

dossier

A Hemispheres supplement January 2018



ST. LOUIS

▼ The Visionaries

Lessons in innovation from some of St. Louis's major organizations

▼ Global Impact

How St. Louis know-how can change the way we live and work

▼ Out of Office

Five different ways to explore the Gateway to the West



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We are cultivating a culture of innovation to transform the energy services
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LEAD TODAY. TRANSFORM TOMORROW.

SNAPSHOT: ST. LOUIS

As the Gateway to the West, St. Louis had a vital role in America's past. Today, it's looking to see how it can contribute to the world's future

On the bank of the Mississippi River, St. Louis was an important link during the western expansion of the United States, and to this day remains a major destination in the Midwest for business, culture and travel. Nine of Missouri's 10 Fortune 500 companies are located in the region, but that doesn't tell the whole story, with expertise in plant and health sciences, a growing tech sector and investments in the urban core speaking to a community well on its way to real national and international relevance.

ST. LOUIS RANKS:

#1

Affordable cities for 20-somethings
(Business Insider, 2017)

#1

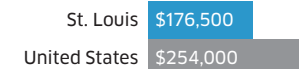
Best startup cities in America
(Popular Mechanics, 2015)

#5

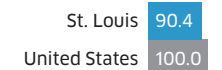
Best cities for jobs
(Glassdoor, 2017))

LOW COST ENVIRONMENT

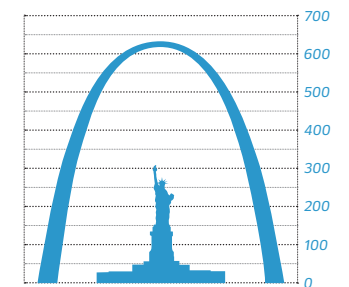
MEDIAN HOUSE PRICE



COST OF LIVING

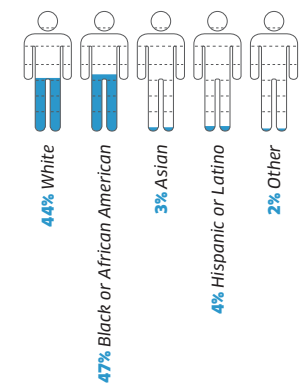


MONUMENTAL ASSETS

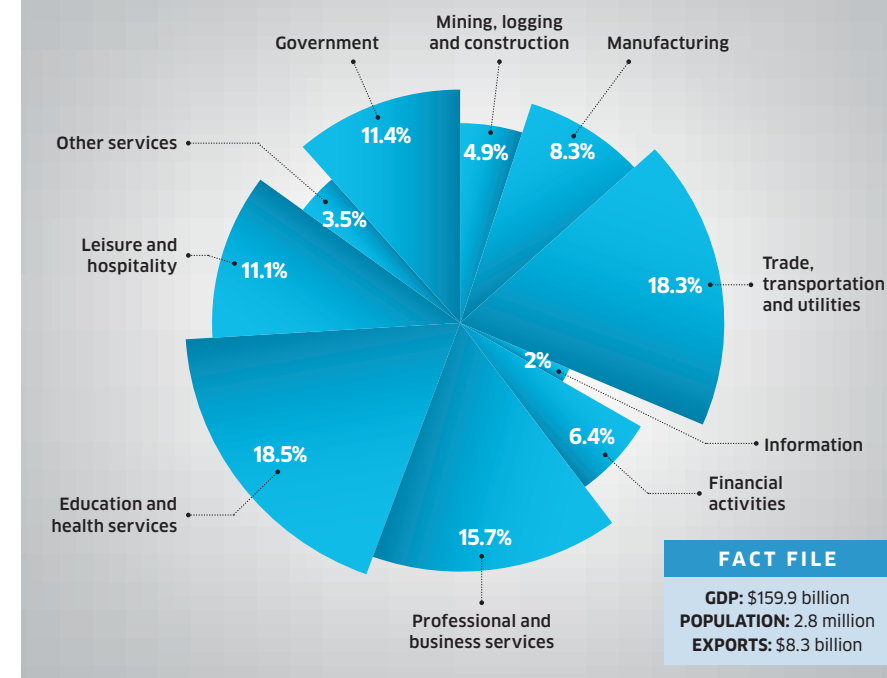


630 feet Gateway Arch | 310 feet Statue of Liberty

A DIVERSE REGION



EMPLOYMENT BREAKDOWN

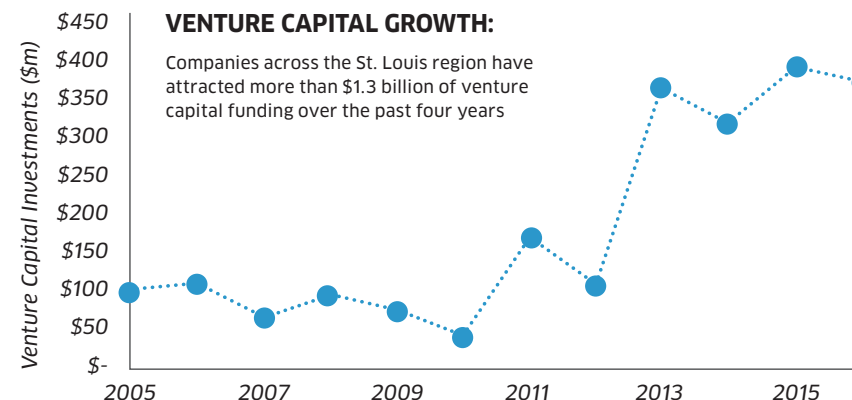


FACT FILE

GDP: \$159.9 billion
POPULATION: 2.8 million
EXPORTS: \$8.3 billion

VENTURE CAPITAL GROWTH:

Companies across the St. Louis region have attracted more than \$1.3 billion of venture capital funding over the past four years



EDITOR: DANIEL WELLBELOVE. DESIGN: STEWART HENSON. COVER ILLUSTRATION: VESA SAMMALISTO



THE VISIONARIES

Leaders from some of St. Louis's most innovative organizations on staying ahead of industry trends



GRAYBAR
Kathy Mazzarella,
Chairman, President and CEO

More than \$6 billion in annual sales, 290 locations and 145,000 customers speak to Graybar's importance to electrical, communications and data networking supply chains across North America.

