

THE TRAILBLAZERS

Leaders from some of the region's most prominent organizations share their thoughts on innovation

GLOBAL IMPACT

How St. Louis companies and industries are responding to an increasingly connected world

MY ST. LOUIS

Broadcaster Joe Buck explains the city's love for the Cardinals and what makes it a special place to live

Spotlight

AN AMERICAN WAY SUPPLEMENT

MARCH 2017

ST. LOUIS

Inside the industries, organizations and quality of life initiatives that are transforming the Gateway to the West



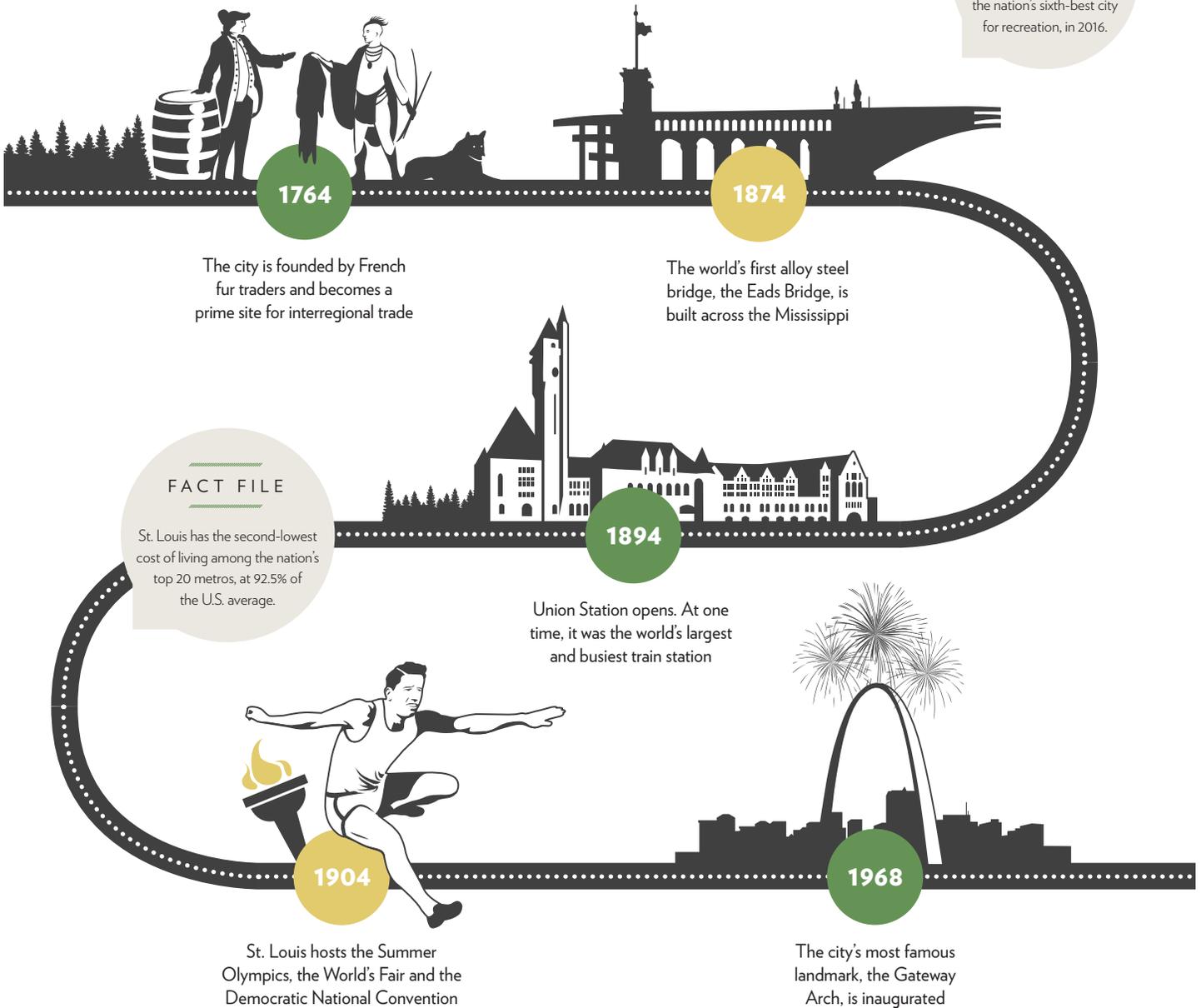
WELCOME TO ST. LOUIS

AS THE GATEWAY TO THE WEST, ST. LOUIS HAS ALREADY MADE ITS MARK ON THE HISTORY OF THE U.S., BUT ITS STORY IS FAR FROM OVER. WE EXPLORE HOW EXPERTISE IN FUTURE-ORIENTED INDUSTRIES, A FOCUS ON INNOVATION, AND QUALITY-OF-LIFE AMENITIES ARE POSITIONING THE REGION FOR THE FUTURE.

MAKING OF A CITY

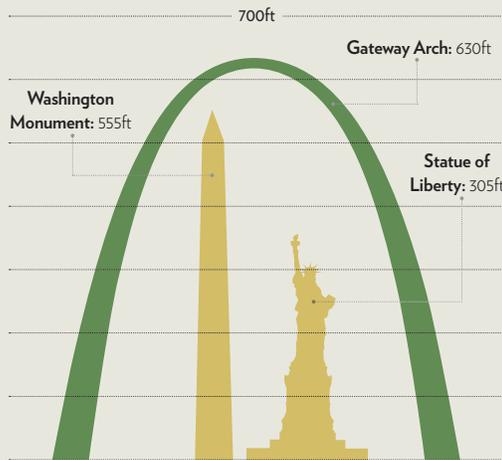
FACT FILE

WalletHub named St. Louis the nation's sixth-best city for recreation, in 2016.



STANDING TALL

The Gateway Arch, on the west bank of the Mississippi River, was built as a monument to St. Louis's role in the westward expansion of the United States. The world's tallest arch, it would take 1,076 steps to reach the top.



ST. LOUIS FIRSTS



FIRST use of fingerprinting (1904)



FIRST ice cream cone (1904)



FIRST gas station (1905)



FIRST cocktail party (1917)



FIRST successful lung cancer surgery (1933)

WHAT'S IN A NAME?

St. Louis is named for Louis IX of France, but has been popularly known by other monikers over the years. 'The Gateway to the West' refers to how it linked East and West following the Louisiana Purchase. 'The Mound' comes from the ancient Native American earthwork mounds once found here. And, for a while, people knew it as 'First in booze, first in shoes and last in the American League,' in recognition of its expertise in brewing and shoemaking, and the enduring mediocrity of the St. Louis Browns baseball team.

Need to know

FAST FACTS (ST. LOUIS MSA):



