

An aerial photograph of a city, likely St. Louis, showing a river and surrounding urban areas. A large blue semi-transparent rectangle is overlaid on the right side of the image, containing white text.

# LEADING PROGRESS

BI-STATE DEVELOPMENT AGENCY PARTNERS  
TO DRIVE REGIONAL SUCCESS.

**2014 STATE OF THE AGENCY REPORT**

SPECIAL INSERT TO THE ST. LOUIS BUSINESS JOURNAL



# Dear Friends,



Bi-State Development Agency continues to serve the region in dynamic and ever-changing ways. By leading progress, we make a real impact on the St. Louis Metropolitan area.

It's no coincidence that Development is our middle name. The Bi-State Development Agency was founded more than 60 years ago as an economic development organization to address and resolve regional problems. We are in the business of providing solutions to regional challenges in order to grow the area's economy and provide infrastructure through which economic development can occur. Today, we partner with area companies and institutions on both sides of the Mississippi River to make the St. Louis area attractive to businesses, residents and visitors.

Bi-State Development Agency gave the once shuttered Parks Airport new life and now, the St. Louis Downtown Airport, is the third busiest airport in Illinois. Our unique partnership with the National Park Service to operate and maintain the most visited monument west of the Liberty Bell enabled us to preserve the St. Louis riverfront. To complement the iconic Gateway Arch, we added family-oriented amenities like the riverboats, bike rentals and helicopter tours. What's more, our work provides visitors with a place to park and tram rides to the top of the Arch.

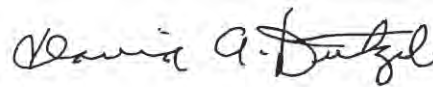
Businesses rely on Bi-State Development Agency's transit operation, Metro, to bring people to jobs. Of the people who ride transit, 75% use it for transportation to work. The medical community depends on convenient transportation to bring their employees to work and their patients to receive care. The St. Louis Cardinals organization is just one in the world of St. Louis sports and entertainment that relies on Metro to provide transportation not only to fans, but also to their staff.

Metro's world renowned transit system operates at a level of reliability and efficiency never seen before in the region, and has become a model for many around the country. Transit provides access to the area's public and private schools and institutions of higher learning. Many partner with Metro to help students with the cost of transportation. Washington University, for example, provides transit passes to all full-time students, faculty and staff.

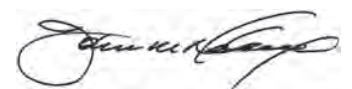
Developers also see the value in investing near permanent public transit locations. CORTEX planned its location with MetroLink service in mind, as did IKEA. NorthPark, home to Express Scripts and several other businesses, is an important development in North St. Louis County near the North Hanley MetroLink Station. Metro provides affordable and efficient access to where people work, live, learn, shop and play.

Bi-State Development Agency is uniquely positioned and empowered to solve regional challenges. We've done it for six decades and more exciting projects are underway.

Thank you for the opportunity to serve.



**David A. Dietzel**  
Chairman, Board  
of Commissioners



**John M. Nations**  
President and CEO

*“Today, we partner with area companies and institutions on both sides of the Mississippi River to make the St. Louis area attractive to businesses, residents and visitors.”*

## TOURISM ENTERPRISES

Bi-State Development Agency (BSDA) began working with the National Park Service even before the Gateway Arch was constructed and has recently extended its partnership to continue Gateway Arch-related operations for a minimum of 10 years. The agreement green-lights our Gateway Arch capital projects, including storm-water drainage, rehabilitation of tram load zones and exhibits, and replacement of the motor generator sets that operate the tram system. BSDA is also responsible for marketing the Gateway Arch Riverfront, which includes the Becky Thatcher and the Tom Sawyer Riverboats, bike rentals and helicopter tours, to regional and national tourism markets. Special projects to engage visitors include the Yoga Under the Arch program, Night at the Museum and River City Music Days.