What's put it there has been an ability to innovate and to accommodate evolving client needs throughout its near-150-year history. For example, in recent years, it has capitalized on the rise of big data and improved analytical tools to better understand buying decisions, while also exploring how progress here can help it serve the growing smart building and artificial intelligence markets.

"To serve our customers well for the future, Graybar's vision is to become a leader in digital innovation—from the products we sell, to the services we offer and the technology we implement to run our business," says chairman, president and CEO, Kathy Mazzarella. "As our world becomes increasingly digital, we are focused on developing the culture and capabilities to transform the supply chain for the future."



SAINT LOUIS UNIVERSITY
Fred Pestello,
President

It may be the oldest university west of the Mississippi, and set to celebrate its bicentennial this year, but age is proving no obstacle for Saint Louis University as it identifies what will bring its students success in the years ahead.

Among other things, it was one of the first universities worldwide to teach entrepreneurship, for which the graduate and undergraduate programs at its John Cook School of Business are still ranked among the best in the country. Its efforts in the area have also been bolstered by a growing engagement with the nearby Cortex innovation district, while the new Academic Technology Commons is designed to inspire creativity across all SLU members.

"We have embedded entrepreneurship in the fabric across the institution," says president Fred Pestello, whose university contributes more than \$700 million to the local economy and supports more than 6,800 jobs in the region. "We want creative graduates who can bring new ideas. It's exactly what business wants and needs, and I think we understand that."



CENTENE
Michael Neidorff,
Chairman and CEO

In recent years, Centene has proven to be one of corporate America's greatest growth stories. Founded as a single Medicaid plan as recently as 1984, it's already a national healthcare leader and an established member of the Fortune 100, with more than 32,000 employees and health plans that serve more than 12.3 million members.

While doing so, it's retained its focus on under-insured and uninsured individuals, specializing in innovative systems and plans that are delivered locally and with a philosophy that considers a person's total wellbeing. And this approach has not gone unrecognized, as *Fortune* named Centene to its 2017 Change the World list of companies that are doing well by doing good.

"For us, innovation is finding programs that improve outcomes for the people that are dependent on us for providing healthcare services," says chairman and CEO Michael Neidorff. "We have a lot of responsibility, and it starts with providing the highest quality care at the lowest and most reasonable cost."

ILLUSTRATIONS: PATRICK MORALES-LEE

CAP OFF A GOOD MEETING WITH A GREAT NIGHT

Of course we have the Gateway Arch, but that's not the only place to get an aerial view. St. Louis provides plenty of venues for out-of-the-box thinking, like 360's rooftop bar, where you can enjoy a cocktail and a bite to eat while checking out the city from above.

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SPOTLIGHT: EDWARD JONES

How the brokerage firm has grown from St. Louis roots to a presence in every corner of the country, and where it goes from here

When Edward Jones crossed the \$1-trillion threshold for assets under care, in 2017, it marked another milestone for what has become one of North America's largest brokerage firms.

Founded in 1922, in a single-room office in downtown St. Louis, it's grown from these humble roots to where its 15,000-plus financial advisors now serve more than 7 million investors across the U.S. and Canada. That's a success story in anybody's book, but it's made even more impressive when you consider that this has been totally organic, with no acquisitions or mergers along the way.

It's also been done by focusing solely on the long-term, individual advisor, which managing partner Jim Weddle believes has been key to how the firm has been able to differentiate itself in the market: "We work with people that appreciate the advice, the guidance and the close working

relationship that one of our financial advisors can provide," he says. "That resonates not only with baby-boomers, which is the sweet spot of our clientele today, but we've done a massive amount of research and millennials appreciate what we bring to the table as well."

That research will be put to the test in the coming years as the firm shapes its growth plans around modern demographic trends. In targeting a younger and more diverse client base, in anticipation of the future transfer of wealth across America, it has earmarked the continent's 50 largest metropolitan areas as key growth markets—identifying what makes each unique, and then recruiting from within those cities to meet their needs.

Adds Weddle, "We're focusing on the diversity of our organization—the diversity of the clients that we serve and also the opportunity to bring a far more diverse set of professionals to our firm."



“
WE'RE FOCUSING ON THE DIVERSITY OF OUR ORGANIZATION
JIM WEDDLE
”

BRANCH GROWTH

- 1922: 1
- 1957: 2
- 1980: 300
- 1986: 1000
- 1999: 5,000
- 2008: 10,000
- 2017: 13,000



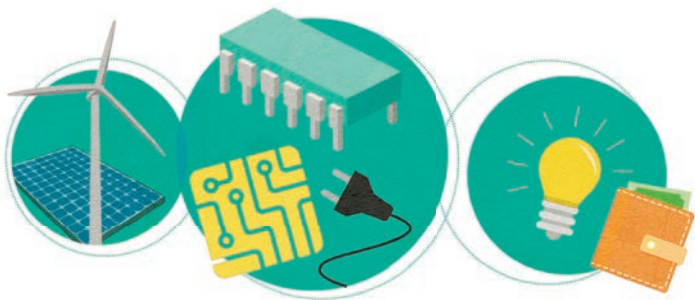
FACT FILE

Edward Jones reported revenues of \$6.6bn in 2016—good for number 403 on the Fortune 500.

