomas Dunn, Director, Gateway Arch Riverboats
Chance Baragary, Project Manager II – Engineering
Jim Cali, Director, Internal Audit
Erick Dahl, Director St. Louis Downtown Airport
Tammy Fulbright, Director Treasury Services
Brenda Krieger, Sr. Administrative Assistant
Kent Swagler, Director, Corporate Compliance and Ethics
Darcy Bates, Sr. Administrative Assistant
Sarah Clarke, Director Gateway Arch Operations
Michael Gibbs, Accountant-Business Services
Reginald Cavitt, ATU 788
Jerry Vallyely, External Communications Manager

Others in Attendance

Jeffrey LeMunyon, Principal, Linwood Capital, LLC

1. Call to Order

8:00 a.m. Chair Holman called the Open Session Business Services & Economic Development Committee Meeting to order at 8:00 a.m.

2. **Roll Call**
8:00 a.m. Roll call was taken.
3. **Public Comment**
8:00 a.m. There was no public comment.
4. **Minutes of Prior Open Session Business Services and Economic Development Committee Meeting**
8:01 a.m. The March 20, 2015, Open Session Business Services and Economic Development Committee Meeting minutes were provided in the Committee packet. A motion to approve the minutes was made by Commissioner Buehlhorn and seconded by Chair Holman. **Motion passed unanimously.**
5. **Fuel Hedging Program Statement of Policy and Strategy**
8:05 a.m. The briefing paper and PowerPoint presentation regarding the Fuel Hedging Program Statement of Policy and Strategy were provided in the Committee packet. Kathy Klevorn, Sr. Vice President & CFO, and Jeffrey LeMunyon, Principal, Linwood Capital, LLC ("**Linwood**") provided a brief overview. Bi-State Development (**BSD**) uses commodities that have the capability of high price volatility such as diesel, electricity and natural gas in the practice of its businesses. In an effort to decrease cost volatility, BSD uses hedging techniques to: 1) increase the likelihood that the actual net cost would remain below the budgeted cost; 2) increase the certainty of future cost; 3) attain a lower overall cost in the long-term; and 4) manage year-over-year changes in fuel and electricity cost. Certain goals will be accomplished by Linwood executing the appropriate transactions at the right times to create the desired effect within the constraints of the policy. The current oversupply of oil of 1.5 to 3 million barrels per day is causing an imbalance that is forecasted to continue through 2016. U. S. Inventories are down slightly and the inventory overhang will keep prices relatively low. Domestic production has declined since June. The dollar index has stabilized and a strong dollar puts downward pressure on prices. Sharp rig count decline has ended, and that is expected to lower U.S. production. Prices have continued to move lower over the past three months. These economic conditions created a downward price pressure for spot and forward prices. With current conditions, BSD can lock in the cost of diesel fuel for FY17 and FY18 at approximately \$1.88, which is lower than all fiscal year average prices from FY06 through FY15. Mr. LeMunyon recommends that BSD's current practice of hedging up to 18 months at approximately 70% of its fuel purchases be increased to 36 months, and approximately 95% of its fuel purchases, if conditions are appropriate. This report was informational only and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.
6. **Revision to Board Policy, Chapter 30, Section 30.070, Hedging**
8:25 a.m. The briefing paper regarding the revision to *Board Policy, Chapter 30, Section 30.070, Hedging* was provided in the Committee packet. Kathy Klevorn, Sr. Vice President & CFO, provided a brief overview. Bi-State Development (BSD) uses commodities such as diesel, electricity, and natural gas in the practice of its businesses. BSD manages financial risks attributed to the price variability of diesel, electricity and natural gas usage through the use of hedging techniques. This Board Policy outlines how the Agency manages those risks, what techniques would be employed, and the general guidelines to be followed. However, this Board Policy has not been updated since 2001, and after reviewing the current policy it was determined that the language related to financial hedge transactions should be refined to provide greater clarity and that the members of the Hedging Committee should be revised.

John Nations, President & CEO, requested that the Committee approve the policy revision and refer to the full Board for approval at the November 20, 2015 meeting, without the necessity to hold over for an

additional 30 days in accordance with Board Policy provisions. A motion for the Committee to approve and refer to the Board for approval the revised *Board Policy, Chapter 30, Section 30.070 Hedging* and that the Chairman waive the thirty (30) day hold to provide for immediate approval at the November 20, 2015 Board meeting was made by Commissioner Farrell and seconded by Commissioner Buehlhorn. **Motion passed unanimously.**

7. Contract Modification: Jefferson National Expansion Memorial Motor-Generator Sets Replacement – Additional Design by Maida Engineering

8:28 a.m. The briefing paper regarding the Contract Modification for the Jefferson National Expansion Memorial Motor-Generator Sets Replacement – Additional Design by Maida Engineering, Inc. (**Maida**) was provided in the Committee packet. Chance Baragary, Manager Gateway Arch Construction, provided a brief overview. The Arch Transportation System (**ATS**) uses motor-generated (**MG**) sets that consist of alternating current motors and direct current (**DC**) generators to power the DC hoist motors for the north and south trams. This technology has been outdated since the 1980's, and is now being replaced with variable frequency drive (**VFD**) systems. The Board approved a sole source contract with Maida on March 22, 2013, for an amount not to exceed \$615,000 for the design and engineering services to complete the bid documents for the MG set replacement. This contract award covered the first three envisioned phases, Preliminary Design, Bid Documents, and Bid Phase Services. On April 24, 2015, the Board approved a sole source contract not to exceed \$430,000 to Maida for additional services leading into and through construction that covered the Construction Design (**CD**) and Services During Construction (**SDC**) phases. A joint decision was made near the end of the design process between Bi-State Development (**BSD**), the National Park Service (**NPS**) and Maida to shift the System Integration (**SI**) responsibilities to the construction contractor. Maida was retained under a separate contract to serve in a systems integration support role as needed throughout construction, representing BSD in technical review matters associated with the contractor's SI work, with the primary responsibility belonging to the contractor. In order to complete the originally intended base design and produce quality bid documents for construction, it was necessary for Maida to undertake efforts that were beyond the original contract scope. The additional efforts included the development of functional specifications and field work to confirm existing conditions. Additionally, the decision to shift the SI responsibilities to the contractor introduced a design component not covered by the original contract. The completion of all construction and replacement of the MG sets was expected to be completed in January/February 2016. Primarily because of the tight construction schedule, only one bid was received at the June 30, 2015 bid opening, and that single bid exceeded the project budget. As a result, the timeline was adjusted to include the tram outage from December 2016 through February 2017 to allow for completion of work. A motion for the Committee to approve and refer to the Board for approval a modification of the current Maida contract to include the additional efforts necessary to complete the design for the replacement of the Arch Transportation system's motor generator sets with variable frequency drives in an amount not to exceed \$166,550, bringing the total authorized amount of the contract with Maida to \$1,211,550 was made by Commissioner Buehlhorn and seconded by Commissioner Farrell. **Motion passed unanimously.**