2014 marks the 50th anniversary of the Gateway Arch Riverboats on the St. Louis Riverfront.

## METRO TRANSIT

Metro transit, which operates MetroBus, MetroLink and Metro Call-A-Ride, began providing bus service in 1963 and is recognized today as a national leader in safety, reliability and operational efficiency. Bi-State Development Agency (BSDA) has several projects underway to improve the system and to enhance the rider's experience.

Two transit centers, one in North County and one in downtown St. Louis, are scheduled to open in 2015. These centers will not only provide customer amenities, but will also provide better connections.

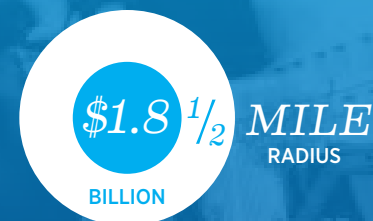
Bus Rapid Transit (BRT) corridors aimed at providing high-capacity transit to more communities in the region are being studied. They are the West Florissant - Natural Bridge BRT and the I-64 BRT. These corridors will focus on connecting people with major employment centers while reducing commute times.

Improving the customer experience is important. Installation is nearly completed on an automatic vehicle location system to provide real-time arrival information to customers, as well as Metro operations.

Another capital improvement involved the purchase of articulated buses, which will go into service on the Grand Line in June 2014.

Since 2011, \$1.8 billion in new public and private development has been built, planned or is under construction within a half-mile radius of MetroLink stations.

### COMMERCIAL DEVELOPMENT NEAR METROLINK STATIONS



## ST. LOUIS DOWNTOWN AIRPORT

Minutes from the Gateway Arch, St. Louis Downtown Airport is the third busiest airport in Illinois, after O'Hare and Midway in Chicago, and the second busiest in the St. Louis Metropolitan area. The airport and its surrounding business park supports 1,800 jobs and contributes an estimated \$584 million to the region. The 2012 expansion of the primary runway allows larger aircraft like the Boeing 757 and Airbus 320 to take off and land - generating new business.

Now home to 26 aviation-related businesses, a land use plan was created as the first phase of a 20-year master plan for future development of the surrounding industrial business park at the airport.

Bi-State Development Agency partners with Jet Aviation and Ideal Aviation to nurture the growing charter flight market. Sports charters alone served 4,000 passengers in 2013, up from 244 in 2012. Gateway Arch Helicopters also operate out of St. Louis Downtown Airport.



St. Louis Downtown Airport contributes an estimated \$584 million impact on the region.



# LEADING PROGRESS

Bi-State Development Agency (BSDA) leads progress by providing regional leadership, innovative thinking and true collaboration. Each day, the Agency focuses on strengthening our region by promoting economic development and planning for the future. Collaborating with others dedicated to regional progress, BSDA continues to move the region forward.

## BUILDING AND UPGRADING REGIONAL TRANSIT CENTERS

TWO NEW METRO TRANSIT CENTERS ARE SCHEDULED TO OPEN NEXT YEAR:

**THE CIVIC CENTER TRANSIT CENTER**, located at 14th & Spruce Streets is being expanded to accommodate 18 MetroBus bays, two Metro Call-A-Ride spaces and an area for 60-foot articulated buses. A new indoor climate-controlled waiting area with public restrooms and concessions will be constructed.

*Civic Center*  
TRANSIT CENTER

**THE NORTH COUNTY TRANSIT CENTER** will be located north of Interstate 270 on Pershall Road. A former auto dealership will be transformed into a transit center with an indoor passenger waiting area, public and operator restrooms, concessions and parking.