PHOTOS COURTESY OF EDWARD JONES

PROBLEM SOLVED

Whether in energy or in medicine, St. Louis organizations are making investments for a brighter, healthier future



AMEREN New energy for an old utility

When Ameren Corporation launched its Ameren Accelerator program in 2017, it simultaneously addressed two important questions—what are the technologies that are going to shape our energy future, and how can an established company, more than 100 years old, ensure that it’s reinvesting in innovation and new ideas?

In partnership with the University of Missouri System, UMSL Accelerate and Capital Innovators, the program provided mentoring and funding for seven energy-technology startups, working in such diverse areas as smart grid solutions and private generation. It’s an investment in tomorrow, for the entrepreneurs chosen, for Ameren, and for St. Louis, as the region looks to differentiate itself as a technology hub.

“We wanted to combine the expertise that we have here at Ameren with all these great organizations to not only identify energy solutions, but to accelerate those energy solutions for our customers,” says Ameren’s chairman, president and CEO, Warner Baxter.

His company currently serves more than 2.4 million electric customers and more than 900,000 natural gas customers throughout Illinois and Missouri, and Baxter believes that this open-minded approach to innovation will ensure it continues to meet the challenges of the years ahead.

“The Ameren Accelerator is consistent with our objective of meeting our customers’ rising energy needs and expectations,” he says. “We talk about leading today so we can transform tomorrow, and that’s exactly what all this is about.”

“
WE TALK
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TOMORROW
WARNER BAXTER

WASHINGTON UNIVERSITY IN ST. LOUIS Understanding the mind

When it comes to scientific discoveries, few can be as alluring or important as unlocking the mysteries of the human brain—and few institutions are better prepared to lead the way than Washington University in St. Louis.

Its history is already littered with medical breakthroughs, including the first time anybody decoded the genome of a cancer patient, and with a School of Medicine that ranks among the top five recipients of funding from the National Institutes of Health, it has the robust research enterprise required to continue in this tradition.

“We have played a very proactive role in encouraging the development of benefit to society from the research that we do,” says WashU’s chancellor, Mark Wrighton. “We’re really proud of the effort that we have underway to understand Alzheimer’s disease and how to approach slowing the progress or preventing Alzheimer’s.”

Previously, WashU researchers developed the first screening test used worldwide to diagnose Alzheimer’s, and now they’re using their expertise to see if certain drugs can prevent the disease before it sets in, by leading an international clinical trial of people with an inherited predisposition to develop early-onset Alzheimer’s. Should it prove successful, findings could then be evaluated in more common forms of the disease.

Meanwhile, another WashU research team has taken on the issue of concussions, running computer simulations of brain trauma that could then be used to design new equipment or evaluate rule changes in sports.



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THE NATIVE & THE NEWCOMER

Two companies with very different backgrounds explain what makes St. Louis their perfect home in 2018

CALERES

Founded in St. Louis in 1878

In the early 1990s, St. Louis was one of the nation's largest shoe manufacturing cities, supported by its low costs, access to transportation and entrepreneurs such as George Warren Brown, who co-founded Bryan, Brown & Company in 1878. Since then, fashions and manufacturing practices have changed plenty, yet Brown's company continues to prosper. Renamed Caleres in 2015, it ranks among America's largest footwear companies, with more than \$2.5 billion in annual sales and a portfolio that includes such household

names as Allen Edmonds, Naturalizer and Dr. Scholl's Shoes, while more than 85 million people visited one of its Famous Footwear stores in 2015.

"I'd like Caleres to be known for our world-class set of brands that the consumers love and trust," says chairman, president and CEO Diane Sullivan (pictured), who still sees St. Louis as the right place for Caleres today. "What I love about St. Louis is the work ethic of the people and how much the people really care about the community that they live in. I've never seen a more philanthropic place."



FACT FILE

Caleres footwear is distributed to more than 1,900 retailers across 60-plus countries.

KWS

Arrived in St. Louis in 2015

When KWS SAAT, one of the world's largest seed companies, was looking to establish its first research facility outside Germany, it looked to North America and such major bio hubs as Boston, San Francisco and North Carolina's Research Triangle, before opening the KWS Gateway Research Center in St. Louis, in 2015.

"St. Louis is extremely attractive in agricultural science as somewhere to operate because of the infrastructure, the availability of talent and the relationships that are here in the community," says Derek Bartlem, managing director and

head of research USA.

The new facility, located in the Danforth Center's BRDG Park adds to KWS's global efforts in basic research and product development, while the company has demonstrated its commitment to the city around it through its 'Explore Agriculture Science' program for high school students, designed to encourage diversity in tomorrow's workforce.

"St. Louis has really helped and supported KWS to live our core values," adds Bartlem. "We are proud to be part of the St. Louis community and would definitely choose it again."



FACT FILE

In FY2016, KWS invested \$184m in R&D—equivalent to 17% of its annual net sales.

PHOTOS COURTESY OF CALERES, KWS

REBUILDING OUR CITY'S FRONT YARD

Graybar is proud to be part of the Jefferson National Expansion Memorial renovation team with Guarantee Electrical, delivering an all-new perspective on a classic St. Louis experience. The expanded grounds and museums of the St. Louis Gateway Arch depend on Graybar for high quality electrical products and logistics services.



