

# ONE VISION. ONE MISSION. ONE DIRECTION. *FORWARD.*

2016 REPORT TO THE REGION



## DEAR REGIONAL CITIZENS,

Welcome to 2016, a momentous time in the history of our region and in the history of Bi-State Development. Last year, the organization you had come to know as Metro returned to its previous name of Bi-State Development. We did so to clearly acknowledge our total mission to support the economic development of the St. Louis region for the benefit of its people and the nation. We have been successfully accomplishing that mission for more than sixty-five years, and yet, the organization that most believe they know so well surprises many.

Our organization is an example of the leadership, collaboration and innovation that have made our region great. Every day, our business operations positively influence the success of business centers, centers of higher learning, neighborhoods, families and individuals. We stand ready to offer our experience and expertise to deliver an even greater impact.

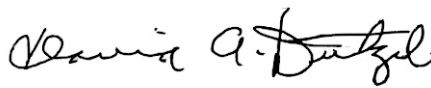
A glance through these pages will give you an overview of our work on behalf of the region by the five enterprises we operate today.

- > The St. Louis Regional Freightway is our newest enterprise, and resulted from the efforts of the East-West Gateway Council of Governments to take advantage of our location, infrastructure and capabilities to attract an estimated 230,000 freight-related jobs to our area.
- > The role of the newly formed Bi-State Development Research Institute is to assist regional leadership in policy planning and real estate development by providing data-driven insights into land use, the impact of technology, economic and community development, and infrastructure investment, including—but not limited to—public transit and freight.

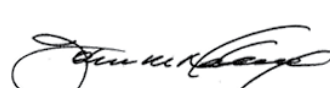
These new enterprises join Metro transit, St. Louis Downtown Airport and our tourism businesses at the Gateway Arch Riverfront. These businesses have been important drivers of the regional economy, delivering economic vitality to the bi-state area for more than half a century.

- > Metro transit remains an industry leader in efficiency and reliability, delivering nearly a million rides a week with 95 percent of passengers using transit to get to work and school. When passengers ride Metro transit, they are riding the best in the business.
- > St. Louis Downtown Airport in St. Clair County, Illinois has grown to become the third busiest airport in Illinois with as many as 7,800 takeoffs and landings each month. Formerly known as Parks Airport, Bi-State Development bought it in 1964, and 51 years later, it is responsible for more than 3,700 jobs and an economic impact of nearly \$600 million to our region.
- > Bi-State Development has been a partner and supporter of the Gateway Arch from the beginning—financing the trams that take visitors to the top of the Arch, and then operating the trams, ticketing and marketing for the most visited monument west of Washington, D.C. We own and operate the Gateway Arch Riverboats and other riverfront attractions, and continue to be a strong partner in the revitalization of the Arch grounds.

Seldom in our region's 250-year history has there been an environment with so much potential to take a grand leap toward a new era of growth and prosperity. We are very optimistic about the future of our organization and our region. We promise a resilience, an energy and a collaborative spirit required to embrace change and take advantage of opportunity. Time after time our region has reinvented itself as our country, our society and our economy have evolved. Today, we are proud to stand with our partners to continue that momentum and keep moving forward to a brighter future.



David A. Dietzel  
Chairman, Board of Commissioners



John M. Nations  
President and CEO

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### LEVERAGING OUR COMPETITIVE ADVANTAGE

The St. Louis region moves 342 million tons of freight a year—worth some \$261 billion—making it the 10th largest region by freight volume. Two hundred fifty-two years after the founding of St. Louis, the region still remains a hub of regional freight.

BSD is ensuring the region leverages our strategic competitive advantage and continues to capitalize on our prime location for manufacturing and distribution center supply chains. By leveraging national freight movement studies and through our leadership in the freight industry, we are positioning the region to be at the nexus of strategic freight planning and economic development. Looking toward tomorrow’s high-paying jobs in the region, freight is poised to be a key economic driver.

BSD leads a collaboration of agencies on both sides of the Mississippi River to ensure that our region remains at the forefront of freight. Partnerships include: East-West Gateway Council of Governments, Franklin County, Jefferson County, the Illinois Department of Transportation, Madison County, the Missouri Department of Transportation, Monroe County, St. Charles County, St. Clair County, the City of St. Louis and St. Louis County.



“The freight district is one of the most important regional initiatives since I became Chairman more than a decade ago, and holds the greatest economic potential for the next generation.”

- ALAN DUNSTAN, BOARD CHAIRMAN, MADISON COUNTY, ILLINOIS



### GUIDING THROUGH TRANSITION

New growth brings new challenges. BSD has been leading the guest experience at the Gateway Arch. We drove ticket sales both online and in-person, and helped visitors find their way to and through the Arch grounds by installing over 200 signs throughout downtown. We provided new signage designating the 8th & Pine MetroLink Station as serving the Arch—a key launching point for the future of the Riverfront—as well as significant wayfinding markers throughout downtown. We created new websites that are targeting travel and tourism markets, specifically for groups. During this time of transition, we’ve created a strategy to ensure visitors make the Arch their destination of choice—which impacts downtown hotels, restaurants, job creation and tax revenues. Together with our partners, we have made the Arch one of the most visited monuments in the country.



