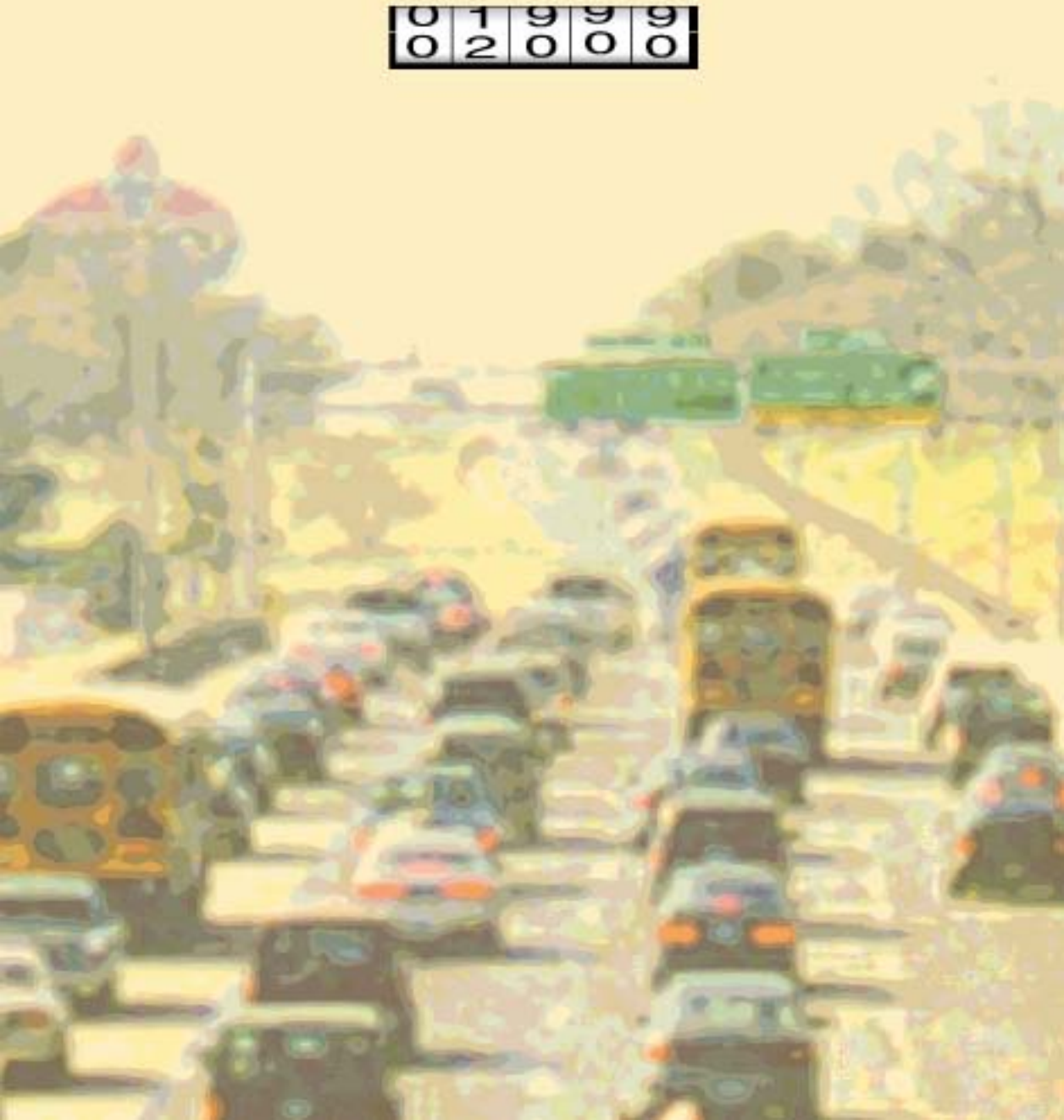
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TO OUR COLLEAGUES

To our colleagues and constituents:

For our 1999 report, we have chosen a theme that every St. Louisan will recognize: the numbers on an odometer rolling over to a fresh new set of '000s. Every time it happens, it represents a special milestone on the journey from where we've been to where we're headed. That is the way it was with 1999.

Of course, the frequency with which we cross new milestones has increased dramatically since the beginning of the century that we are leaving behind. Almost all aspects of community life have changed in the 34 years since our elected leaders created East-West Gateway to help local governments address some of the challenges of the emerging era of metropolitan regions.

In the century ahead, how well local governments keep up with the pace of change will help define these metropolitan regions. Our local officials are faced with difficult, new-world regulatory challenges such as whether to exercise local authority to require open cable-Internet access. Local governments are also challenged to use and continuously adapt to new technologies to provide additional and better services to citizens who demand that we do more with less. While the private-sector moves with dizzying speed, governments have a legacy of infrastructure which must be maintained, tax structures which date back to the turn-of-the century, and persistent and pernicious social problems such as crime and racism that just won't go away, and a citizenry which expects a voice in important public decisions.