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GLOBAL IMPACT

How some of St. Louis's largest companies are leading the transformation of their industries across America and around the world

EXPRESS SCRIPTS

Improving healthcare efficiency

One of the most prominent conversations in healthcare today, certainly in the U.S. but beyond as well, is centered around how to improve patient outcomes while lowering overall costs. That means creating a more efficient system—something that Express Scripts, the nation's largest independent pharmacy benefit manager, believes it has the scale, flexibility and alignment to address, by negotiating with retail pharmacies

and drug manufacturers so nobody pays more than they need to. "In a system that is fragmented, pharmacy is the one part that is real time and really has a good view of the whole patient," says CEO Tim Wentworth, whose company serves 83 million people across America. "The outcome of us doing our work well is a healthier population, who cost the system less in total because about 88 percent of the first-line care for something that could be wrong with you involves taking the appropriate pharmaceutical."



MONSANTO

Driving innovation in farming

Feeding a growing global population is challenging enough, but how do you do that without using any more land or water, and while reducing greenhouse gas emissions? For agriculture giant Monsanto, it's about using modern technologies to make farming more efficient, which is why it's at the forefront of developing new sensors and analytical tools designed to help farmers make better decisions. For example, instead of applying a

uniform amount of nitrogen across an entire field, they'll know the optimal amount to apply to particular areas—thereby improving the field's productivity, while also reducing the environmental impact. "It's leveraging technology, new science, new ideas and new approaches to solve the big challenges that society faces," says president Brett Begemann. "I think data and analytics is going to change agriculture more than probably any innovation we've seen in the last 25 or 30 years."

NESTLÉ PURINA PETCARE

Advancing pet nutrition

Formed by the merger of St. Louis-headquartered Ralston Purina and Switzerland's Nestlé corporation, Purina is the number-one pet care company in the U.S. by sales, volume and market share, with an impact that stretches even further through the work of its industry-leading research team. Building upon a history of innovation that stretches back to the first pet nutrition and care center, in 1926, it now employs more than 500 veterinarians,

behaviorists and other pet experts around the world, with 300-plus patents attesting to its ability to deliver breakthrough products that lead to longer, healthier lives. "At Purina, we look at how we can make the lives of pets healthier and longer first, and figure out how to turn our research into a marketable product second," says Dan Smith, vice president of research and development. "We believe that one day the health challenges faced by today's pets will be nothing more than a memory."



PHOTOS COURTESY OF EXPRESS SCRIPTS, MONSANTO, NESTLÉ PURINA



WORK WITH PURPOSE

At Centene, we come to work energized by our purpose: to transform the health of the community, one person at a time. And that starts right here at home in St. Louis.



If you are interested in joining our team, please visit us at: centene.com/careers

We are proud to base our global headquarters in St. Louis and be involved in a region which supports the entrepreneurial growth and innovative spirit of companies such as ours. Today, as a Fortune 500 company serving more than 12 million individuals through locally-delivered healthcare programs across the United States, we maintain our foundational belief that everyone deserves access to quality healthcare with dignity.

GATEWAYS TO GROWTH

The businesses and organizations primed to define the St. Louis economy for years to come



Throughout its history, the St. Louis economy has remained far from static, but instead known at various times for the production of vehicles, shoes and beer, as well as being one of the Midwest's leading corporate locations. Today, it's building on its traditional strengths with a renewed commitment to entrepreneurship and small business growth, and moving toward an increasingly diversified economy, of which some of the primary contributors are explored below.

“WE NEEDED TO CREATE THE ECOSYSTEM, INFRASTRUCTURE AND CULTURE TO CAPTURE THE ECONOMIC BENEFIT
DONN RUBIN

BIOSCIENCE

St. Louis has long had the capabilities to produce life-changing research, but now a series of public and private investments are seeing those strengths translate to new companies and a flourishing commercialization pipeline.

As a regional champion for the industry, BioSTL has spearheaded many of these initiatives over the past decade and a half. Since 2003, its BioGenerator arm has invested \$17.9 million in 71 high-growth startups that have

1. More than 210 million tons of freight move through St. Louis annually
2. Since inception, the Danforth Center has attracted \$164m in competitive research grants
3. Panera Bread operates more than 2,000 bakery-café's across the U.S. and Canada



cumulatively raised \$530 million in outside funding. Meanwhile, its GlobalSTL program has helped draw five Israeli firms to locate their U.S. headquarters in St. Louis since 2014, while pursuing further opportunities in Europe, Asia and South America. In 2017, the Brookings Institution highlighted BioSTL and St. Louis as a model for other cities looking to build on their own industrial and research strengths.

“We recognized that we had tremendous intellectual capital, but the innovations and new

“WE DISCOVER TODAY WHAT'S GOING TO MATTER TOMORROW, AND WE INNOVATE INTO THAT
RON SHAIKH

ideas that were being developed did not have the support system to locally turn those into startup companies,” says Donn Rubin, president and CEO of BioSTL. “We needed to create the ecosystem, infrastructure and culture to capture the economic benefit of that intellectual capital and keep it here in St. Louis.”

Also working in St. Louis's favor is the breadth of opportunities open to it in the bioscience space. The presence of Washington University, among others, provides the engine for medical innovation, but then the region also has the assets to make it a powerhouse in plant science.

This begins with its location at the heart of one of the world's most fertile farming regions, and continues with a higher concentration of plant science PhDs than anywhere else in the world, working at facilities such as the Donald Danforth Plant Science Center. Founded in 1998, this is now the world's largest independent research institution dedicated to plant science, and complements its devotion to improving the human condition with its efforts to bolster local economic growth—including opening its doors to its neighbors so they have access to the tools and facilities they need to develop their ideas.

“We view this ecosystem as a great way to take innovations here at the Danforth Center and turn it into something useful in the marketplace,” says its president, Jim Carrington. “Over the past six or seven years, about 45 AgTech companies have emerged around the Danforth Center because of the facilitation function we provide.”

TECHNOLOGY

The same capacity for entrepreneurship and innovation is also evident in the technology and IT space, with St. Louis frequently cited as a leading city for both start-ups and tech jobs.