*North County*  
TRANSIT CENTER



**\$8.5**  
*million*

TO BE RAISED FOR ARCH UPGRADES

## NATIONAL PARK SERVICE PARTNERSHIP

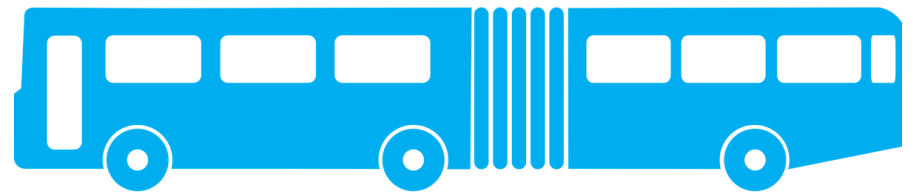
For more than 50 years, Bi-State Development Agency (BSDA) has successfully partnered with the National Park Service. This recently renewed partnership gives BSDA the ability to move forward with capital projects at the Gateway Arch such as raising an estimated \$8.5 million in bonds for the replacement of the Arch tram system motor generator sets and funding a portion of the new Visitor Center roof.

*“Bi-State Development Agency is uniquely positioned and empowered to solve regional challenges. We’ve done it for six decades and more exciting projects are underway.”*

– John M. Nations, President and CEO

## ARTICULATED BUSES FOR ADDED CAPACITY

To deliver on a promise to Move Transit Forward – Metro is incorporating higher-capacity buses to ease overcrowding on the region’s busiest route, the #70 Grand Line. Metro’s 60-foot articulated buses will offer nearly 25% more capacity. A federal grant paid for 80% of the cost to purchase 15 rebuilt articulated buses, which will go into service starting in June.



*Articulated buses have 25% more capacity*

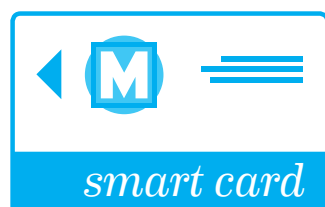
## EADS BRIDGE REHABILITATION PROJECT

Rehabilitation work on the historic Eads Bridge is moving forward. Crews have completed major tasks including removal of old paint and rust, priming the steel structure on the north side of the bridge, and repainting the bridge infrastructure, also on the north side. Later this year, work will move to the south side of the bridge.



## GETTING ONBOARD WITH SMART CARD

Metro is in the process of moving to a Smart Card compatible fare collection system that will make fare payment easier and more convenient for passengers. The Smart Cards will also allow Metro to collect important data that can be used in ongoing planning and scheduling efforts with the goal of improving the customer’s overall experience. Testing on the system will begin this summer.



## CityArchRiver 2015 PROJECT TO ENHANCE GATEWAY ARCH EXPERIENCE

Bi-State Development Agency is partnering with the National Park Service, CityArchRiver 2015, the City of St. Louis and other stakeholders to shape the future of the Gateway Arch Riverfront through its participation in the CityArchRiver 2015 project.





# PORTRAITS OF PROGRESS

Developing real solutions to regional challenges is a collective effort. By working with regional stakeholders, Bi-State Development Agency has established a reputation, locally and nationally, for driving progress with industry-leading efficiency and accountability.



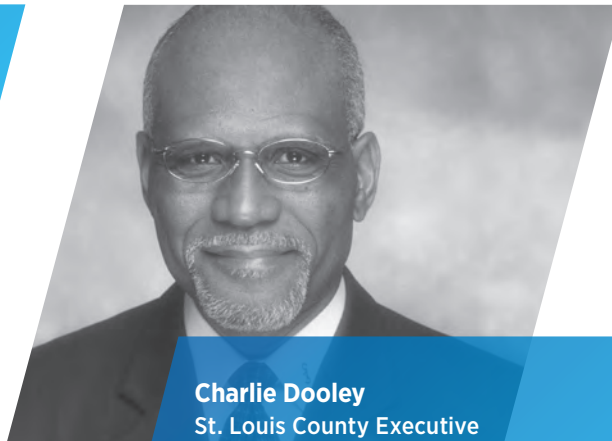
**Francis Slay**  
Mayor, City of St. Louis

*“The people who work at Bi-State Development Agency do a great job. They deserve our region’s congratulations.”*