### HONORING THE PAST: BRIDGING THE FUTURE

It’s no easy task to restore a 141-year-old steel bridge. When the Eads Bridge was built just after the Civil War, there were no “standard size” building materials—which makes our job an exciting engineering challenge. Today, Metro is leading the comprehensive restoration of the Eads Bridge—a \$40M investment in the future of our region. We are rehabilitating bearing seats, replacing the structural and track floor system, and applying the coating system.

Metro is also leading the Spruce Street Bridge demolition and reconstruction project—at the Stadium MetroLink Station—scheduled to reopen before the Cardinals 2016 home opener.



### 2015 HIGHLIGHTS



BSD—CELEBRATING  
65 YEARS OF COMMUNITY  
LEADERSHIP. HONORING  
OUR PAST, WITH  
AN EYE ON TOMORROW.



GATHERING TO CELEBRATE  
OUR REGION AND OUR  
COLLABORATIVE WORK—  
BSD HOLDS ITS  
1ST ANNUAL MEETING



CELEBRATING 50 YEARS  
OF PARTNERSHIP WITH THE  
NATIONAL PARK SERVICE —  
TAKING VISITORS TO THE  
SKIES AND CREATING  
LIFELONG MEMORIES



Bi-State Development (BSD) has partnered with private and public organizations in the City of St. Louis and six adjacent counties on hundreds of projects since 1949. These partnerships have created thousands of jobs on both sides of the Mississippi River, generating economic growth throughout our 3,659 square-mile region.

BSD is a dynamic and multi-faceted resource for economic development in the St. Louis region. With deep expertise in planning and implementation, BSD is uniquely empowered to provide real solutions to regional challenges with a model of efficiency and accountability.

At BSD, we have initiated regional economic development for six and a half decades. With that depth and breadth of experience, we fully understand “the process of progress.”

## GETTING OUR ECONOMY TO WORK

New transit development takes new thinking. BSD has partnered in creating an innovative funding collaborative that is a model for the future of transit infrastructure—an investment which generates measurable economic return for our region’s workforce.

In a highly competitive process, Bi-State Development was awarded a \$10.3M TIGER grant to build a new MetroLink station in the Central Corridor of St. Louis—serving the bustling Cortex Innovation District. The new station will also expand the busy Central West End Station, and create a bike-pedestrian connector path. The remaining \$4.7M is provided by our collaborative transit partners—who together share the vision for economic development of our region—powered by a strategic investment in high-quality collaborative transit solutions.



“Construction of the new MetroLink station just east of Boyle Avenue will enhance the vibrancy of the Cortex District by supporting access to the global medical research park for visitors, workers, researchers and doctors.”

- MOKHTEE AHMAD  
REGION VII ADMINISTRATOR,  
FEDERAL TRANSPORTATION ADMINISTRATION

### THE FINANCIAL PARTNERS

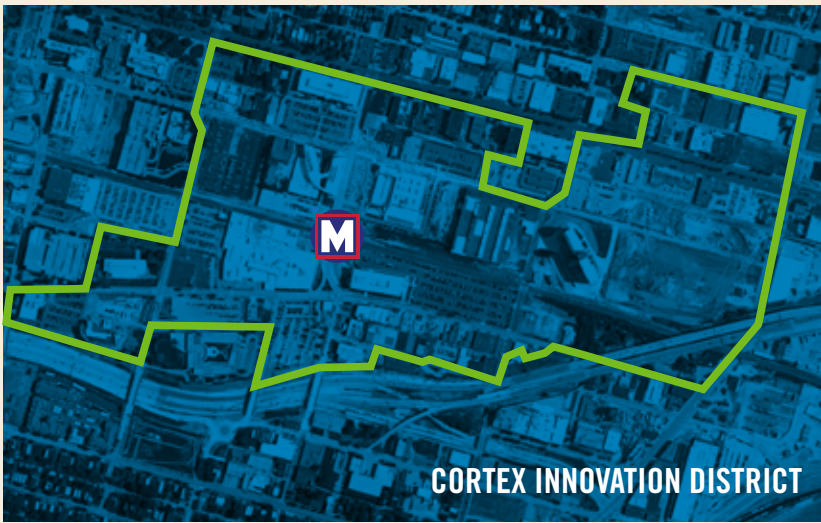
Thank you to BSD’s strategic funding partners, including Cortex, Washington University in St. Louis, BJC Healthcare, Great Rivers Greenway and St. Louis Development Corporation.