More than 50,000 people are now employed within the sector locally, from fledging firms to the likes of World Wide Technology, only founded in 1990 but already reporting more than \$9 billion in annual revenue. Today, the company provides supply chain technology to 45 percent of Fortune 500 companies, and hopes the 2017 opening of its new global headquarters in St. Louis will provide the platform to carry that momentum forward.

“We have morphed from being what I would call a traditional value-added integrator, which is a reseller of technology products, into a global information technology solutions provider,” says CEO and co-founder Jim Kavanaugh. “Our

PHOTOS COURTESY OF BI-STATE DEVELOPMENT, DANFORTH CENTER, PANERA BREAD

“
OUR NEW
VISION MOVING FORWARD
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SOLUTION
PROVIDER IN
THE WORLD
JIM KAVANAUGH

new vision moving forward is to be the best technology solution provider in the world.”

Even outside of the traditional IT space, you’ll find St. Louis companies finding ways to differentiate themselves through technology integration. For example, Panera Bread is no stranger to innovation, as one of the pioneers of the fast-casual food movement, and has maintained that spirit in recent years as it bet big on digital as a way to drive customer loyalty and improve the in-store experience. So far, that seems to have paid off, with around 30 percent of its \$5 billion in annual sales now coming from digital sources, making it an industry-leading restaurant e-tailer.

“We discover today what’s going to matter tomorrow, and we innovate into that,” says chairman and co-founder Ron Shaich, whose company serves more than 10 million guests per week.

FINANCIAL SERVICES

St. Louis has a fair claim to be an important center for the financial services and brokerage industry, not only for the Midwest but on a national level. In all, the cluster employs more than 80,000 people locally across 6,200 companies, who have found St. Louis’s technology offerings and talent pool a distinct advantage.

These include the likes of Edward Jones and Stifel, which has used this platform to evolve over recent decades from a Midwest-focused business to an international leader in the wealth management industry, with annual revenues of more than \$2.6 billion and total client assets in excess of \$260 billion. Both of these figures are

up more than 2,000 percent on two decades ago—testimony to an approach that emphasizes personal relationships and the human touch in serving clients, and using technology to augment its offerings, not dominate them.

“We have over 2,000 advisors at Stifel working every day to meet the unique needs of their clients,” says chairman and CEO Ronald Kruszewski. “Technology does not, and cannot, replace the emotional intelligence that fuels our success.”

Meanwhile, St. Louis is also home to Wells Fargo Advisors and more than 5,000 of its team members, putting it at the heart of one

of the nation’s largest retail brokerage and wealth management providers. In all, the company is represented by nearly 15,000 advisors across all 50 states, administering a total of \$1.6 trillion in client assets.

“Our focus at Wells Fargo Advisors is working to create better financial outcomes for our clients,” says president David Kowach. “Delivering high-impact advice is the core of our business, and we continue to invest in ways that help enhance the quality of the advice and service that our clients receive.”

CORPORATE

St. Louis’s 17 Fortune 1000 companies represent an outsize return for a metro of 2.8 million people, while the likes of Energizer, The Emerson Electric Company and Enterprise Holdings demonstrate the diversity of public and private corporations that have found their home in the Gateway City.

The latter of these was founded in a St. Louis car dealership in 1957, yet from these beginnings has grown to be the world’s largest car rental company. It’s also the nation’s largest single purchaser of new vehicles and the number-one entry-level employer of new college graduates, with close to 9,000 entering its training programs annually.

“We’ve got 97,000 employees, we have 9,600 branches, and we’ve got multiple business lines,” says EVP and COO Christine Taylor. “Our scale gives us the ability to differ different services to our customers and make sure that we’re providing what they need.”

HIGHER EDUCATION

As St. Louis looks to its future workforce needs, it can take comfort in knowing that there are more than 30 four-year colleges and the universities spread across the region, enrolling more than 125,000 students, and ready to respond to the needs of the community.

These include the likes of Southern Illinois University Edwardsville, a short distance northeast of St. Louis. As well as being the fastest-growing state institution in Illinois, SIUE also ranks first among emerging research institutions in the Midwest for research expenditures, while it is drawing particular attention for its Undergraduate Research and Creative Activities program and the opportunities these offer its members.

“We have tried to brand the university as a place where students get hands-on experiences,” says its chancellor, Randy Pembrook. “This is a

PHOTO COURTESY OF BIOSTL



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1. Ameren serves more than 2.4m electric customers in Missouri and Illinois
2. Monsanto's Chesterfield campus is a global hub for plant research
3. The region is home to the 3rd and 8th-busiest inland ports in the U.S.



real crucible where students can try things on their own.”

ENERGY

Every company needs power, which in St. Louis is provided by a group of forward-thinking utilities such as Ameren Corporation and Spire, a natural gas company that’s been an intrinsic part of the community since the city installed gas lights on its streets in 1857. The last five years may be the most exciting in that history, as the company has nearly tripled in size through a series of acquisitions that now see it serve 1.7 million people in Missouri, Alabama and Mississippi.

“Around six years ago, we were about a \$1-billion company on an enterprise level, and we’re right at about \$6.5 billion today,” says CEO Suzanne Sitherwood. “Scale is enabling. We needed to get a big enough enterprise so that we could deploy platforms that would then enable us to add on to customer-facing technologies like mobile devices and the way that customers pick their services”

“
WE JUST
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OURSELVES
APART AS THE
EASY AIRPORT
FOR CARGO TO
COME IN
RHONDA HAMM-
NIEBRUEGGE

TRANSPORTATION AND LOGISTICS

There’s a lot to love about St. Louis if you’re in the business of moving things. As well as its central location within the U.S., the region is home to the northernmost lock and ice-free port on the

Mississippi, while it lies at the crossroads of six Class I railroads and four major interstates. And when it comes to aviation, companies can rely on the likes of St. Louis Lambert International Airport, which balances the 14 million-plus passengers it serves annually with what it sees as an enticing proposition for the cargo industry.