Population: 2.8m

GDP: \$149.9bn



Annual visitors: 26m

F1000 companies: 18



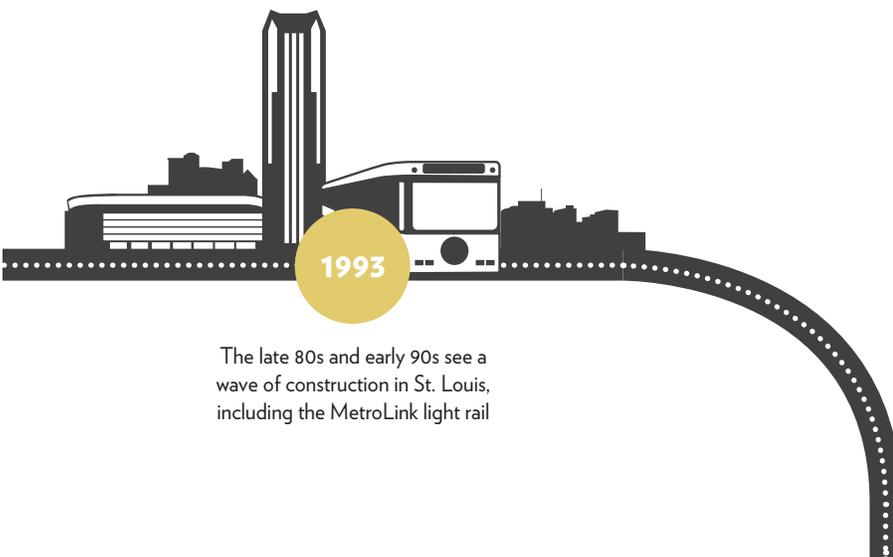
Exports: \$16.1bn



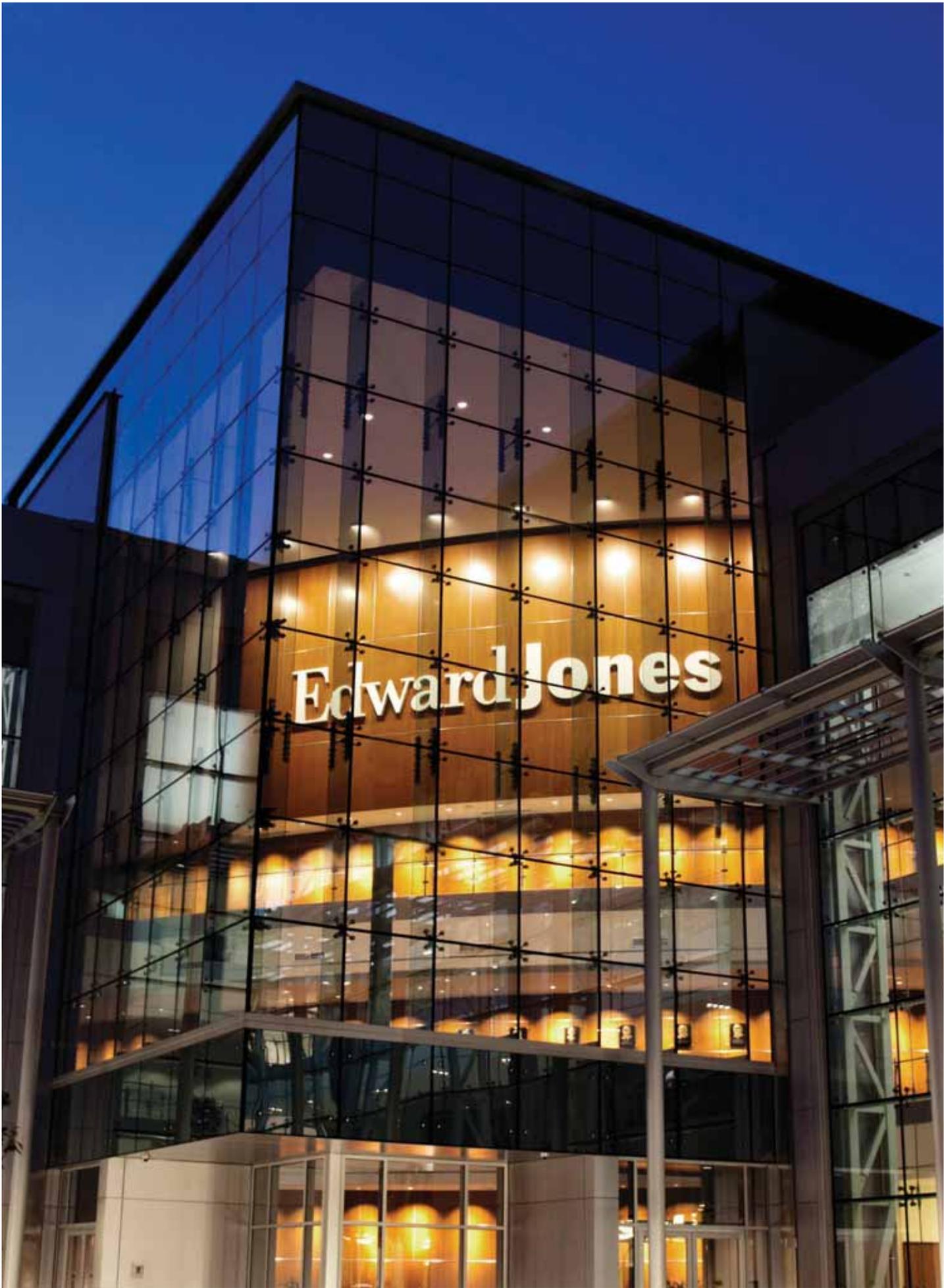
FACT FILE

Forbes, *Popular Mechanics* and *Business Insider* have all recognized St. Louis as an emerging start-up hub in recent years, with more than \$1bn of venture capital investment in the region since 2012.

Editor: Daniel Wellbelove; Art director and cover illustration: Stewart Henson



The late 80s and early 90s see a wave of construction in St. Louis, including the MetroLink light rail

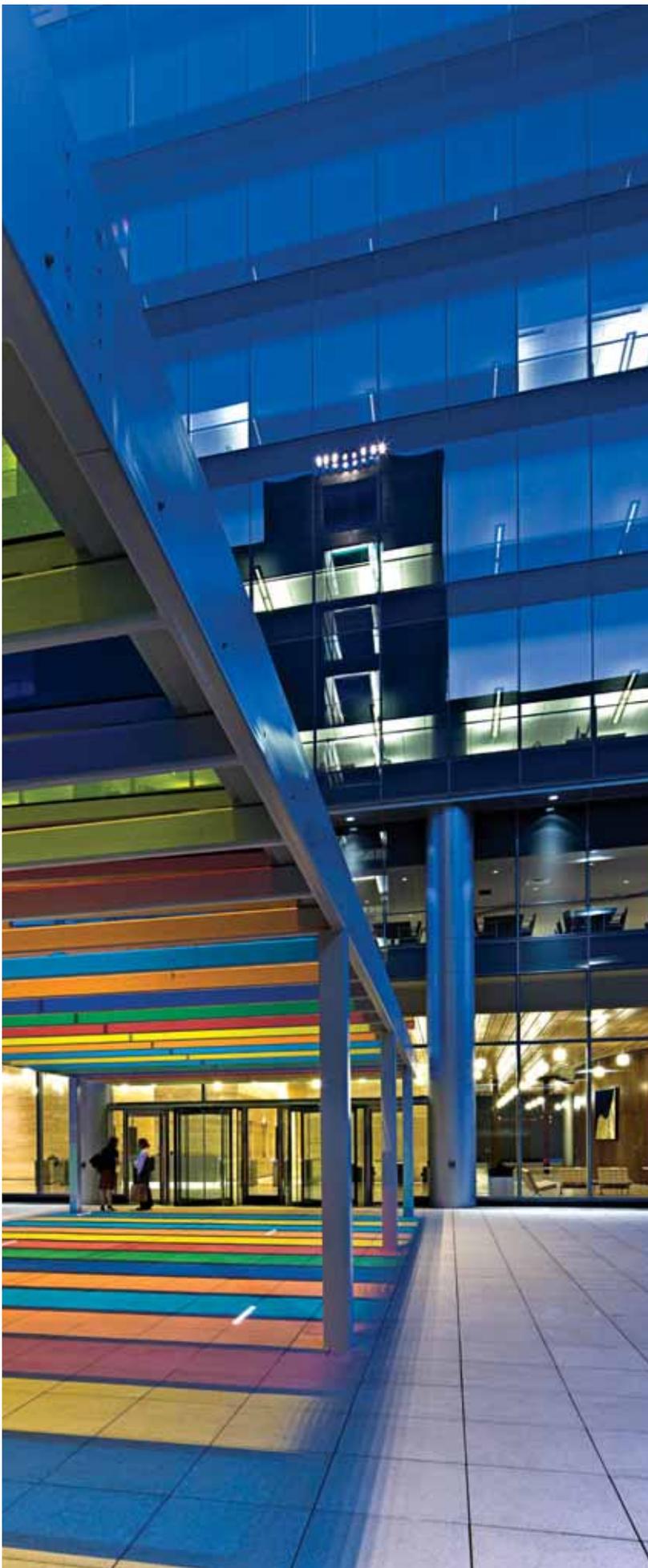


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THE TRAILBLAZERS

LEADERS OF ORGANIZATIONS FROM ACROSS ST. LOUIS SHARE HOW INNOVATIVE APPROACHES ARE HELPING DELIVER RESULTS FOR THEIR CLIENTS, COMMUNITIES AND COUNTRY



“It’s always been the case that university students and faculty want to see new knowledge bring benefit to society”

MARK WRIGHTON, CHANCELLOR WASHINGTON UNIVERSITY IN ST. LOUIS

Founded in 1853, and named after George Washington, WashU has grown to be one of the premier research institutions not just in St. Louis, but across the country. Its R&D expenditures exceed \$600 million annually, while its school of medicine is one of the nation’s top recipients of NIH funding. Most importantly though, this research is directed at solving some of the most critical challenges facing the planet today, such as debilitating disease, climate change and food security.

Says chancellor Mark Wrighton, “As a research university we’re creating new knowledge, and it’s always been the case that university students and faculty want to see that new knowledge bring benefit to society.”

For example, today, WashU researchers are breaking new ground on how we understand the human brain—notably in leading one of the world’s first clinical trials to determine whether drugs can help prevent Alzheimer’s disease.

“We’re focused on creating competition as part of how we singularly drive affordability and accessibility to our clients and to our patients”

TIM WENTWORTH, PRESIDENT AND CEO EXPRESS SCRIPTS

Ranked 22nd on the Fortune 500, Express Scripts is one of the continent’s largest providers of health benefits management services, with 2,800 clients and 85 million people relying on the company for their pharmacy care.

That, augmented by pharmacy’s status as the most-widely used benefit, puts it in prime position to address some of the biggest issues facing U.S. healthcare, namely how to improve quality while lowering costs—as Express Scripts uses its scale

and a total focus on pharmacy to drive innovation and better outcomes by stimulating competition within the industry.

“All of our competitors, whether that be PBMs or other large players in healthcare, are doing multiple things, but they’re worried about running retail stores,” says president and CEO Tim Wentworth. “We’re focused on creating competition among those retail stores as part of how we singularly drive affordability and accessibility to our clients and to our patients.”



“We’re a large firm and by a lot of financial measures you would see that we are successful—I would call that a good start”

JIM WEDDLE, MANAGING PARTNER EDWARD JONES

A focus on the serious, long-term individual investor, an emphasis on a well-balanced portfolio, and a commitment to personal relationships—with these tenets at its core, Edward Jones has grown from a regional firm with 304 offices as recently as 1980, to one of the largest financial services providers in the U.S. and Canada.

Today, it operates nearly 13,000 offices across the continent, serving around 7 million clients with close to \$1 trillion of assets under its care. And

these numbers look set to rise further, as it follows demographic trends and continues to recruit and open locations in major metropolitan areas.