8. Freight District Overview

8:02 a.m. The briefing paper regarding the Freight District Overview was provided in the Committee packet. Mary Lamie, Executive Director, Freight District, provided a brief update. The Freight District (the "**District**") was established as a result of the 2013 East-West Gateway St. Louis Regional Freight Study, and the September 2014 selection of BSD by East-West Gateway to be the District. The District's mission is to accelerate regional economic growth by coordinating public and private efforts, optimizing regional multimodal investment portfolio, and marketing the region's multimodal opportunities. The District has a commitment from East West Gateway and the Leadership Council of Southwestern Illinois for annual contributions that are currently being collected for calendar year 2015. The District's Working

Group, which consists of leaders from Missouri and Illinois, will meet on October 23, 2015, to present recommendations for the Board of Directors, a transition plan, the District's name, logo, tagline, and strategic map that includes the District's vision, goals, and objectives. The strategic map also includes the framework for the District's needs analysis, freight development, and marketing plan. AEGIS, was hired as a sole source consultant to put together the organizational structure. Since July, the District has participated in public and private sector meetings with freight industry leaders. The District's website is expected to be launched in January 2016. This report is informational only, and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

9. Update on Economic Development Projects

9:40 a.m. The briefing paper regarding the Update on Economic Development Projects was provided in the Committee packet. The Annual Business Plan Brief - FY2016 and a PowerPoint presentation on selected Representative Project Discussions were distributed at the meeting, as it was inadvertently left out of the Committee packet. John Langa, Vice President, Economic Development, provided a brief overview. The Economic Development Department (EDD) projects have grown from nine (9) in FY12 to twenty-three (23) in FY15 and currently to twenty-one in FY16. Notable recent projects include: 1) the creation of the Bi-State Research Institute; 2) the Freight District; 3) the completion, build-out, and move to the new Bi-State Development (BSD) headquarters; 4) the renegotiation of the agreement at the Brentwood Meridian Garage; 5) the administration of the St. Ann Transportation Development District (TDD) capital projects; 6) writing the proposal for the Leadership Council for the Southwestern Illinois Site Committee for freight study in support of \$180,000 IDOT grant; and 7) the disposition of \$460,000 of surplus BSD property holdings. Moving forward through 2015 and 2016 key projects will include: 1) completing the sale of the former BSD headquarters building; 2) getting the St. Ann TDD projects underway; 3) gaining a grant with a possible 2015 award from the Missouri Foundation of Health for adaptive reuse of portions of the MetroLink parking lots to house on-site community medical services; 4) Transit Oriented Development (TOD) projects at North Hanley, UMSL, and the St. Charles Rock Road MetroLink Stations; 5) finding alternate funding sources for the North County Transit Center; and 6) the Real Estate Department's continued support to BSD's Engineering and Legal Departments.

Chair Holman stated that she was recently made aware of a program in another city that involved converting old buses into homeless cleaning stations and asked Mr. Langa to look into the possibility of BSD participating in such a program. This report was informational only, and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

10. Update on Downtown Airport Capital Projects Priority

9:49 a.m. A PowerPoint presentation regarding the Downtown Airport Capital Projects Priority was provided in the Committee packet. Erick Dahl, Director St. Louis Downtown Airport, provided a brief update. The two primary projects discussed were the replacement of the Taxiway Bravo and the construction of the Engine Run-Up and Compass Rose Facility. The Taxiway project's primary goal is to meet Federal Regulations and to make changes to fillet design to allow for larger commercial aircraft. After reconstruction the Taxiway will accommodate all aircraft up to 757 – 300s (excluding 747s). There are approximately 500 engine run-ups each year and that number is expected to grow. A facility is needed to ensure the longevity and success of Jet Aviation and all maintenance operators at the Airport. Varying designs and locations are currently under consideration. There are forty-seven (47) projects planned from 2015 to 2031, totaling \$36 million in funding, which includes \$6 million local funds and \$381,119 per year in local funds. Some projects will not be funded depending on the availability of funds, and the priority of the projects. The Capital Improvement Plan (the "Plan") includes large and small infrastructure improvements; road improvements and replacements; equipment replacement or purchase; and hangar replacement. Project funding comes from Federal Entitlements (\$150,000 per year),

Federal Discretionary, State Apportionment (5% of an AIP Project), State Discretionary (\$9 million for entire state annually), Local Funding (5% of an AIP Project and 100% of non AIP Projects). Primary airports with 10,000 enplaned passengers annually receive \$1 million per year in entitlements. To become primary, the St. Louis Downtown Airport must increase charter operations and move helicopter passengers to Airport passengers. The Airport is actively looking for new areas to develop and there are three current concepts being designed with Requests for Proposals being written. There are seven (7) areas at the Airport that have no aeronautical value which could benefit the Airport if developed, most as Self-Storage Facilities. The annual revenue from these storage facilities would be determined by the Requests for Proposals. This report was informational only, and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