**Tom George**  
Chancellor, University of Missouri St. Louis

*“UMSL’s ability to educate the region’s workforce is heavily dependent on public transportation, as literally thousands of our students access Metro daily.”*



**Charlie Dooley**  
St. Louis County Executive

*“As a region we have worked very hard to attract, retain and grow business. One of the key elements in our success has been our ability to efficiently get people to where the jobs and amenities are. Bi-State Development Agency is a huge economic development tool for us.”*



**Tom Bradley**  
Superintendent, Jefferson National Expansion Memorial

*“Ever since Bi-State Development Agency stepped up 50 years ago to finance, build and operate the Arch trams, they have continued to be a wonderful partner to the National Park Service and its millions of visitors.”*



**Mark Kern**  
Chairman, St. Clair County Board

*“Quality transportation is a hallmark of economic health and vitality. Metro is a critical partner in our pursuit of this goal.”*



**Sandra Cunningham**  
Call-A-Ride Customer

*“I’m legally blind, and had a liver transplant. I use Metro Call-A-Ride to get to my doctor appointments. They’re always on time for me. I don’t know what I’d do without them.”*



**Richard Sauget Jr.**  
Mayor, Village of Sauget

*“The recent growth at Bi-State Development Agency’s St. Louis Downtown Airport has been a quiet, but a very strong addition to the metro region.”*





**Kathleen "Kitty" Ratcliffe**  
President, St. Louis Convention & Visitors Commission

*“Thousands of leisure travelers and convention delegates rely on Metro each year to move about the St. Louis region connecting the airport, hotels, neighborhoods and world-class attractions.”*



**Chris Krehmeyer**  
President and CEO, Beyond Housing

*“Bi-State Development Agency helps drive our regional economy forward connecting people to jobs and entertainment. Transportation matters!”*



**Patrick Dolan**  
Executive Vice President,  
St. Louis Bridge Construction Co.

*“Bi-State Development Agency invests significant dollars to improve the infrastructure of their system, enhancing transportation in the Metro area.”*



**Dennis Lower**  
President and CEO, CORTEX

*“Our partnership with Bi-State Development Agency is critical for Cortex to successfully recruit a millennial workforce and European companies.”*



**Arlene Maminta Browne**  
Co-owner, Robust Wine Bar

*“Today, with the help of Bi-State Development Agency, The Mercantile Exchange is a bustling epi-center of our city’s life with conventions and tourism on the rise. Bi-State Development Agency has been a true catalyst for creating more jobs and growth to the entire region.”*



**Rodney Crim**  
President, St. Louis Economic Development Partnership

*“The Bi-State Development Agency is a good economic development partner. Thriving regions must have quality transit systems. Getting our talented workers to the businesses that need them is at the heart of growing the St. Louis economy.”*



**Constance Gully**  
Interim President and Executive Vice President, Business and Financial Affairs, Harris-Stowe State University

*“Bi-State Development Agency has long been a valued resource in our region. Our students benefit greatly from Metro access to our University. Without the Metro system in place, HSSU students would definitely be affected. The transit option allows us to be even more accessible for those pursuing a degree.”*

# FINANCIAL SNAPSHOT

The Bi-State Development Agency received a Certificate of Achievement for Excellence in Financial Reporting (CAFR) award from the Government Finance Officers Association of the United States and Canada (GFOA). This is the 18th consecutive year the Agency has received this award.