“We’re a large firm and by a lot of financial measures you would see that we are successful—I would call that a good start,” says managing partner Jim Weddle. “We’ve got a huge opportunity to expand our presence and really dominate the delivery of financial advice to those serious investors.”



“People talk about smart building being a trend, but it’s much more than that—it really is an investment in the future”

KATHLEEN MAZZARELLA, CHAIRMAN, PRESIDENT AND CEO GRAYBAR

A lot has changed since Graybar was founded as Gray & Barton in 1869, but the company has continually adjusted with the times in order to remain a vital link in North America’s electrical and communications products supply chain.

For instance, in recent years, it has identified the potential of smart buildings, in which lighting, communications, HVAC and security systems operate though one IP-enabled network, and how this can enhance profitability, productivity and environmental impact for building owners. In response, it launched Graybar PowerSmart,

positioning itself as a leader in providing the technical expertise, services and products to facilitate these changes.

“People talk about smart building being a trend, but it’s much more than that—it really is an investment in the future,” says chairman, president and CEO Kathleen Mazzarella, whose company reported net sales of \$6.1 billion in 2015. “We see that there’s tremendous potential to help all of our customers, from building owners to municipalities to utilities, to use this whole idea of the Internet of Things and connected devices to their advantage.”

“We’re showing some innovation that helps improve care and is interdictive so that we’re ensuring wellness”

MICHAEL NEIDORFF, CHAIRMAN, PRESIDENT AND CEO CENTENE

Starting life as a single health plan in 1984, Centene has grown to be a 29,400-employee, Fortune 500-ranked diversified healthcare company, providing services to government-sponsored programs with a focus on the uninsured and under-insured. Its plans now cover more than 11 million people across 29 states, which it serves with a deliberately local approach to ensure care is culturally sensitive and developed to meet each person’s individual circumstances and needs.

Says chairman, president and CEO Michael Neidorff, “We are providing high-quality care,

we’re saving states a lot of money in how we’re doing it, and we’re showing some innovation that helps improve that care and is interdictive so that we’re ensuring wellness, not just treating chronic conditions.”

In 2015, Centene ranked fourth on *Fortune’s* list of the fastest-growing companies on the U.S. stock exchange, and it has since set out plans to accommodate that growth, and serve the community, with a \$775-million expansion of its corporate headquarters in Clayton that will bring 2,000 jobs to St. Louis County.



“We’ve changed over the years, but something we’ve always focused on is how to make the world a better place to live”

DAVID FARR, CHAIRMAN AND CEO EMERSON

From its early fan technologies in 1890, Emerson has expanded its scope to where it is now a global leader in areas as diverse as fuel and energy production, heating and cooling systems, and safeguarding the world’s food supply—all industries that not only prize innovation and engineering expertise, but also have the potential to improve the quality of life for those they touch.

“We look at the technologies or the inventions that we can create to solve issues in the world,” says chairman and CEO David Farr, whose company generated \$14.5 billion in sales in FY16

and employs 74,000 people globally. “That’s where we focus our time and energy, and we have throughout our whole life. We’ve changed over the years, but something we’ve always focused on is how to make the world a better place to live.”

Just one current example of how this mentality can make a difference would be in its Grind2Energy solution for commercial food waste, turning what would be landfill-bound into clean and renewable energy rather than a source of methane, a harmful greenhouse gas.

SHAPING ST. LOUIS WITH BRICKS AND MORTARBOARDS.

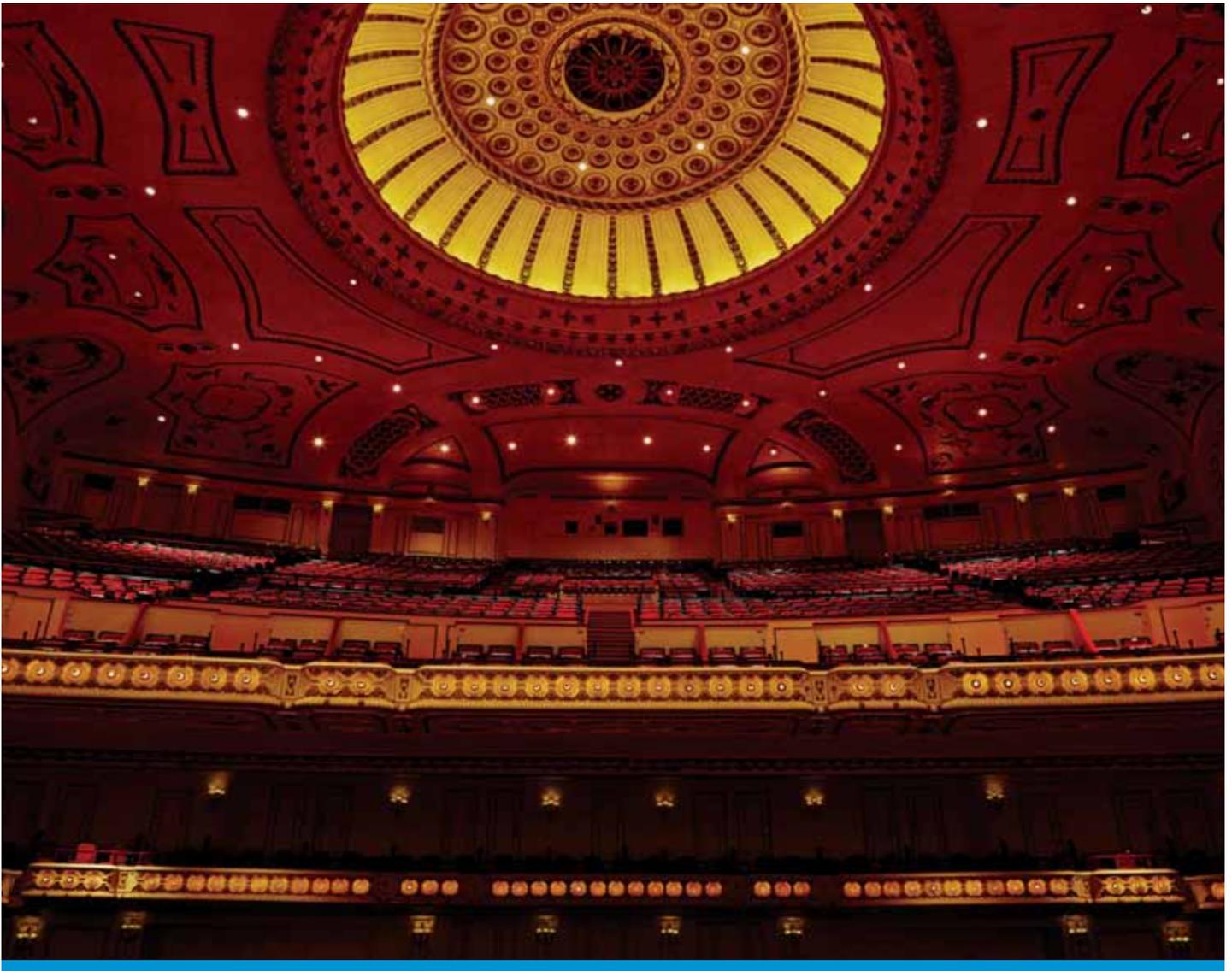


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FACT FILE

Stifel has reported 21 consecutive years of record net revenues.



BORN IN ST. LOUIS

“The very things that differentiate St. Louis from, say, New York or L.A. are differentiators for us and our business”

WHEN YOU THINK of financial and information services, you’d be excused for thinking about the coasts, but St. Louis has a reasonable claim to be one of the industry’s most important U.S. cities. Largely centered around the I-64 corridor running through the metro, it employs more than 80,000 people (and actually added 4,500 jobs in the securities, commodities and investments sector from 2007 to 2012, when others were shedding them), and is home to the headquarters for major companies such as Stifel, a full-service wealth management and investment banking firm that was first founded here in 1890.

“The very things that differentiate St. Louis from, say, New York or L.A. are differentiators for us and our business,” says chairman and CEO Ronald Kruszewski. “New Yorkers speak 150 words a minute and Midwesterners speak 80 words. That’s a nice differentiator—not that talking fast is a problem.”

Over the past two decades, this platform has supported the company as it grew from a relatively small, Midwest-focused firm to an industry leader with net annual revenues of \$2.6 billion and total client assets of \$235 billion—both up more than 2,000 percent compared to 1996.

“We have offices in almost every state,” says Kruszewski. “I think one of the other advantages here is that St. Louis is smack-dab in the middle of the country. The geography and these Midwestern values make us ideally situated to have a national business.”

Photos courtesy of Stifel, Enterprise Holdings



FACT FILE

More than 1.9m cars make up Enterprise Holdings’ global network.

“I have been active in this city for decades and I am more encouraged about what is going on now than I ever have been”

THE STORY OF the largest rental car company in the United States begins in a St. Louis car dealership in 1957, when Jack Taylor opened Executive Leasing with a fleet of seven cars. Renamed Enterprise in 1969, in honor of the aircraft carrier he served on during World War II, the company has grown ever since, expanding to more than 85 countries while diversifying into other transportation services and within the rental space.

Says COO Chrissy Taylor, Jack’s granddaughter, “A lot of people don’t know we own the Alamo and National brands, so even within the car rental segment, we can diversify and make sure that we can service more customers, the way they want to be served, and by which brand.”