11. Update on CityArchRiver Project

9:01 a.m. The PowerPoint presentation regarding the CityArchRiver Project Update was provided in the Committee package. Jenny Nixon, Sr. Vice President Business Enterprises, provided an overview. The presentation highlighted the 50th Anniversary Celebration of the Gateway Arch that is scheduled for Wednesday, October 28, 2015. The celebration will include: 1) lighting of the Arch in gold on the 27th; 2) broadcast of the TODAY Show Live from the Arch; 3) spelling out "50" on the Old Courthouse stairs; 4) flag raising on the Luther Ely Smith Square; 5) Scott Air Force Base Band; 6) Anniversary Flags flying throughout the community; and 7) free cupcakes and giveaways for visitors. The Luther Ely Smith Square and the park over the highway are expected to open Friday, October 30, 2015. Discussions continued regarding the Entrance Portal installation with an expected completion date of November 26, 2015. Renovation completion of the Leonor K. Sullivan Boulevard is expected to be completed by January 2017. Ms. Nixon also discussed the new exhibits in the north and south load zones; the new accessible pathways and new landscaping on both the north and south Arch grounds; as well as the motor generator set replacement. Kiener Plaza's renovation is expected to be completed by Spring 2017, and the Museum and Visitor Center in Summer 2017. This report was informational only, and no Committee action was required. A copy of the report will be kept at the office of the Deputy Secretary.

12. Unscheduled Business

9:10 a.m. There was no unscheduled business.


13. Call of Dates for Future Committee Meetings

9:10 a.m. The next Operations Committee meeting is scheduled for Tuesday, October 20, 2015, at 8:00 a.m.; the next Audit Committee meeting is scheduled for Friday, October 23, 2015, at 8:00 a.m.; and the next Board meeting is scheduled for Friday, November 20, 2015, at 8:00 a.m.

14. Executive Session - If such action is approved by a majority vote of the Bi-State Development's Board of Commissioners who constitute a quorum, the Board may go into closed session to discuss legal, confidential, or privileged matters under §610.021(1); RSMo; leasing, purchase or sale of real estate under §610.021(2); personnel actions under §610.021(3); discussions regarding negotiations with employee groups under §610.021(9); sealed bids, proposals and documents related to negotiated contracts under §610.021(12); personnel records or applications under §610.021(13); records which are otherwise protected from disclosure by law under §610.021(14); records relating to hotlines established for report abuse and wrongdoing under §610.021(16); or confidential or privileged communications with the District's auditor, including auditor work products under §610.021(17).

9:10 a.m. Pursuant to the requirements of Section 610.021(1), 610.021(2) of the Revised Statutes of Missouri, Chair Holman requested a motion to allow the Board to go into closed session. A motion to go into Executive Session was made by Commissioner Buehlhorn and seconded by Commissioner Farrell. A

roll call vote was taken, and the Commissioners present, Holman, Buehlhorn, and Farrell voted to approve this agenda item. **Motion passed unanimously and the Open Session meeting was adjourned.**