18 Consecutive Years

	METRO TRANSIT	ARCH TRAM SYSTEM	ARCH PARKING FACILITY	RIVERFRONT ATTRACTIONS	ST. LOUIS DOWNTOWN AIRPORT	EXECUTIVE SERVICES	TOTAL
For the Year Ended June 30, 2013							
<b>REVENUES</b>							
Passenger and service revenues	\$ 52,103,346	\$ 5,812,468	\$ 1,554,846	\$ 2,037,631	\$ 1,612,565	\$ —	\$ 63,120,856
Other operating revenue	7,714,198	28,766	77,017	167,018	208,253	3,939,994	12,135,246
Non-operating revenue							—
Local	181,825,289	—	—	—	500	—	181,825,789
State	3,784,589	—	—	—	—	—	3,784,589
Federal	19,282,927	—	—	—	—	—	19,282,927
Interest	5,538,658	20,217	1,434	10	333	2,558	5,563,210
Other	1,339,540	—	—	—	425,000	—	1,764,540
Total revenues	271,588,547	5,861,451	1,633,297	2,204,659	2,246,651	3,942,552	287,477,157
<b>EXPENSES</b>							
Wages and benefits	158,765,282	1,434,012	383,604	1,216,917	835,072	1,914,849	164,549,736
Services	28,637,959	809,970	540,328	198,954	20,875	596,484	30,804,570
Materials, supplies and fuel	37,199,651	254,952	26,931	512,675	150,251	19,919	38,164,379
Casualty and liability insurance	4,408,443	39,837	32,156	159,471	58,187	—	4,698,094
Administrative charges	2,600,000	635,334	164,398	—	91,058	—	3,490,790
Utilities, leases and general expense	9,423,546	634,945	90,253	218,214	195,476	190,801	10,753,235
Non-operating expenses	31,356,943	445,014	735,063	19,031	16,646	—	32,572,697
Depreciation and amortization	69,947,404	405,693	35,147	253,050	1,666,041	2,433	72,309,768
Total expenses	342,339,228	4,659,757	2,007,880	2,578,312	3,033,606	2,724,486	357,343,269
<b>INCOME (LOSS) BEFORE NET TRANSFERS</b>	(70,750,681)	1,201,694	(374,583)	(373,653)	(786,955)	1,218,066	(69,866,112)
Net transfers	36,805	1,179,384	(1,216,189)	—	—	—	—
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS</b>	(70,713,876)	2,381,078	(1,590,772)	(373,653)	(786,955)	1,218,066	(69,866,112)
Capital contributions	49,462,170	—	—	—	686,673	—	50,148,843
Change in net assets	(21,251,706)	2,381,078	(1,590,772)	(373,653)	(100,282)	1,218,066	(19,717,269)
Total net assets, beginning of the year	621,738,558	14,001,348	2,179,895	1,337,176	26,636,152	1,557,524	667,450,653
Total net assets, end of the year	\$600,486,852	\$16,382,426	\$ 589,123	\$ 963,523	\$26,535,870	\$ 2,775,590	\$647,733,384

For Bi-State Development Agency's official audited statements in GAAP format, please visit our web site - [www.metrostlouis.org](http://www.metrostlouis.org)

# BOARD OF COMMISSIONERS

Bi-State Development Agency's 10-member Board provides overall leadership and policy direction for the Agency, and is comprised of five members from Missouri and five from Illinois. In Missouri, members are selected by the Governor from recommendations by the Mayor of the City of St. Louis and

the St. Louis County Executive. In Illinois, the Chairmen of the County Board for both St. Clair and Madison counties appoint their representatives. Members of the Board serve 5-year terms without compensation and must be a resident voter of their state, as well as reside within the bi-state metropolitan region.



**DAVID DIETZEL**  
Board Chairman  
Madison County  
Illinois



**MICHAEL BUEHLHORN**  
Treasurer  
St. Clair County  
Illinois



**KEVIN CAHILL**  
Secretary  
St. Louis County  
Missouri



**FONZY COLEMAN**  
St. Clair County  
Illinois



**CONSTANCE GULLY**  
Vice Chair  
St. Louis County  
Missouri



**ALIAH HOLMAN**  
St. Louis City  
Missouri



**TADAS KICIELINSKI**  
Madison County  
Illinois



**VINCENT SCHOEMEHL JR.**  
St. Louis City  
Missouri



**HUGH SCOTT III**  
St. Louis County  
Missouri



**JEFFREY WATSON**  
St. Clair County  
Illinois