Enterprise Holdings is still family-owned, and has also remained headquartered in St. Louis. And just as the city has been good for Enterprise, the company has also been good for the city, where it employs around 7,000 people and has an enormous philanthropic impact through the Enterprise Holdings Foundation and the Crawford Taylor Foundation.

“We feel that St. Louis has been a real asset in helping grow our business and helping us raise our children and now grandchildren, and being a family business, we have a luxury of being able to support those things that don’t necessarily affect us but they can affect the community in a big way,” says executive chairman Andy Taylor, Jack’s son.

“I have been active in this city for decades and I am more encouraged about what is going on now than I ever have been.”

GLOBAL IMPACT: ST. LOUIS

INSIDE THE INDUSTRIES, ORGANIZATIONS AND INITIATIVES THAT
CONNECT ST. LOUIS WITH THE WIDER WORLD

St. Louis's place in the global market is predicated on a diverse economy and a variety of industries that are responding to the changing needs and desires of the world beyond—themselves driven by what the region considers to be an attractive business environment.

“St. Louis has an excellent quality of life, and also very reasonable costs of living and doing business,” says Sheila Sweeney, CEO of the St. Louis Economic Development Partnership. “That coupled with our location on two major rivers, and having an airport and several rail lines coming right through, it really makes a lot of sense for people to look at St. Louis and locate here.”

These factors have long supported companies in industries ranging from brewing to healthcare, and from manufacturing to financial services—as well as organizations such as FleishmanHillard, one of the world's leading public relations agencies. Founded

in a tiny office in St. Louis, in 1946, it now operates more than 80 offices across 30 countries, but has remained headquartered in the city, where it also serves many of the region's most recognized names.

“We're one of the very few of the big global communications and public relations firms that is not based in New York, but for me, our secret sauce is that we are based in St. Louis,” says president and CEO John Saunders. “The values and the sense of fair play is a quality that resonates wherever this firm goes around the world, and it has equipped this firm very well for its expansion, whether it be into Europe, the Middle East, Africa or Asia.”

Below we look at some of the other industries where St. Louis continues to add value, and where local organizations are having an international impact.

PLANT SCIENCE

Every region across the U.S., and around the world, is always looking to how it can

differentiate itself—what it can do as well or better than anyone else. For St. Louis, this could well be in agribusiness and plant science, where it is leveraging the Midwest's farming heritage and a host of R&D-oriented companies and institutions to create a global business platform.

“We are the world-leader in agriculture and agricultural technology, and when people think about agriculture, there are no cornfields where we're talking,” says Sweeney. “It's all research and investment and big dollars going into it, but it's created a lot of jobs and made St. Louis a tremendous place to be.”

More than 750 plant science PhDs work in the St. Louis region, which boasts a concentration of these scientists that exceeds anywhere else in the U.S., while the Donald Danforth Plant Science Center and Missouri Botanical Gardens represent some of the world's premier research institutions in the field. On top of this, in excess of \$1 billion has been invested in

FACT FILE

St. Louis's 25 largest global companies had cumulative international sales of over \$114.9 billion in 2015.

bioscience here since 2002, with more than 700 related companies spanning from small start-ups to international firms such as Bunge, BASF and Monsanto.

The last of these was founded in St. Louis as a chemical company, in 1901, but has since evolved to where it is exclusively focused on agriculture, with product lines that include crop and vegetable seeds, crop protection chemicals and data solutions that help inform farm decisions. Annual revenues now exceed \$15 billion, while the company employs more than 20,000 worldwide—and it's all driven by a commitment to research, spending more than \$1.5 billion on R&D annually.

“The culture of our company is about how do we turn all this incredible science into products that matter for farmers, with the mission of food security for the world,” says CTO Dr. Robert Fraley. “The world population continues to grow, demand for food is increasing, and the bottom line is we need to farm differently and better.”

The same realization is helping the region align along a common vision as it figures out how to advance the industry further. In 2016, it unveiled plans for a new 600-acre AgTech innovation district in St. Louis County that will explore how agricultural technology intersects with

plant science. To be called 39 North—in recognition of its location on the 39th parallel of latitude, one of the world's most fertile farming belts—it will include incubators and collaborative spaces, and utilize the infrastructure it has already to stimulate new business growth and attract investment from far beyond the region.

HEALTH SCIENCE

The region is also showing promise in how it can impact human health, anchored by a backbone of some highly regarded medical schools and forward-thinking health systems in BJC HealthCare, Mercy and SSM Health.

In all, the health science and services sector accounts for nearly 200,000 jobs in the region, spread across these leading hospitals, biotech and genomics-based start-ups, and major companies such as Express Scripts, Centene and MilliporeSigma—the life sciences business of Germany's Merck, which operates nine locations in the region as it directs its R&D strengths towards areas such as making gene editing more accessible, where its technology has reduced the time for what once took months to just one week.

“We want make a difference by accelerating access to health for

people everywhere, be it in the lab, biomufacturing or through engineering and scientific expertise” says CEO Udit Batra. “With our highly talented, global team of 19,000 people, I believe that staying true to our purpose—to solve the toughest problems in life science by collaborating with the global scientific community—will deliver the promise of a healthier world.”

The region has identified collaboration as key to future growth across biosciences. For example, in 2001, organizations from across the industry created the Coalition for Plant and Life Sciences, renamed the BioSTL Coalition in 2011. Over its lifetime, BioSTL has worked to put the infrastructure in place to commercialize bioscience innovation, and is increasingly looking overseas to do so, with its GlobalSTL initiative designed to recruit high-growth international companies to set up U.S. headquarters in St. Louis. The program is already bearing fruit—in the last two years alone, it has attracted seven companies from Israel and Ireland to the region.

“My vision is to create an ever-growing beehive of entrepreneurs and innovators, interacting with corporations, investors and others that are bringing value and creating new value,” says BioSTL president and CEO Donn Rubin.





Above: WWT has operations across five continents and conducts business in more than 60 countries. Left: With annual revenues in excess of \$6 billion, Ameren ranked 425th on the 2016 Fortune 500

TECHNOLOGY

Traditionally, St. Louis has been known as a headquarters city, but now, it's also gaining attention for its entrepreneurial ecosystem, not only for what's happening in bioscience but also in information technology. According to CB Insights, St. Louis was the fastest-growing area for tech start-up funding in 2014, while *Popular Mechanics* named it as one of the best start-up cities in America, in 2015.

As the sector continues to mature, companies can look to the likes of World Wide Technology for inspiration. Founded as recently as 1990, it has already grown from a small product reseller to an international technology solutions provider with \$9 billion in annual revenues and more than 4,000 employees.

To do so, it has had to be able to respond quickly to changing technologies, from cybersecurity to the Internet of Things, and what they mean for the businesses they serve—and the Advanced Technology Center on its St. Louis campus has been vital to this understanding, as it offers a collaborative environment that allows its customers, partners and engineers to think about and test new ideas.

“We help companies today transition into the digital world,” says WWT co-founder and CEO Jim Kavanaugh. “Companies are being disrupted every day in the spirit of innovation and the spirit of technology. They’re being disrupted with technology, by technology and they’re being disrupted by new business models. Those are things that today we’re focused on in a huge way.”

The advancement of technology is pervasive throughout the region, with companies across every industry exploring how they can integrate the latest developments into their business. For example, the Fortune 500-ranked, St. Louis-based utility Ameren launched its Innovative Technologies Initiative to study what trends could affect in the energy industry in the long term, and how to take immediate action.

“Innovation is first and foremost the generation and implementation of new ideas, whether it’s services, processes or products, that create value,” says chairman, president and CEO Warner Baxter, whose company serves 2.4 million electric customers and more than 900,000 natural gas customers across Missouri and Illinois.

Among other projects, the company is

piloting electric vehicle charging stations along I-70, and is increasingly using drones to monitor infrastructure in remote areas, while it is also a member of Energy Impact Partners, a national coalition of energy companies working together on innovation programs in everything from sustainable generation to connected devices.

ACADEMIA

As St. Louis’s economic base continues to evolve, and it pursues new opportunities in some of these fast-growing areas, it’s critical that it has the talent to do so in place. In doing so, it can call upon more than 30 four-year colleges and universities that cumulatively produce at least 25,000 graduates per year, while adapting their programs to meet regional needs.

“We have an obligation to take the research and the scholarship we have and put it out into the community,” says Thomas George, chancellor of the University of Missouri–St. Louis, which can count more alumni in the region than any other institution. “We have an obligation to make sure people get access to what the university has to offer, and we have to make sure that our course offerings are timely and we offer them in different ways.”

Although now the largest public research university in eastern Missouri, with 17,000 students, UMSL was only established in 1963—and it believes that this relative youth enables it to think outside of the box and to be nimble when identifying opportunities. For example, it is the only U.S. university with a Fortune-100 headquarters on its campus, in Express Scripts, while nascent programs in cybersecurity and a new Doctor of Business Administration program demonstrate how it can shift resources to areas of demand locally.

Plus, as well as innovating in courses, you’ll also find St. Louis universities innovating in how education is delivered in the 21st century. Notably, through Maryville University’s Digital World initiative, every student receives an iPad and access to other digital tools that allow the way they learn to be personalized to them. In recognition of this program, Maryville was named an Apple Distinguished School for 2016-2018.

“This is predicated on the assumption that everyone’s brain works differently,” says president Mark Lombardi, whose university’s enrollment has grown 77

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¹ Source: U.S. Mid-Market Equity House: Stifel – International Financing Review's (IFR) Americas Review of the Year 2015.