“We just want to set ourselves apart as the easy airport for air cargo to come in,” says director of airports Rhonda Hamm-Niebruegge. “Whether you want to move it through rail, water, highway or even on additional air, you’ve got that flexibility here and it can be very cost-effective.”

In 2014, the St. Louis Regional Freightway was founded to coordinate and optimize these assets. Bringing together both the public and private sectors, its responsibilities include advocating for important infrastructure projects and developing relationships with other regions—all with the goal of enhancing St. Louis’s standing as a freight hub as trends such as ecommerce create new opportunities for cities nationwide.

“The U.S. Department of Transportation is anticipating that freight volumes are going to increase by 40 percent over the next three decades,” says executive director Mary Lamie. “Knowing that we have these superior competitive advantages, we want to be part of that growth.”

PHOTOS COURTESY OF BI-STATE DEVELOPMENT, AMEREN CORPORATION, MONSANTO

200 YEARS IN ST. LOUIS

Founded in 1818, Saint Louis University is celebrating two centuries of educational excellence.

As the first university in the American West, we are proud of our home in St. Louis and of our recognition as one of the country’s premier Catholic, Jesuit universities.

SAINT LOUIS UNIVERSITY
KEEP MAKING HISTORY
SLU.EDU/200YEARS

FLYOVER COUNTRY? NOT ANYMORE.

More plant scientists call St. Louis home than anywhere else in the world.

- Top-tier medical and plant research institutions
- A capital-efficient local market to grow your business
- BioGenerator free lab space houses 56 startups
- Over \$1.2 billion in capital investments by 70 outside stakeholders
- North American headquarters to firms from Argentina, Germany, India and Israel

FIND OUT WHY ST. LOUIS IS A GLOBAL LEADER IN BIOSCIENCE

BIOSTL.ORG

1. DOWNTOWN

The heart of entertainment, business and culture for the St. Louis region, the downtown area is a place where the past and the future collide. As well as such historic structures as Union Station and the Old Courthouse, you can still see the remnants of its time as a hub for garment and shoe manufacturing, while modern mixed-use developments such as the Mercantile Exchange District have brought young residents, hot restaurants and vibrant street life to the urban core.

2. CENTRAL WEST END

The world's biggest chess piece and the largest collection of mosaic art on the planet represent just two of the things to see in this leafy neighborhood between downtown and Forest Park. Here, stately turn-of-the-century homes are flanked by sidewalk cafés, antique shops and pubs, and watched over by the splendid Cathedral Basilica of Saint Louis—all coming together to create a place that was named as one of America's Top 10 neighborhoods by the American Planning Association.

3. SOULARD

St. Louis's oldest neighborhood provides visitors with the chance to connect with the city's roots, be that in the churches raised by its immigrant communities, in old brewery buildings that now host some of the city's finest restaurants and blues clubs, or during the huge Mardi Gras celebrations that hark back to its French heritage.

4. THE LOOP

Named for an old streetcar turnaround, this eclectic stretch of Delmar Boulevard gets its youthful feel from the presence of nearby Washington University, and then blends this with a trendy mix of vintage clothing stores, coffee shops and music bars. Landmarks include the statue of Chuck Berry and the restored Tivoli Theatre, while the Loop Trolley takes the area back to its roots with a 2.2-mile electric streetcar route linking the neighborhood to Forest Park.

5. FOREST PARK

Known as the 'Heart of St. Louis', Forest Park is the seventh-biggest urban park in the U.S. and some 450 acres larger than Central Park in New York. As such, it has plenty of room for the Saint Louis Zoo and such cultural destinations as the Saint Louis Art Museum, the Missouri History Museum and The Muny, the country's largest outdoor theater.

ILLUSTRATION: BRATISLAV MILLENKOVIC

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NEIGHBORHOOD GUIDE

The diversity of St. Louis is on full display with a stroll through its historic communities

On Cherokee Street, it's the blend of taquerías and contemporary art spaces. In Carondelet, it's the historic red-brick buildings and charming parks. And in Maplewood,

it's the craft breweries, artisans and one-of-a-kind boutiques. Every one of St. Louis's 79 neighborhoods has its own character and style, and a new way to see what's happening in this

diverse Midwest city. "We have incredible neighborhoods that offer unique experiences that appeal to different interests," says Kitty Ratcliffe, president of

Explore St. Louis. "You can find whatever lifestyle you want to live and work in, and I think that kind of diversity in a community, at an affordable price, is just something you can't beat."



REVITALIZATION

How huge investments in St. Louis's central core are helping turn this Midwest city into a national destination

Just as the St. Louis economy is being transformed by entrepreneurs, new business ideas and innovation parks, so is its landscape evolving with a renewed commitment to quality of life ideals, and the creation of a community where people would choose to live, work, play and visit.

"There is a building boom going on in St. Louis, and a lot of private investment happening," says Sheila Sweeney, CEO of the St. Louis Economic Development Partnership. "We've even had private investments in the last year in one of our areas that hadn't seen any private investment for more than 20 years."

You'll find significant investment happening in the city's south and north ends—the latter of which has been selected for a new \$1.75-billion facility for the National Geospatial-Intelligence Agency—but the area seeing the greatest amount of development is along St. Louis's

“THERE IS A BUILDING BOOM GOING ON IN ST. LOUIS AND A LOT OF PRIVATE INVESTMENT HAPPENING”
SHEILA SWEENEY

central spine. Running from the Mississippi to beyond Forest Park, this takes in major institutions such as Washington University and Saint Louis University, as well as a downtown region that has seen more than \$6 billion of investment since 2000.