Deputy Secretary to the Board of Commissioners
Bi-State Development

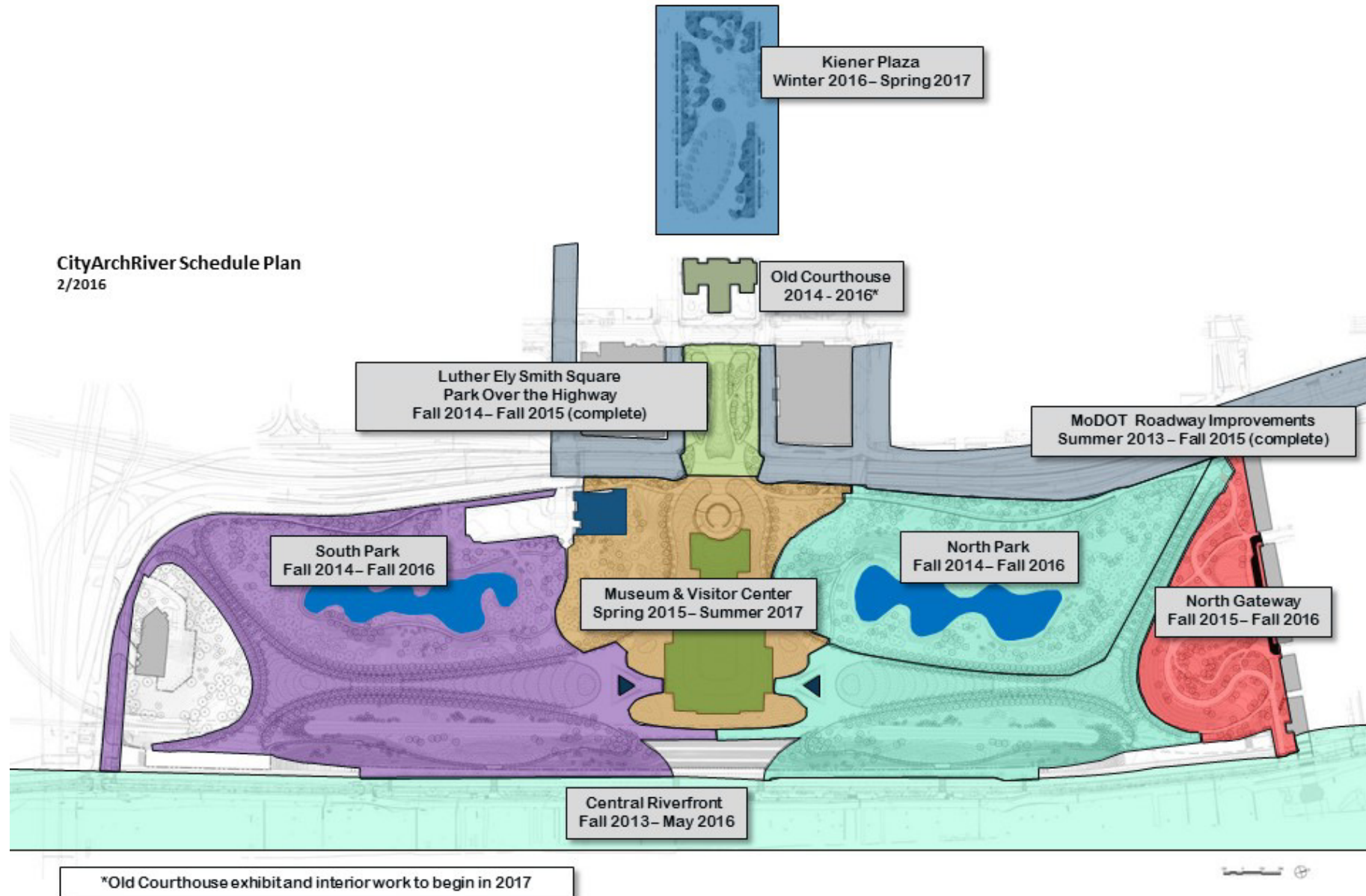
Open Session Item

5



Update on the CityArchRiver Project
and the NPS 100th Anniversary
March 11, 2016

Update on CityArchRiver Project





Entrance Portal Installation

MP32071

PAINT PANEL
TO MATCH
PMS 3125C;
PAINT WHITE
STRIPE MP32071

PAINT ALL
EXPOSED
STRUCTURE,
PANELING,
AND HARDWARE
MP46017

PAINT BOLLARDS
TO MATCH
EXISTING

- Installation Spring 2016
- Visitor-oriented entrance portal for clear direction to the Arch
- Contracted by BSD and funded \$66K from JNEM Beneficial Fund



Luther Ely Smith Square

- Completed October 28, 2015
- Renovation includes new landscaping, lighting, seating and bike racks
- \$11M Project was financed by MODOT, TIGER grant and CAR Foundation





Leonor K. Sullivan Blvd.

Central Riverfront Renovations

- Grand Opening, Thursday, June 2, 2016
- Renovations from Chouteau Ave. to Biddle St., including a new, raised street, biking and walking paths, lighting, seating and bike racks
- \$33M project was financed by TIGER grant, GRG, BSD/NPS Transit in Parks Grant, FHWA grant
- \$110K Gangway Arch Riverboats Gangway Adaptor funded by BSD



South Grounds and North Grounds

- Completed Fall 2016
- New accessible pathways and new landscaping
- \$44M Project was financed by CAR Foundation and Great Rivers Greenway





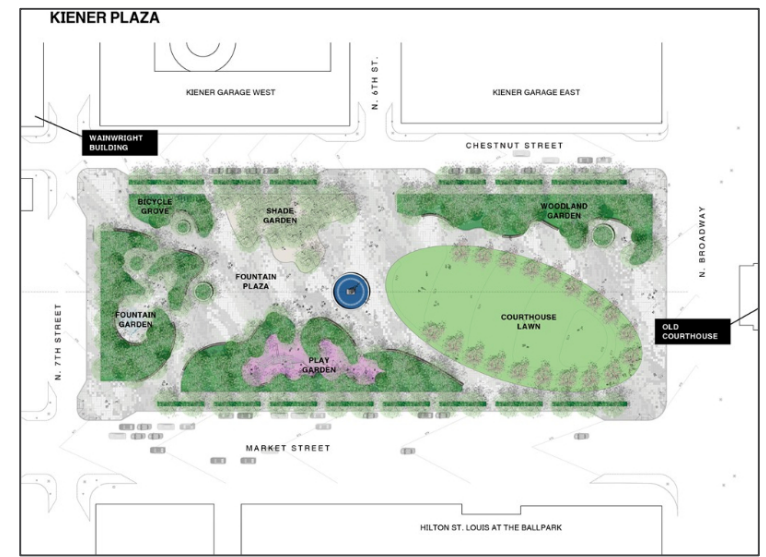
North Gateway

- Completed Fall 2016
- Replaces Arch Parking Garage on north end of park
- Elevated Walkway
- Explorer's Garden
- New accessible pathways and new landscaping
- \$17.5M Project was financed by CAR Foundation and Great Rivers Greenway



Kiener Plaza

- Completed Spring 2017
- Renovation includes new landscaping, lighting, seating and bike racks
- Removes amphitheater
- Market Street median removed
- Retains Name
- Retains Runner Statue
- \$25.7M Project was financed by CAR Foundation and Great Rivers Greenway



Visitor Center West Entrance



- Complete Summer 2017
- New ticketing center
- Expanded space and mezzanine
- \$159.3 M Funded by CAR Foundation and Great Rivers Greenway
- \$2.86M bonded by BSD for new roof



New Museum and Exhibits

- Complete Summer 2017
- Six New Galleries
- Dream Wall
- Interactive Exhibits
- \$13M Funded by CAR Foundation



Point of Sale Screen

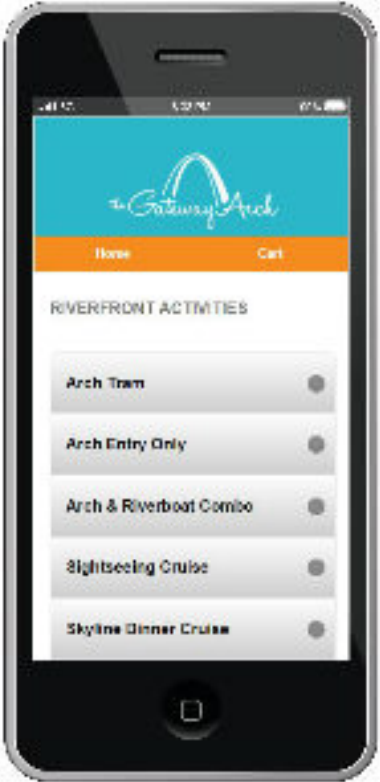
| Item No | Qty | Description | Price | Amount | Subtotal | Tax | Total | Tendered | Change | Total |
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| | | | | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | 0.00 | | | | | |