² Figures include Keefe, Bruyette & Woods (KBW), a wholly owned subsidiary of Stifel Financial Corp., and other firms acquired by Stifel. Stifel/KBW tied for first among 167 qualifying U.S. firms. For more information about the Thomson Reuters StarMine Analysts Awards, see www.stifel.com/research.

³ Source: Thomson Reuters SDC (True Economics to Book) 2016 senior managed negotiated K-12 transactions ranked by par.



percent over the past five years. “We have invested a tremendous amount in retraining our faculty in a new pedagogy; a pedagogy that uses digital technology and learning apps that we supply for all students and faculty, and uses this to basically make students engaged, involved owners of their own learning.”

Meanwhile, Webster University maintains its home campus in Webster Groves, but exemplifies a growing trend towards globalism in American universities, with campus locations in eight countries across four continents. Worldwide, including online, it currently enrolls close to 17,000 students, from more than 140 nations, while it has identified ‘Global Impact for the Next Century’ as the theme for its current strategic plan.

“Every one of our communities and workplaces are more globally diverse than ever,” says president Elizabeth Stroble. “So, to me, having a curriculum that is grounded in global citizenship and then investing in the opportunities to be educated by a global faculty, a global staff, with global students here in St. Louis as well as abroad, is essential to being a well-educated person.”

LOGISTICS

Finally, St. Louis has also identified an opportunity to be a prime logistics and freight hub, where it can leverage its geographic advantages in the center of the U.S. plus its enviable transportation infrastructure. Four interstates and six Class I railroads provide national access by road and rail, while it offers the northernmost lock-free and ice-free port on the Mississippi River.

The bi-state region also contains five airports, most notably St. Louis Lambert

International Airport, which served close to 14 million passengers in 2016. And while it continues to adapt to the needs of the traveling public, it sees a huge opportunity to support the region’s logistics needs, with nearly 800 acres of ready-to-use land available for freight and commercial development. Most recently, a deal was struck to redevelop a former McDonnell Douglas manufacturing facility on its north side into an international air cargo operation, with 2.6 million square feet of warehouse space—providing the airport with a much-needed state-of-the-art facility to complement its geographic appeal.

“Somewhere across the system you really have to look at the growing air cargo, and the need to put that in these more medium-hub airports,” says airport director Rhonda Hamm-Niebruegge. “When you look at time it takes product to come off of the airplane and onto a truck, onto a rail or even onto another domestic airplane from here, it’s so minuscule compared to the time that takes in a Chicago, Miami or a DFW.”

At the same time, economic development organization Bi-State Development has launched an enterprise named the St. Louis Regional Freightway, a public-private partnership designed to optimize the region’s freight transportation network.

“The U.S. Department of Transportation has predicted a 30 percent growth in the freight industry over the next 25 years,” says the Regional Freightway’s executive director Mary Lamie. “This is a tremendous opportunity to take advantage of that growth and help advance the nation with those opportunities for manufacturing and logistics.”



Q&A: FRED PESTELLO PRESIDENT OF SAINT LOUIS UNIVERSITY

Founded in 1818, SLU is a Catholic, Jesuit university that contributes more than \$700 million annually to the St. Louis economy.

What makes SLU unique?

“We’re the oldest university west of the Mississippi River, and we’re proud of that. We were born of a bold and pioneering spirit. We were founded before Missouri was a state, and if you look at our history, we have always adapted to what the times have needed. The world’s changed, the country’s changed, and we’ve changed with it too. The key is for us to always be looking at what does the future demand of us, and how do we adapt and prepare for that?”

How can the work that you do impact the wider world?

“The transmission of knowledge and preparing young people is important, but so is advancing the frontiers of knowledge. We’re quite proud of the history that we have with that, including Edward Doisy discovering Vitamin K and its importance, all the way to today we’re doing research on the Zika virus. We have particular expertise in certain medical niche areas. We’re doing a lot of work in tissue regenerations that’s cutting edge. We’re also proud of what we’re doing in the areas that are directly related to our mission, advancing knowledge in theology and philosophy. We’re ranked among the top philosophy departments in the nation, and that goes right to the heart of our Catholic, Jesuit mission.”