Right now, one of the most significant projects is happening at the iconic Gateway Arch, where a \$380-million renovation is designed to improve the visitor experience and link the monument to the city beyond with a land bridge over an interstate that historically separated the two.

"From even before the time the Arch was constructed, it's had this almost magical ability to bring our community together," says John Nations, president and CEO of Bi-State Development, which has partnered with the National Park Service on the operation of the Arch since 1967. His organization also oversees the region's Metro transportation system, and

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FACT FILE

Approximately \$7bn in new development is currently underway around St. Louis.



manages the St. Louis Downtown Airport.

“We’ve connected the Arch to downtown, and now we’re going to have hundreds of thousands of people in downtown St. Louis, which is really where they want to be,” Nations adds.

Elsewhere, another of St. Louis’s historic attractions is going through a revamp of its own, as Union Station adds luxury hotel rooms, a ferris wheel and an aquarium set to open in 2019. Next to Busch Stadium, itself only opened in 2006, the Ballpark Village entertainment district is embarking on a \$260-million second phase of development, including a high-end residential tower and the first new Class-A office building to be constructed downtown since 1989. In addition, the city’s public spaces have been elevated in recent years with the construction of the \$30-million Citygarden sculpture park and the renovation of Kiener Plaza.

Yet these represent just a taste of everything that’s happening to increase the number of people living in the urban core, where the population has tripled since the turn of the century, to and support a tourist industry that’s swollen to around 26 million visitors to the city each year.

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ST. LOUIS
JOHN NATIONS
”

“People don’t understand the level of development that’s happening in St. Louis,” says Kitty Ratcliffe, president of Explore St. Louis. “Just in the downtown area alone, we have five hotel projects under construction. We have three hotel projects in the midtown area of the city, and that’s going on throughout the region, and they’re building these hotels because people are coming to St. Louis.”

Moving away from the river, St. Louis’s Midtown district looks likely to soon share in the vibrancy of downtown, and the main catalyst could be Saint Louis University, which was recently announced as the master developer for more than 400 acres of land between its two campuses. Over the next decade, the university foresees as much as \$1 billion in new projects in industrial or underused areas, headlined by a new \$500-million hospital and ambulatory care center for SSM Health.

“With our partner at SSM, we want to create a vibrant area,” says SLU president Fred Pestello. “This will add jobs, this will add to the tax base, and this will add wealth and vibrancy, continuing the development of what we call the Central Corridor.”

FACT FILE

The downtown population of St. Louis grew by **7.2%** in 2016, to nearly **10,000** people.

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A CATALYST FOR GROWTH

Bi-State Development (BSD) and its five enterprises are focused on promoting economic growth in the region. In partnering with public and private organizations on hundreds of projects over the years, BSD has played a special role in helping create thousands of jobs on both sides of the Mississippi River. BSD stands committed as partners with regional leaders and businesses in order to create new economic development opportunities for the region.

BiStateDev.org

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OUT OF OFFICE

Named a top place to visit by the *New York Times* in 2016, St. Louis offers plenty of different opportunities for exploration and recreation

“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”
KITTY RATCLIFFE, EXPLORE ST. LOUIS

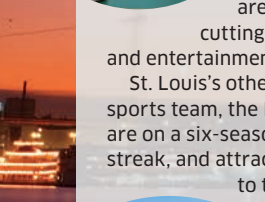
SPORTS

Eleven World Series wins have secured the St. Louis Cardinals' place among MLB's most venerated franchises, making **Busch Stadium (1)** a must-visit for baseball lovers.

As much as St. Louis is known for baseball, it's also known for beer—and so it makes sense to combine the two (and more) in the **Ballpark Village (2)**, where hundreds of millions of dollars are creating a cutting-edge dining and entertainment district.

St. Louis's other major league sports team, the NHL's Blues, are on a six-season playoff streak, and attract large crowds to their games at the **Scottrade Center.**

In 2018, **Bellerive Country Club (3)** is set to host the 100th PGA Championship, with around 200,000 golf fans expected across seven days, contributing to an anticipated \$100-million economic impact for the region.



BLUES

Opened in 2016, in downtown St. Louis, the **National Blues Museum (4)** explores the history of the genre and provides the ideal introduction to this intrinsic piece of St. Louis culture.

More than 30 music clubs, taverns and restaurants—we recommend **BB's Jazz, Blues and Soups (5)** or Beale on Broadway—make the historic **Soulard** neighborhood a great place to become acquainted with the blues.

In the heart of The Loop, **Blueberry Hill (6)** is a lively destination when the sun goes down, and home to all sorts of rock 'n' roll memorabilia, including Chuck Berry's guitar. Don't forget to check out the nearby Vintage Vinyl record store.

Or brush up on your Gateway City history at the **St. Louis Walk of Fame**, which honors such local icons as Chuck Berry, Miles Davis, Scott Joplin and



FAMILY-FRIENDLY

A short distance from the city, **Six Flags St. Louis (7)** claims to be the 'Coaster Capital of Missouri', with nine roller coasters and the largest ferris wheel of any North American theme park.

With more than 17,000 animals drawing 3 million visitors annually, the **St. Louis Zoo (8)** has been named by *USA Today* readers as America's top free attraction and America's best zoo in recent years.

The **City Museum (9)** is a true one-of-a-kind attraction, where architectural and industrial objects have been repurposed to create a playground-pavilion hybrid that now ranks among St. Louis's most popular destinations.

One of the largest of its kind in the U.S., the **Saint Louis Science Center (10)** encompasses a museum, planetarium and, from April, a traveling exhibition featuring the Apollo 11 command module Columbia.