Transportation Investment Generating Economic Recovery (TIGER) Grant from the U.S. Department of Transportation (\$10.3 Million)

66.9%

The Financial Partners (\$4.7 Million)

33.1%



## WHERE BUSINESS TAKES FLIGHT

St. Louis Downtown Airport is more than just the third busiest airport in Illinois. It’s a vital job center for St. Clair County, home to 26 businesses, with a regional impact of \$584M. It’s the airport of choice for people on the move—rock stars, sports teams, political and business leaders—who need to get in and out of downtown. St. Louis Downtown Airport looks to the skies for new opportunities—using flight competitions and conferences to drive new economic development opportunities.

St. Louis Downtown Airport is growing at the speed of our changing economy, and we’re investing in the future of flight. New planned taxiway improvements will make it easier to maneuver a wide-body jet directly into the downtown region—opening the doors for businesses to dream bigger—and grow faster.



“St. Louis Downtown Airport supports 3,700 jobs in St. Clair County—Illinois’ largest county south of Chicagoland. Now, with the planned taxiway improvements, your airport will bring even more business to St. Clair County and to the region.”

- MARK KERN, BOARD CHAIRMAN, ST. CLAIR COUNTY, ILLINOIS

## ENVISIONING THE FUTURE OF TRANSIT

Metro’s job is to better connect our region. That means understanding the gaps, priorities and planning for our economic future. After studying several Rapid Transit Connector alternatives, we are further evaluating the West Florissant-Natural Bridge Bus Rapid Transit (BRT) project, which would improve service time by more than 30 minutes round-trip for riders—many of whom are 2nd and 3rd shift workers. This targeted investment in public transit serves the riders who need it the most—the approximately 80,000 people who live and work within one-half mile of this corridor.

30+ MIN. FASTER



# FORGING A VIBRANT FUTURE FOR THE ARCH

BSD is proud to work with our community partners to paint a vibrant picture for the future of the Gateway Arch, including the National Park Service (NPS), CityArchRiver Foundation, Great Rivers Greenway, Missouri Department of Transportation and the St. Louis Convention and Visitors Commission.

Together as a team, we're committed to ensuring a strong and safe Arch structure for the next 50 years. Through a variety of strategic capital improvements, we're making sure the Arch remains the icon of our region for future generations of Archgoers.

Investments include an experiential tram loading area—filled with educational and fun “sharable” iconic images to make the Arch visitor experience even more memorable.

BSD also spearheaded the funding for an NPS Urban Fellow—an experienced change agent—to focus on the transformation of the Gateway Arch grounds, museum, visitor center and Riverfront. The NPS Urban Fellow is collaborating with Arch stakeholders to help create vibrant programming that promotes health and well-being to local park visitors.



## BUILDING A MORE EFFICIENT REGION

BSD is building a new and exciting North County Transit Center—a center of growth for North St. Louis County where over 20 percent of all rides originate. Scheduled to open early this year, the new transit center will allow riders to get to work, school, shopping and recreation with fewer transfers, creating a more efficient and productive place to live.

In addition, bustling Civic Center Transit Center is going to soon double in size and undergo significant expansion to provide better and more efficient service to Metro passengers.



## A PLATFORM FOR INFRASTRUCTURE INVESTMENT

### BI-STATE DEVELOPMENT RESEARCH INSTITUTE

Transit is more than moving people to and from work and school—it is about holistically improving the quality of life for the people who live in our region. Many of our riders don't have access to primary health care, or have gaps in health service. Missouri Foundation for Health made a recent grant to the non-profit Bi-State Development Research Institute for \$41,900 to evaluate the need for high-quality medical clinics at MetroLink locations in St. Louis County and the City of St. Louis—allowing us to take the first step toward better health for our ridership.

## THE ENTERPRISES OF BSD



Since the Gateway Arch trams opened in 1967, BSD has financed and operated the tram system, revenue collections and ticketing center, and sales and marketing for the landmark under a 50-year agreement with the National Park Service.



BSD operates the Metro public transportation system for the St. Louis region that includes a 46-mile MetroLink light rail system, a MetroBus fleet of approximately 400 vehicles operating on 77 MetroBus routes in Missouri and Illinois, and a paratransit fleet of 120 vans which primarily provide curb-to-curb van service for Americans with Disabilities Act (ADA) eligible customers.



BSD owns and operates St. Louis Downtown Airport, which is the third busiest airport in Illinois and is conveniently located three miles from the Gateway Arch and downtown St. Louis. Professional sports teams, political and business leaders, entertainers, and hundreds of general aviation pilots fly in and out of the airport, generating as many as 7,800 takeoffs and landings a month.



The St. Louis Regional Freightway is the new freight district that was created as a public-private partnership to optimize the region's freight transportation network. The goal is to produce results that strengthen the St. Louis region by increasing job growth and improving the local economy. The cooperative effort will determine how the region manages the movement of freight on the roads, rails, rivers, airports and pipelines.



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[BiStateDev.org](http://BiStateDev.org)



The Research Institute seeks grants as a non-profit to support research that develops data about the return on investment for local infrastructure improvements. The Research Institute is also charged with taking a real estate position on projects that improve the community and economic development of the region.