Photo courtesy of Maryville University. Illustration by Paddy Mills

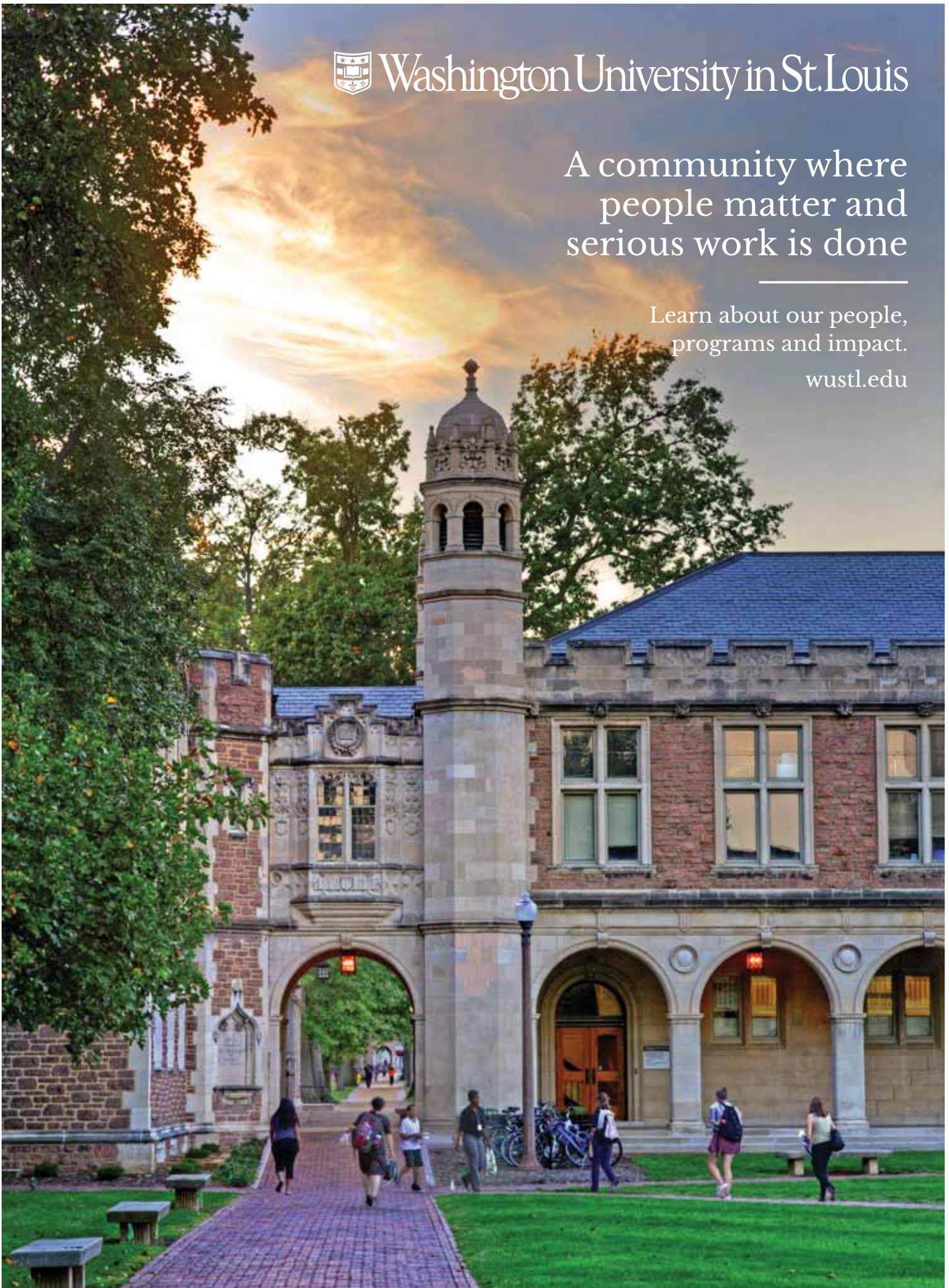


Washington University in St. Louis

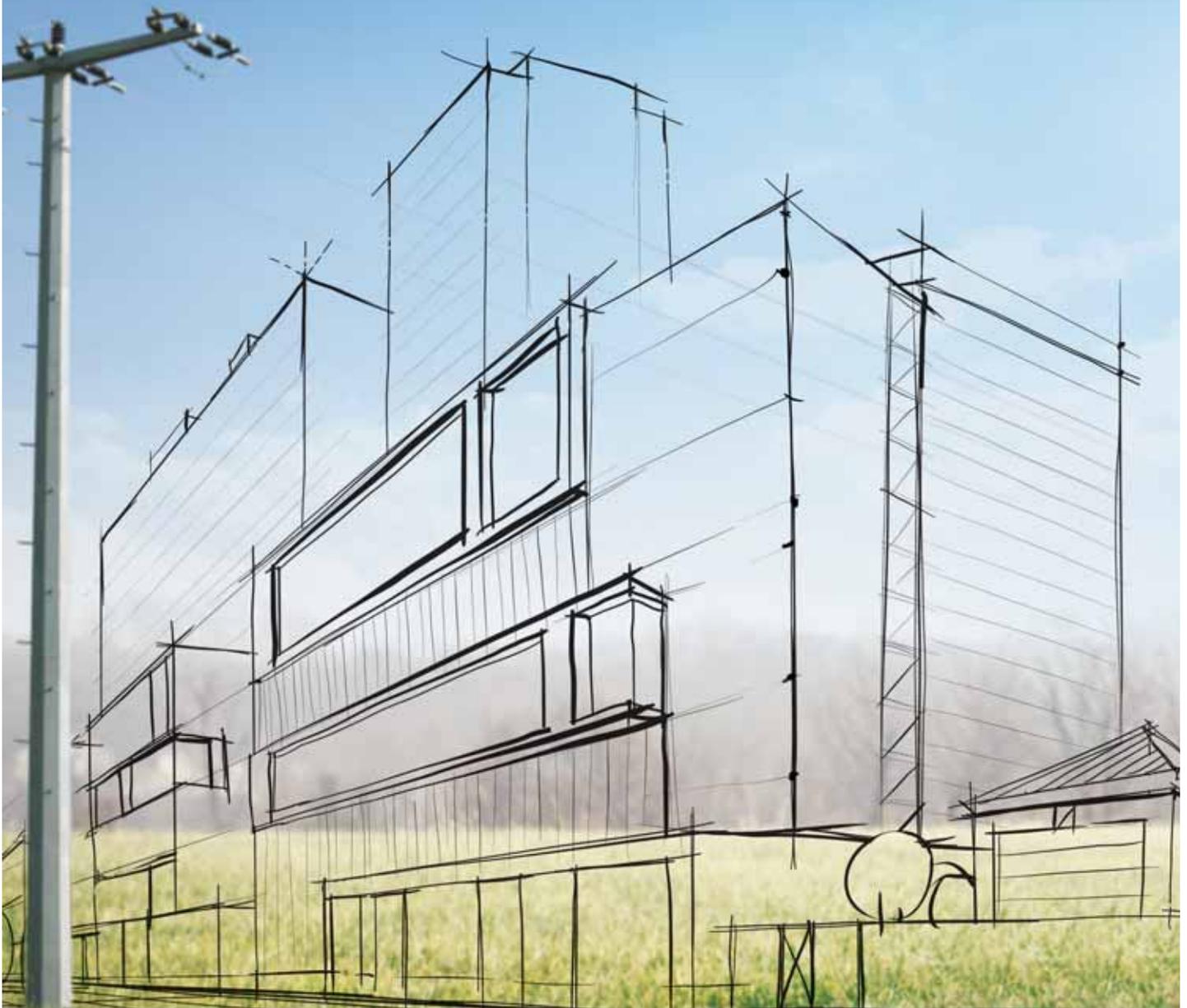
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BRAND IDENTITY

YOU MAY BE SURPRISED HOW MANY OF THE NAMES YOU KNOW AND TRUST COME FROM ST. LOUIS

WHEN THE Bavarian Brewery produced its first beer in St. Louis, in 1852, it was laying the groundwork for what would one day become **Anheuser-Busch**, the largest brewing company in the United States. Now part of AB InBev, one of the top-five consumer products companies in the world, it owns a 45.8-percent share of the U.S. beer market, spread across such brands as Bud Light, Michelob Ultra, Rolling Rock and Budweiser.

Today, the company continues in its growth efforts, announcing in 2015 that it would invest \$1.5 billion in its U.S. operations by 2018, including \$220 million on product innovation initiatives. Said North America president João Castro Neves at the time, “Our beers lead their categories because we hold quality at the center of every beer we produce and invest in our brands through talented people, new innovation and advanced operations.”

From what you put in your mouth to what you put on your feet, St. Louis has also long been the home of one of the largest footwear companies in the U.S. Founded here in 1878, and known as The Brown Shoe Company for much of its existence, **Caleres** took its current name in 2015, believing this better encompassed its current direction and product diversity. The company’s list of brands now spans both the wholesale and retail markets, among them Famous Footwear, Naturalizer, Vince and Dr. Scholl’s Shoes, contributing to

annual revenues of \$2.6 billion in 2015.

“What differentiates us is the staying power that we’ve had and the commitment to footwear,” says chairman, president and CEO Diane Sullivan. “The second thing is the fact that we are a portfolio of brands, which allows us to have a view to many different consumer segments. We have a real beat on what the consumer interest is, and more consumer insights than a lot of companies have.”

Meanwhile, **Purina** has been making pet food in the city since the 1920s, although the company itself dates back to 1894, when founder William Danforth began producing horse and mule feed in St. Louis. Now Nestlé Purina PetCare, after its acquisition by the Swiss giant in 2001, it has since grown to be the country’s number-one petcare company in sales, volume and market share, through brands including Purina ONE, Beneful and Friskies.

In recent years, it has continued to diversify, identifying how the trend towards snacking in humans is mirrored by the same in what they want for their companions, while strengthening its leading position in healthy pet food.

“Our vision for the future is advancing pet care nutrition,” says president Nina Leigh Krueger. “We believe that pets and people are better together, and you will find cats and dogs in our hearts and our homes here.”

AB InBev sold 96 million barrels of beer in the U.S. in 2014.

Caleres footwear is sold by more than 2,500 retailers across the U.S., Canada and 60 other countries.

You’ll find Purina products in 76% of U.S. pet households.





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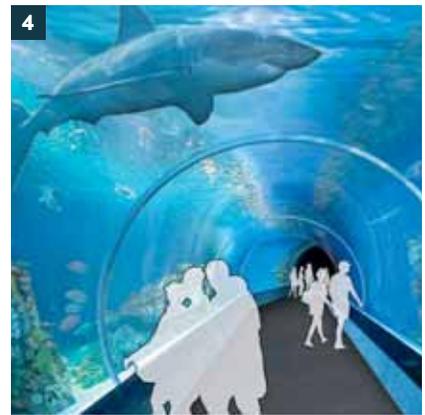
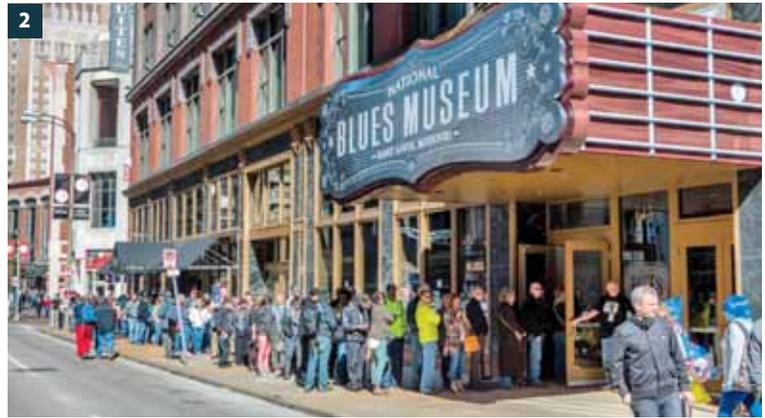
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BUILDING A CITY

THE PROJECTS AND PROGRAMS THAT HAVE ST. LOUIS EXCITED FOR THE YEARS AHEAD

DOWNTOWN

Its geographic footprint is relatively small, yet when considering a city, the downtown region often has an outsize influence on our perceptions. It's easy to see why, of course—it's typically the business center, entertainment center and is increasingly a residential center—but it still means that maintaining some positive momentum in this urban core is vital for a city looking to make an impact.

That means there's plenty to get excited about for St. Louis, which has witnessed more than \$6 billion invested in its urban core since the turn of the century. Large projects such as the construction of the new Busch Stadium for the St. Louis Cardinals, and the development of the surrounding stadium district, have been accompanied by a wave of smaller ventures, such as new restaurants and retail locations. At the same time, the residential population has close to tripled, with millennials and the creative class in particular attracted by downtown's walkable communities and accessible

1. The CityArchRiver project will make it easy for visitors and locals to move between the Arch and downtown

2. Opened in 2016, the National Blues Museum is dedicated to preserving and recognizing the story of the blues

3. Ballpark Village, St. Louis's stadium district is heralded as an example of how to create an ecosystem around a stadium

4. A \$45-million aquarium, planned to open in 2018, will anchor the redevelopment of Union Station

amenities—and jobs have followed in their wake, with incubators, accelerators and established firms all tracking where the talent is heading.

“Since early 2000, there has been a major renaissance in St. Louis, and specifically in the downtown,” says Missy Kelley, president and CEO of Downtown STL, “Downtown has become a home and a neighborhood in addition to being an entertainment destination and a business district.”

It's also a growing tourist destination, with visitors inspired by many of the same amenities that have lured locals, as well as a variety of new attractions that complement its established historic and cultural sites. Maybe it should come as no surprise, then, that St. Louis's visitor population has increased by more than 10 percent in the last few years.

“There are so many more things for people to see and do that it's causing people to stay longer, and it has broadened St. Louis's appeal as a general leisure destination,” says Kitty Ratcliffe, president of Explore St. Louis.



Meanwhile, more than \$1 billion in further projects have been announced or are already under construction, suggesting the downtown story is far from complete. Foremost among these could be a renovation of the Gateway Arch grounds—as just as the Arch has so long represented the city, this project could equally represent the direction it’s headed.

“The Arch is the tallest building in the state of Missouri and it is the iconic symbol of St. Louis,” says John Nations, president and CEO of Bi-State Development. “The civic leadership it took to put it together and build it a little more than 50 years ago still shines as an example of all that is good and possible in St. Louis.”