2315 Darcy Arch Activities 02/23/16 10:49 AM

| | | | | | | |
|------------|-----------|----------|--------------------------|--------------------|---|---------|
| Arch Entry | Tram | Sightsee | Capt Combo | Ticket Lookup | 1 | LOGOFF |
| Adult | Adult | Adult | Captains Combo Adult | Transaction Lookup | 2 | RECEIPT |
| Child | Child | Child | Captains Combo Child | Ticket Exchange | 3 | |
| Park Pass | Park Pass | Infant | Captains Combo Park Pass | Apply Discount | 4 | CASHOUT |
| | | | | Order Entry | 5 | |
| | | | | Suspend Shift | 6 | SCAN |
| | | | | CANCEL | 7 | |
| | | | | | 8 | |
| | | | | | 9 | MENU 2 |

TAX Devices JNL

Mobile Web Store





New Ticketing System

Galaxy by Gateway Ticketing Systems

- Going live March 2016
- User-friendly point of sale interface for quick transaction times
- Access control utilizing barcode scanners for tram tour entry and riverboat boarding
- Improved web store and new mobile store
- Print-at-home tickets for online reservations
- Same day online sales – a first for the Park
- Flexible upsell module & unlimited reporting options
- Ability to compare tickets sold vs. used
- \$325K funded by BSD from the JNEM Beneficial Fund

Mobile & Print-at-home Tickets





030060150700000071

the Gateway Arch

North Tram
2/12/2016
Ticket Time:4:00 PM

Price: \$13.00
Order Number: 20160212-617


030060150700000071

JOURNEY TO THE TOP | RIVERBOAT CRUISES | OLD COURTHOUSE | NPS EDUCATIONAL PROGRAMS | DOCUMENTARY MOVIE | SHOPPING | ARCH VIEW CAFE



Motor-Generator Sets

- Complete February, 2017
- Technological upgrade to current system
- \$7.7M funded from BSD bond proceeds and JNEM Beneficial Fund



Load Zone Exhibits

- Installed by March 2017
- New Experience for Visitors
- Updated exhibits with Mid-Century theme in North and South Load Zones
- \$4.165M funded by BSD from JNEM Beneficial Fund



CityArchRiver Project Impact on BSD Operations



Key Performance Indicators | Gateway Arch

| Fiscal Year | 2013 | 2014 | 2015 | 2016 | | | 2017 |
|--------------------------------|----------|----------|-----------------------|------------------------|------------------------|----------------------------|----------------------------------|
| | | | | Actual (July - Dec) | Budget (Jan - June) | Projected (July - June) | |
| Operating Revenue Budgeted | \$5.5M | \$5.7M | \$5.5M | \$2.8M | \$3.2M | \$6.0M | \$7.6M |
| Operating Revenue Actual | \$5.8M | \$5.7M | \$5.3M | \$2.8M | \$3.2M | \$6.0M | - |
| Operating Expenses Actual | (\$3.8M) | (\$3.8M) | (\$3.8M) | (\$1.9M) | (\$2.3M) | (\$4.2M) | - |
| Operating Income (loss) Actual | \$2.0M | \$1.9M | \$1.5M | \$982K | \$900K | \$1.8M | \$2.4M * |
| Notes | | | MWE closed Feb '15 | Closed Jan & Feb '16 | | | Closed Dec '16, Jan & Feb '17 |



View from inside the former Museum



Aerial view from the Top

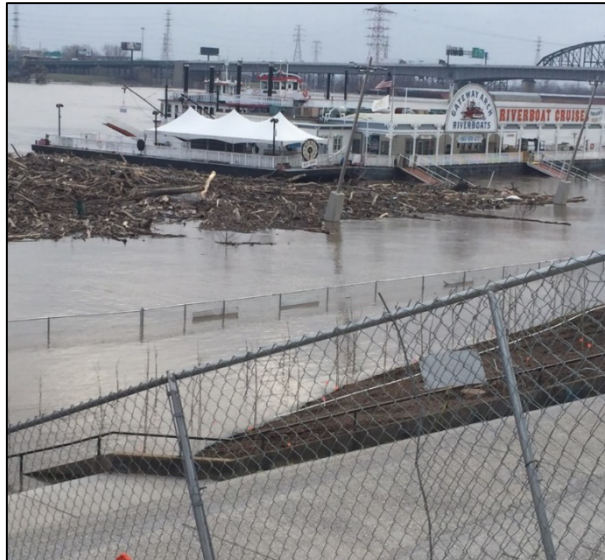


View from the North Gateway

*Budgeted

Key Performance Indicators | Riverfront Attractions

| Fiscal Year | 2013 | 2014 | 2015 | 2016 | | | 2017 |
|--------------------------------|----------|----------|----------|------------------------|------------------------|----------------------------|-----------|
| | | | | Actual (July - Dec) | Budget (Jan - June) | Projected (July - June) | |
| Operating Revenue Budgeted | \$2.4M | \$2.5M | \$1.6M | \$1.7M | \$730K | \$2.4M | \$2.7M |
| Operating Revenue Actual | \$2.2M | \$2.4M | \$1.7M | \$953K | \$730K | \$1.7M | - |
| Operating Expenses Actual | (\$2.3M) | (\$2.4M) | (\$2.1M) | (\$1.1M) | (\$1.1M) | (\$2.2M) | - |
| Operating Income (loss) Actual | (\$102K) | \$33K | (\$386K) | (\$99K) | (\$370K) | (\$469K) | \$96K *** |
| Flood Days | 33 | 18 | 58 * | 31 ** | 18 | 49 | |



* During construction, flood stage was lowered to 21' which is 9 feet lower than the official 30' flood stage at the St. Louis Riverfront.