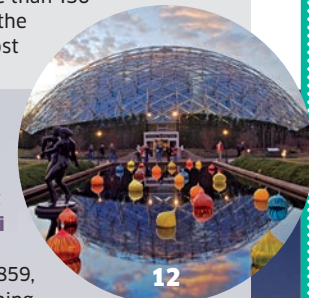
HISTORY

Over the last 50 years, more than 130 million people have visited the **Gateway Arch**, the city's most famous monument and the world's tallest arch, built to celebrate St. Louis's role in the westward expansion of the United States.

One of the nation's oldest public gardens, the **Missouri Botanical Gardens (12)** has been a St. Louis icon since 1859, and features everything from a traditional Japanese garden to a tropical rainforest within its striking geodesic dome.

The story of St. Louis is best told at the **Missouri History Museum (13)**, where you'll find artifacts and stories from its colonial past, the Lewis and Clark Expedition, the Louisiana Purchase, and the exploits of Charles Lindbergh.

St. Louis's French heritage is on display at **Lafayette Park (14)**, the oldest public park west of the Mississippi, where the colorful 'Painted Ladies' houses that surround it represent one of the country's best preserved Victorian-era neighborhoods.



FOOD & DRINK

Dating back to 1779, **Soulard Farmers Market (11)** is one of the oldest west of the Mississippi—as well as one of the largest, with more than 140 vendors selling their wares year round.

A thirst for beer is sure to be quenched in St. Louis, with a rapidly growing craft beer scene and free tours of the **Anheuser-Busch Brewery**, opened in 1852 and designated a National Historic Landmark in 1966.

Ted Drewes Frozen Custard has been a local favorite for more than 80 years and is known for its 'concrete'—a malt or shake so thick that it is served upside down.



PHOTOS COURTESY OF EXPLORE ST. LOUIS, SHUTTERSTOCK

FACT FILE

ANNUAL VISITORS: 25.9 million
VISITOR SPENDING: \$5.4 billion
TOURISM EMPLOYMENT: 88,000

BEYOND THE HORIZON

A series of public-private partnerships that bring together the whole community look set to drive innovation and economic growth for the St. Louis region

When St. Louis hosted the World's Fair in 1904, it marked the first time the public got to see the wireless telephone, the x-ray machine and the personal automobile. As such, it also cemented St. Louis's ascendancy to relevance as a progressive, innovative and future-minded city—and parallels can certainly be drawn today, as the region sits on the precipice of a new era.

Unprecedented venture capital funding, significant small business growth, and a number of foreign corporations looking at St. Louis speak to the momentum that has followed the founding of the Cortex Innovation Community, in 2002. A partnership between several of the city's largest research institutions, including WashU and SLU, it now boasts St. Louis's highest concentration of technology companies across its 200 acres, and continues to invest in its future with the first new MetroLink station in 10 years and plans to create a contemporary live-work-play environment.

The region now hopes that a similar impact will follow from the formalization of the 39 North innovation district, announced in late 2016. With a focus on AgTech, the district already counts many

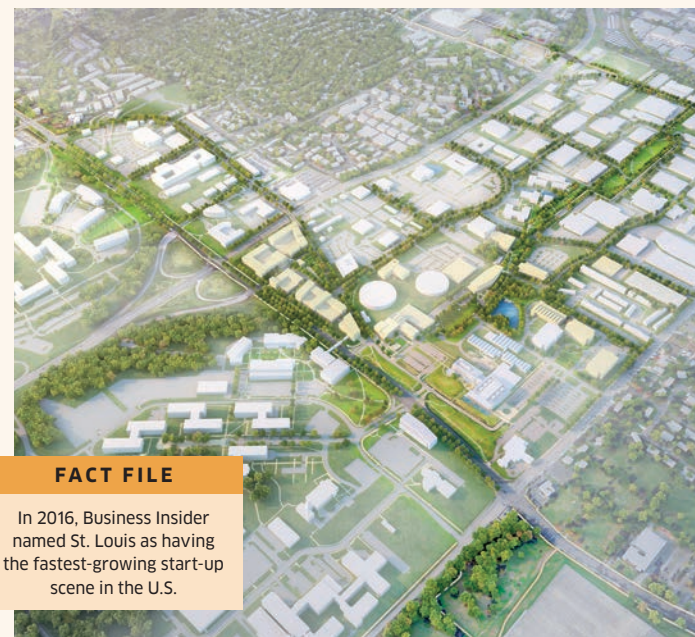
“**WE'RE ZEROING IN ON THOSE TYPES OF ELEMENTS THAT PEOPLE WANT TO HAVE IN A MAJOR CITY**”
SHEILA SWEENEY

of St. Louis's foremost plant science organizations within its 600 acres, and has now set out to double down on these assets by better connecting them, and creating a pleasant environment that will attract both companies and talent.

“The idea is to create a beehive of activity around these areas,” says Donn Rubin, president and CEO of BioSTL. “If you start a company here, you're going to get the support, nurturing and collaboration that's going to help you succeed for a lot less capital than it's going to take on the East Coast or the West Coast.”

Meanwhile, talent is also the focus of the St. Louis Mosaic Project, another public-private initiative that has set a goal of having America's fastest-growing immigrant population by 2020, philosophizing that newcomers invigorate a region and consequently drive innovation.

“We're making sure that we're zeroing in on those types of elements that people want to have in a major city: their quality of life, a good job and good transportation,” says St. Louis Economic Development Partnership CEO Sheila Sweeney. “All of those things we try to look at as one big package that we can offer.”



FACT FILE

In 2016, Business Insider named St. Louis as having the fastest-growing start-up scene in the U.S.



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