The Arch lies at the end of Market Street, the city’s central traffic spine and the center of downtown’s resurgence. Along its route you’ll find the redevelopment of Kiener Plaza and Soldier’s Memorial, and a project linking the Arch with the rest of downtown via a park bridging I-44, leading right up to Union Station, which is in the process

5. The city is considering the possibility of building a \$200-million soccer stadium to draw an MLS team to town
6. In 2016, work began on a \$19-million renovation of Kiener Plaza, a city park close to the Old Courthouse
7. Cortex’s 200 acres contain five centers of innovation and 1.6 million sq. ft. of office and R&D space
8. At full build-out, Cortex will be home to 13,000 permanent technology-related jobs

of being transformed with a revamped hotel, 200-foot-high Ferris wheel and an aquarium. The result: plenty more for people to do, whether they’re coming from 10 miles away or 1,000.

The region’s residential component also continues to grow, with more than 1,000 new units set to come online in the next two or three years, while the city is hoping to build on this surge by expanding its innovation ecosystem beyond the 300-plus start-ups that exist here today. The vision is that by 2025, downtown will be home to 1,000 innovative companies and 10,000 innovation-related jobs.

It’s all about creating an environment that welcomes businesses, residents and visitors—so that if the downtown does carry the brand of the entire region, more and more people will see St. Louis as a desirable place to live, work and play.

“We are in a great place,” says Ratcliffe. “This is an extraordinary community of people, with world-class cultural attractions and a world-class park system that provide a great quality of life—and that great quality of life for the residents translates to a great visitor experience as well.”

CORTEX INNOVATION COMMUNITY

St. Louis’s emergence as a start-up hotspot owes much to a partnership established in 2002 by some of the region’s foremost research institutions—SLU, WashU, UMSL, BJC HealthCare and the Missouri Botanical Garden—who came together to found the 200-acre Cortex innovation district in the city’s Central West End neighborhood.

Designed to connect problem solvers with business resources, venture capital and research facilities in a collaborative environment, it encompasses everything that’s needed to create an ecosystem that will drive the delivery of new technologies and the formation of new companies.

“What’s behind this effort is how do you feed that innovation pipeline,” says Phyllis Ellison, Cortex’s director of entrepreneur services and institutional and corporate partnerships. “How do you grow the next generation of companies like Enterprise, Express Scripts or World Wide Technologies?”

Fifteen years on, it boasts the region’s highest concentration of research and technology companies, and this continues to grow as the community introduces new programming and lays the foundations for its next phase of construction, Cortex 3.0. This will advance the area’s efforts to create a live-work-play district, with plans for a new Aloft hotel, a 180,000-square-foot office building, retail and dining options, as well as a MetroLink station connecting with downtown and the airport.

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explore st. louis

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The Magic House

Designed to spark curiosity and encourage creativity, The Magic House, St. Louis Children's Museum offers hundreds of hands-on exhibits and educational programming for children of all ages and abilities. The Magic House has been recognized by Orbitz, Nickelodeon, FamilyFun magazine and Zagat, which named the museum the nation's top family attraction with the most "child appeal." magichouse.org

Historical Gem of St. Louis

The St. Louis Union Station is a balance of nostalgia and elegant renewal. The National Historic Landmark offers a AAA Four Diamond Hotel, multiple dining outlets, outdoor attractions and the magnificent Grand Hall. Catch a breathtaking 3D light show displayed across the vaulted ceiling of the Grand Hall while seated in the hotel's main lobby. Recently completing a full renovation, the St. Louis Union Station is an attraction not to be missed in the Midwest. stlouisunionstation.com



CITY TOUR

ST. LOUIS HAS PLENTY TO OFFER WHEN THE WORKDAY IS OVER—HOW YOU EXPLORE THE CITY IS UP TO YOU, BUT HERE ARE SOME IDEAS TO GET YOU STARTED

THE HISTORY TOUR

The tallest man-made monument in the Western Hemisphere, standing 630 feet wide by 630 feet high, the **Gateway Arch (1)** is St. Louis's most iconic landmark and the perfect place to start exploring the history of the city, not least because it was built in tribute to the western expansion of the United States. Plus, from here, it's only a short distance to the historic **Old Courthouse (2)** and **Union Station (3)**, once the busiest train station in the U.S. and now a popular entertainment complex. Meanwhile, the **Cathedral Basilica of Saint Louis (4)** contains one of the largest mosaic collections in the world, while the city is one of the primary stopping points along Route 66—and the place to find out about all this, and more, is the **Missouri History Museum (5)**, itself founded as far back as 1866.

THE MUSIC TOUR

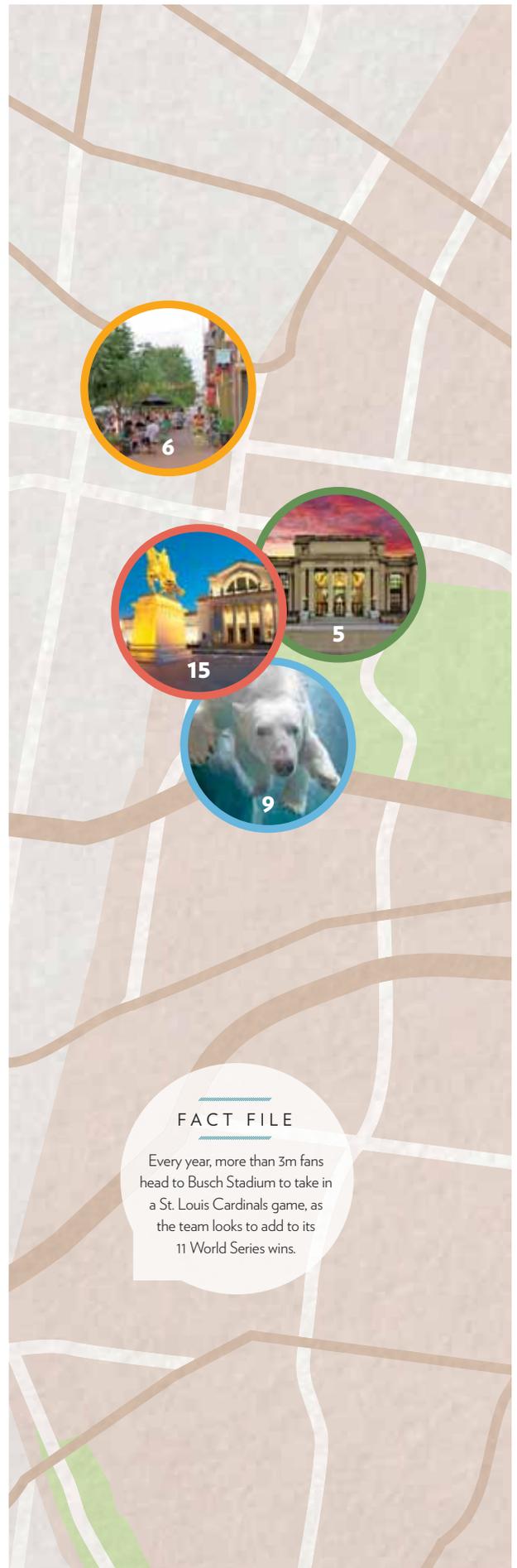
As the birthplace of Chuck Berry and one of the most prominent cities in the development of indigenous blues, St. Louis has played a significant role in shaping the path of American popular music. Today, that heritage is upheld with as many as 300 live music performances a week, many of them along Delmar Boulevard in **The Loop (6)**, where the proximity of WashU gives its venues a youthful buzz, and in **Soulard (7)**, the city's oldest neighborhood, where historic buildings give way to some of St. Louis's best blues clubs. If that accounts for your evening, then daytime could be well spent at the **National Blues Museum (8)**, which opened in downtown in 2016 and explores the importance of blues music through a series of interactive exhibits.

THE FAMILY TOUR

Explore St. Louis president Kitty Ratcliffe calls the city “the best family destination in the country,” and it certainly belongs in the discussion on the strength of such tourist hotspots such as Six Flags St. Louis and the **Saint Louis Zoo (9)**, named the number-one free attraction in the nation by *USA Today* in 2016. It's also home to a variety of kid-friendly museums, from the 700-exhibit **Saint Louis Science Center (10)** to **City Museum (11)**, where all sorts of found and recycled objects have been repurposed to create a facility that's part children's playground, part surrealist pavilion. Or, for a change of pace, families can also wander through the 79 lush acres of the **Missouri Botanical Garden (12)**, the oldest botanical garden in the U.S.

THE ARTS & CULTURE TOUR

St. Louis's rich history and the philanthropic nature of its citizens mean that it punches far above its weight as a cultural destination, with enviable offerings in art, dance, theater and music. One of the clearest places to experience this is in the midtown Grand Center neighborhood, listed on the National Register of Historic Places and home to such venues as the **Fox Theatre (13)** performing arts center and **Powell Hall (14)**, where you can relax to the sounds of the city's six-time Grammy-winning symphony orchestra. Elsewhere, as many as half a million people visit the **St. Louis Art Museum (15)** in Forest Park each year while, out into St. Louis County, the 109-acre Laumeier Sculpture Park features more than 60 outdoor exhibits.



FACT FILE

Every year, more than 3m fans head to Busch Stadium to take in a St. Louis Cardinals game, as the team looks to add to its 11 World Series wins.