** BSD has applied for FEMA funds designated for December 2015 flood.

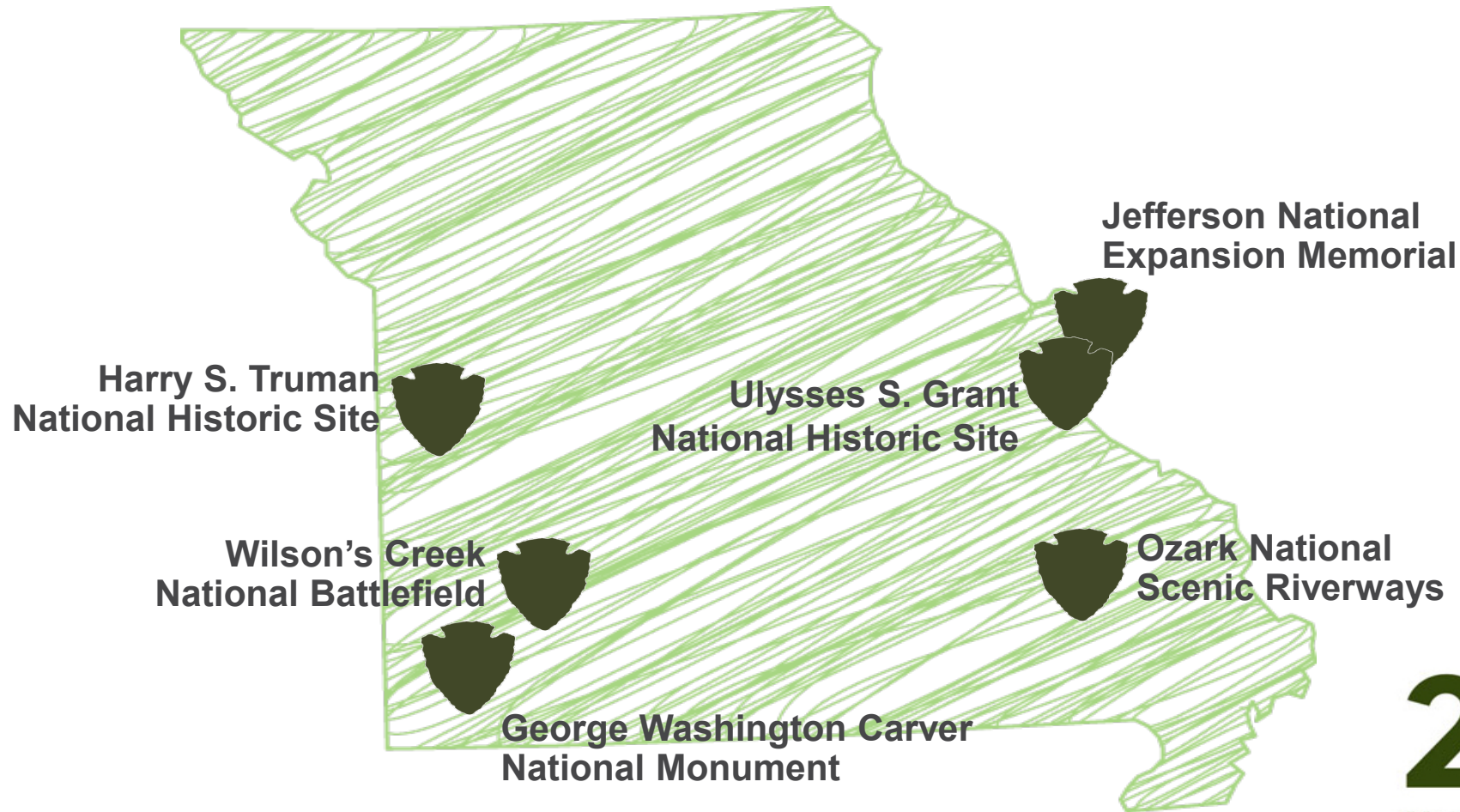
*** Budgeted

Goals for the NPS 100th Anniversary

- Invite a new generation of visitors to reconnect with the Gateway Arch, the other National Parks within Missouri and the nationwide network
- Support Urban Parks Initiative through communicating more effectively to audiences that have traditionally been underserved by the National Park Service
- Leverage the 100th on a statewide level to generate energy and excitement around CityArchRiver transformation as it continues to introduce more progress in the community



Celebrate Missouri's Six National Parks





St. Louis Birthday Party Event

Thursday, August 25

- Picnic in Luther Ely Smith Square
 - Tie-in with downtown restaurants or food trucks
 - Celebratory cupcakes
- Kids singing NPS Centennial anthem
- New Orleans Jazz Centennial Band (TBD)





NPS Superintendent's Day

Saturday, August 27

- Superintendents from all six NPS Sites
- Lunch
- Walking Tour of downtown St. Louis and construction site
- Cardinals baseball game
- New Orleans Jazz Centennial Band (TBD)
- Much more