FACT FILE

The Anheuser-Busch brewery opened in 1852, was designated a National Historic Landmark in 1966, and is now one of the city's most popular attractions.

ST. LOUIS

FACT FILE

St. Louis welcomes around 26m annual visitors who spend about \$5.4bn locally, while the tourism industry accounts for more than 85,000 jobs.



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MY ST. LOUIS

JOE BUCK

What makes St. Louis a special place?

“I travel all over the country literally every weekend of the year except for the months of February and March, and I love coming back home. It’s a bigger small town or a little city that I think is conducive to a more relaxed way of live. By that, I mean you’re not going to be in any traffic jams at rush hour that are causing you to miss anything, and you can go from the suburbs, to downtown, to the airport in under an hour.

“It’s a very proud city, and I think it’s unique in that way. People that are from here tend to stay here, and for athletes that come into town via trades, free agency or drafts, they get a taste of it from California, Florida, Texas or wherever they’re from. A lot of them put down roots here because of the easier way of life. It’s just a very relaxed day-to-day here.”

Why is this a good region to raise a family?

“When you come to St. Louis, you will hear people asking one another, ‘What school did you go to?’ In any other city in America, that means what university, and here it means what high school. The public school system here is great, and then the private and Catholic schools are really good. You fit into your little corner of this town and it’s a very insulated feeling. It’s a very comforting feeling, I think, for most—it was for me, and has been for my daughters who are now 20 and 17.”

Is it true when people say St. Louis is a baseball town?

“It’s got a presence here, Cardinals baseball, that’s kind of like the religion of the summer. People mark their different moments in family history by what the Cardinals did that year. I graduated high school in 1987 and the Cardinals won the National League that year, and Jack Clark hit a big home run. That’s how people around here think.

“This is a great sports community, whether it’s golf or the Blues, which are a big draw, but it is a baseball town first and foremost and people here aren’t ashamed to say that.”

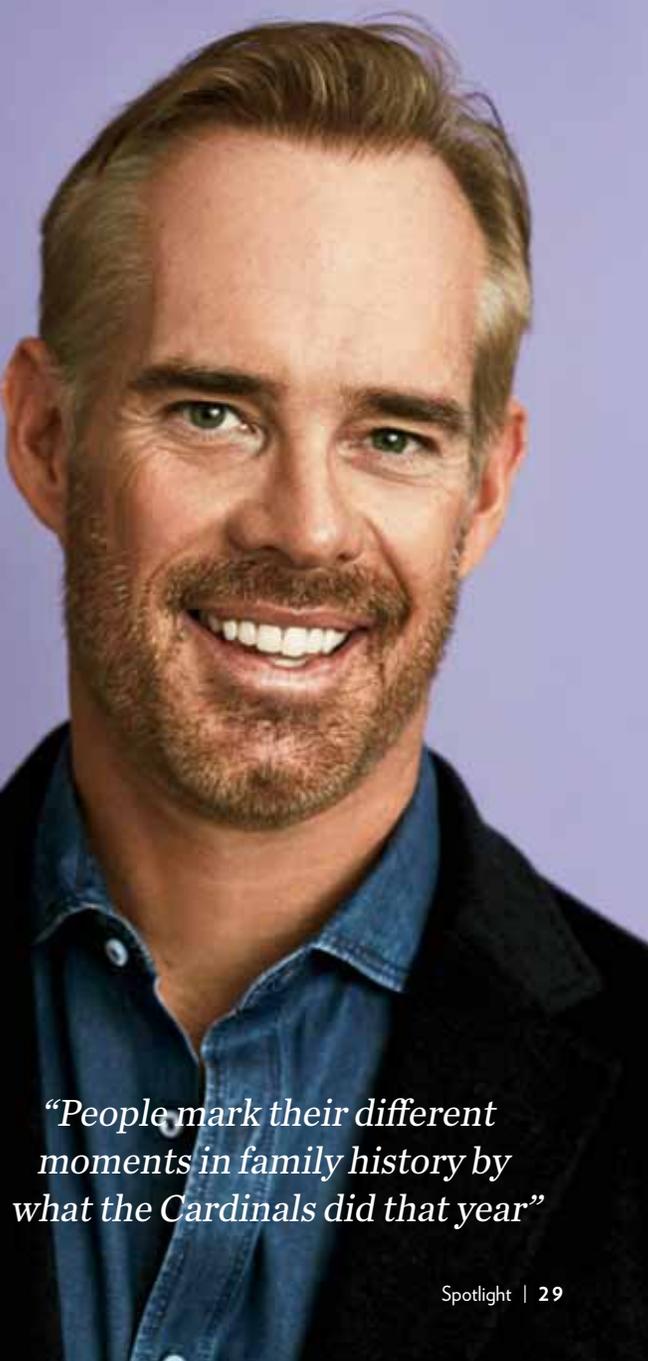
Are you optimistic about St. Louis’s future?

“I am. There are a lot of self-starters in this community that are making sure that the city is progressing. The history of the United States is littered with cities that have been lost or forgotten, or time moved on and the attention went elsewhere. I don’t think people here will let that happen.

“I think there are a lot of people that have a vision for what this city can be and they not only put their voice behind that but they put a lot of work and their own money in a lot of circumstances to make sure that the city is taking the steps to jump into the next decades. It’s more than just baseball. It’s more than just the foodie scene or the medical community. That it continues to grow. I see that happening bit by bit, which gives me a lot of hope as we go forward.”

FACT FILE

Before he called five Super Bowls and 19 World Series, broadcaster Joe Buck grew up in St. Louis, where his father was the beloved play-by-play voice of the St. Louis Cardinals.



“People mark their different moments in family history by what the Cardinals did that year”

LOOKING AHEAD

WHAT DOES THE FUTURE HAVE IN STORE FOR ST. LOUIS?



In 1875, Uriah Reavis published *Saint Louis—The Future Great City of the World*, a book extolling the region’s virtues, which even advocated for moving the nation’s capital from Washington, D.C. to eastern Missouri. While today’s leaders may not want to push things that far, there’s no reason why they shouldn’t share in Uriah’s

enthusiasm. With its expertise in critical, globally relevant industries such as plant science and healthcare, an innovation ecosystem that’s growing more vibrant by the day, and a quality of life that continues to draw national and international attention, St. Louis has plenty of things working in its favor as it plots its course for the coming years.

FACT FILE

The *New York Times* named St. Louis as one of its places to go in 2016.

Q&A:
STEVE STENGER
ST. LOUIS COUNTY
EXECUTIVE



What’s happening in St. Louis?

“We had just about \$3 billion in new business investment in 2016, and roughly 5,500 new jobs and about 9,000 retained jobs, and I think that’s because people in business are recognizing that St. Louis County is simply a great place to live and work.”

Are perceptions changing?

“In many circles, and maybe even among some St. Louis Countians, we think of ourselves as a Midwestern, slow-growing county or region, but that’s really changing right before our eyes. We are receiving more and more interest internationally, as well as nationally, for all the various things we’re doing, and there’s a lot more to talk about.”

THE ST. LOUIS OF TOMORROW

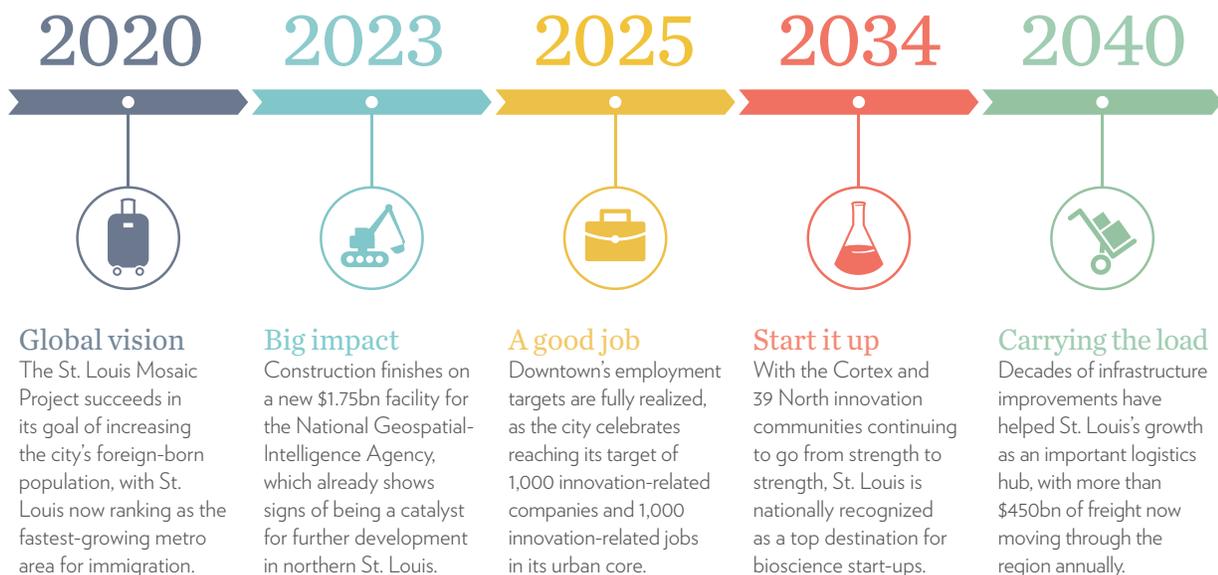


Photo courtesy of Explore St. Louis. Illustration by Paddy Mills



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