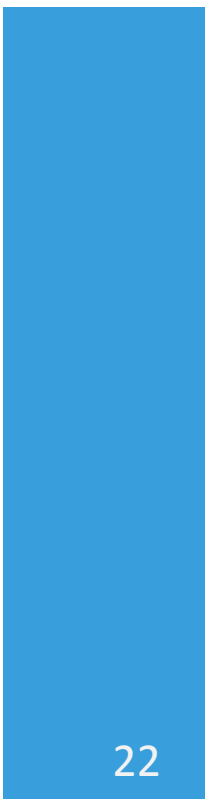
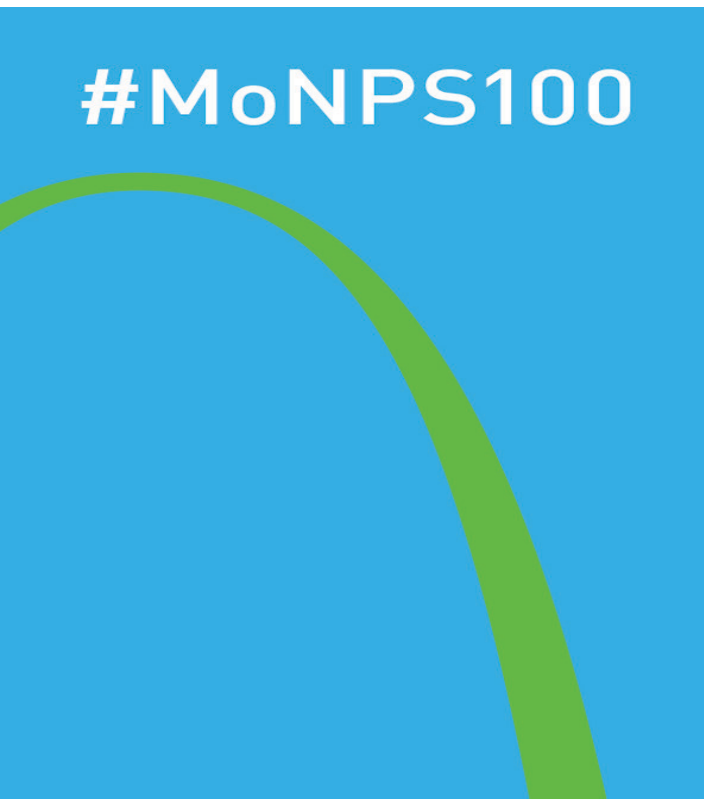


Missouri's 100th Anniversary Campaign Concept

100

YEARS
EXPERIENCES
REASONS 





Questions?



Open Session Item

6



ST LOUIS REGIONAL FREIGHTWAY

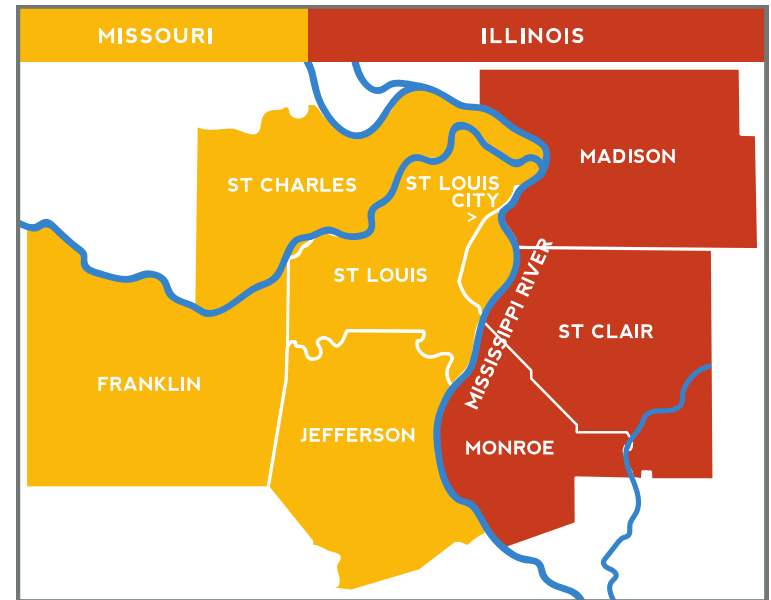
Your Gateway to the World

Mary C. Lamie, P.E.
EXECUTIVE DIRECTOR

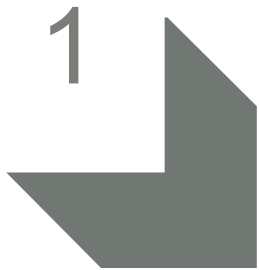
314.982.1562
McLamie@BiStateDev.org

BACKGROUND

- Business unit of Bi-State Development
- Launched in September 2014
- Executive Director in July 2015
- Support from both sides of the river



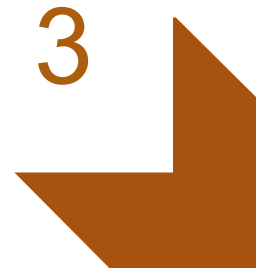
KEY STRENGTHS



Central to US
manufacturing



Home to
specialized
industries

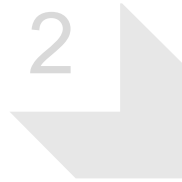
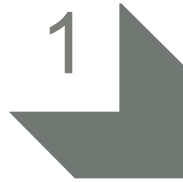


Range of
modal options



Strategic
location on the
Mississippi River

KEY STRENGTHS



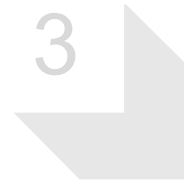
Central to US manufacturing

“...metropolitan areas attain a more central position within the national trade network based on their production or logistics specialties in particular commodities.”

This is the case for high-ranking St. Louis.

- from 'Mapping Freight'. Brookings Institution

KEY STRENGTHS



Home to specialized industries



KEY STRENGTHS

1

2

3

4

Range of modal options



4 highways with
national access



5 airports with
capacity



6 Class I
railroads



3rd largest
inland port



6 natural gas
& 9 refined
product
pipelines

KEY STRENGTHS



Strategic location on the Mississippi

Northernmost
LOCK-FREE
port

Northernmost
ICE-FREE
port

7th largest
port for
DOMESTIC
TONNAGE

St. Louis Regional Freightway

Fall 2015

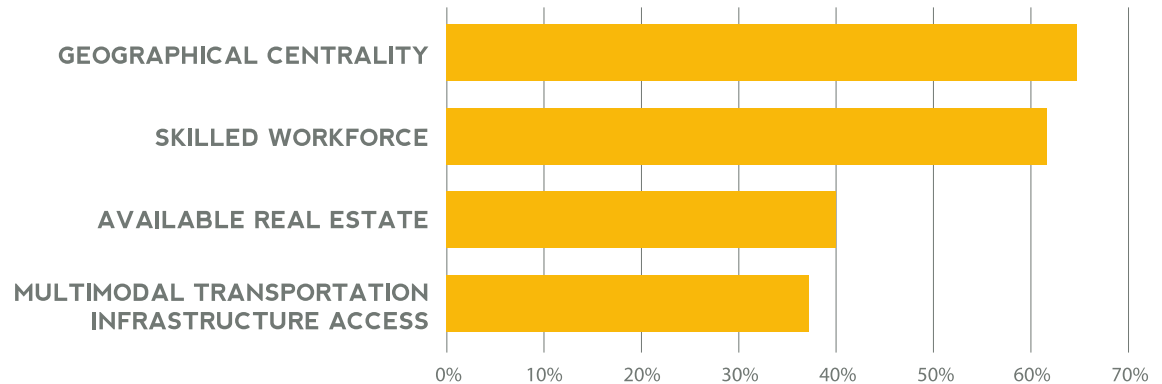
- MO\IL Congressional Delegation
- Real Estate Industry
- Barge Industry
- Six Class I Railroads

Winter 2016

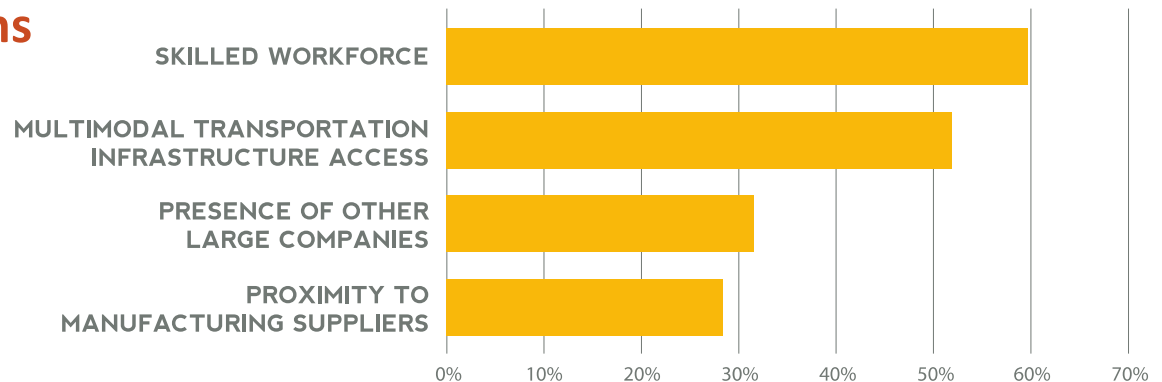
- Assistant to the US Sec of Transportation and FAST Act staff
- Trucking Industry – Truck driver workforce shortage

REAL ESTATE INDUSTRY WORKSHOP

Key Strengths



Under-Marketed Strengths



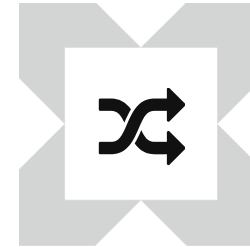
GOALS



Build on regional
successes



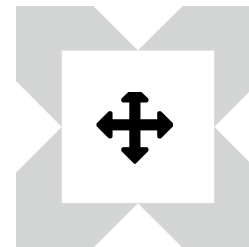
Promote industry
specialization



Strengthen
modal flexibility



Enable e-commerce
growth



Capitalize on Panama
Canal expansion

GOALS



Build on regional successes

Further understand why large manufacturers and distributors locate here

Focus and improve upon the freight-based factors

GOALS

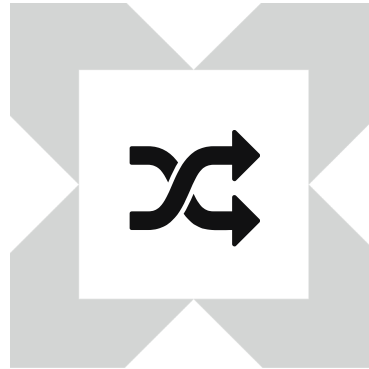


Promote industry specialization

Promote skilled workforce development

Facilitate supporting freight business development

GOALS



Strengthen modal flexibility

Improve intermodal connections

GOALS

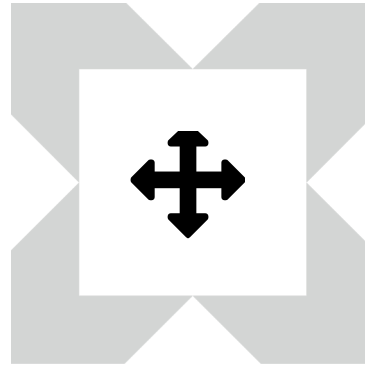


Enable e-commerce growth

Increase the efficiency of the regional freight network

Optimize the network for e-commerce

GOALS



Capitalize on Panama Canal expansion

Make St. Louis a key part of the emerging national freight network

Build strategic partnerships across the nation

St. Louis Regonal Freightway Alliance

Needs Analysis and Freight Development Committee

Terminal Rail Association - Chief Legal Officer Asim Raza

Marketing Committee

America's Central Port - Executive Director Dennis Wilmsmeyer

Policy Committee

MO Baptist University - Dean of Graduate Studies Ed Hillhouse

St. Louis Regional Freightway

Next Steps

- **Early April 2016** – Committees reconvene
 - Draft Needs Analysis/Freight Development Plan and Marketing Plan and Policy recommendations completed.
- **Spring 2016** – Freightway Transportation Summit
 - Keynote speaker – FAST ACT
 - Presentation of Draft Needs Analysis/Freight Development Plan and Marketing Plan and Policy Report to industry leaders.
 - Release website
- **Summer 2016**
 - Needs Analysis/Freight Development Plan and Marketing Plan and Policy Report finalized and released.
 - Meet with State and Congressional Delegation and National Industry Organizations for freight funding.
- **Fall 2016** - FAST Act Project could be announced
 - Committees reconvene – Progress Updates



THANK YOU.

Mary C. Lamie, P.E.
EXECUTIVE DIRECTOR

314.982.1562
McLamie@BiStateDev.org