Change comes more slowly and deliberately in the public sector, but maybe that's a good thing. Together, we create our "civilization" through our governments. We create the greatest physical assets of our built environment and determine how we will share responsibility for the care of our natural environment. Together, we decide how to provide for many of the least fortunate while promoting access to better economic opportunity for everyone. Together, we set the rules for a civil society and determine how to punish those who break the rules. Together, we express our values and our culture through our governments. Here in St. Louis, where local governments are often small, government and community are frequently synonymous. Watching our governments make decisions, often arduously and sometimes painfully, it is always clear that the swiftness of action is the least concern.

Communities should be built to last, and unlike the latest Internet start-up, we can't start over.

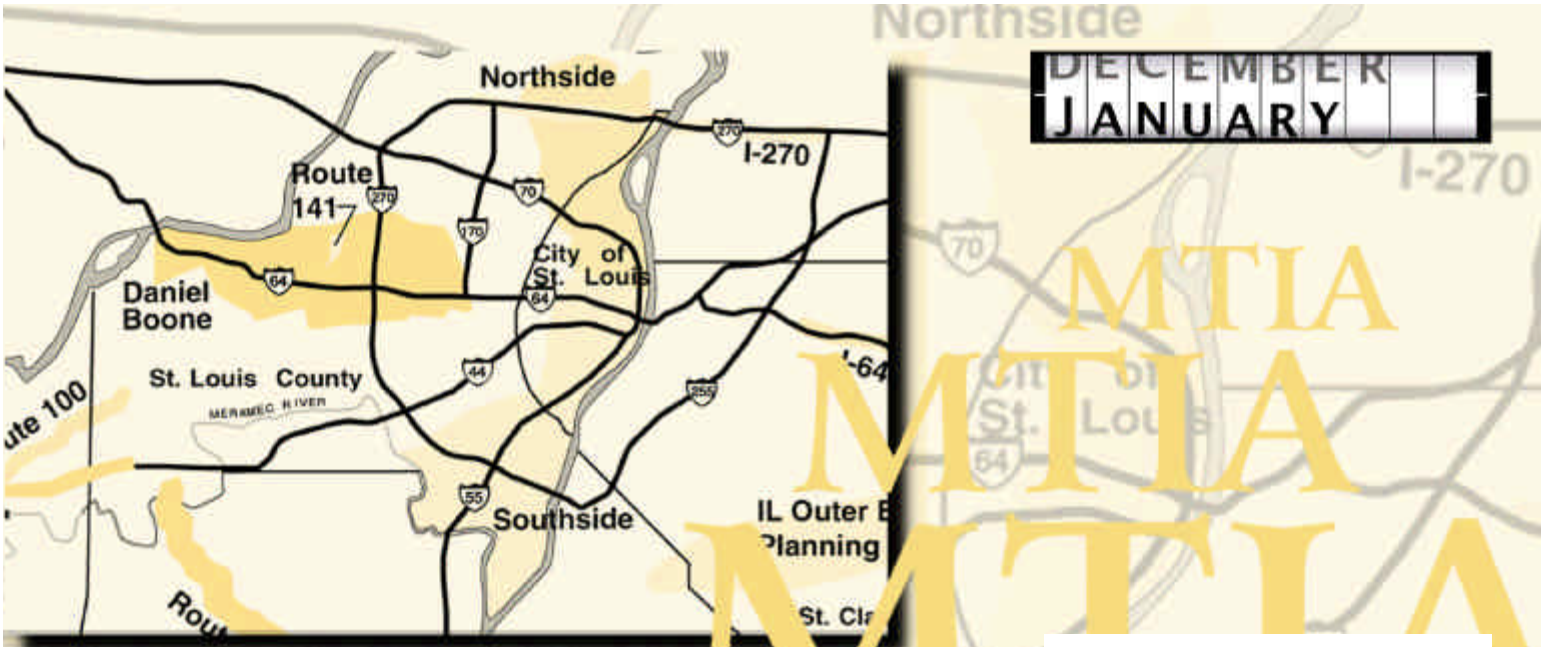
As the '999s roll past one more time, we look ahead to new decisions about maintaining and expanding infrastructure that will last for many decades to come, and about preparing the next generation of workers and the new generation of citizens who will shape the next century. We will face complex decisions about preserving the legacy of great neighborhoods, while planning the next generation of communities. Those decisions will inspire public debate and ultimately take our combined will and resources to implement.

Bringing local governments together to make many of those decisions is the role of East-West Gateway. The pages that follow describe many aspects of the journey we took together during 1999. They illustrate that our debates are often spirited, our interests often differ, and our decisions are often difficult and deliberate. Don't expect that to change as the year 2000 rolls onto the screen. Our region must be built to last, and the time, the effort, and the good will that local governments contribute to work together will surely contribute to that goal.

Rudy Papa
Chairman

Buzz Westfall
Vice Chairman

Les Sterman
Executive Director

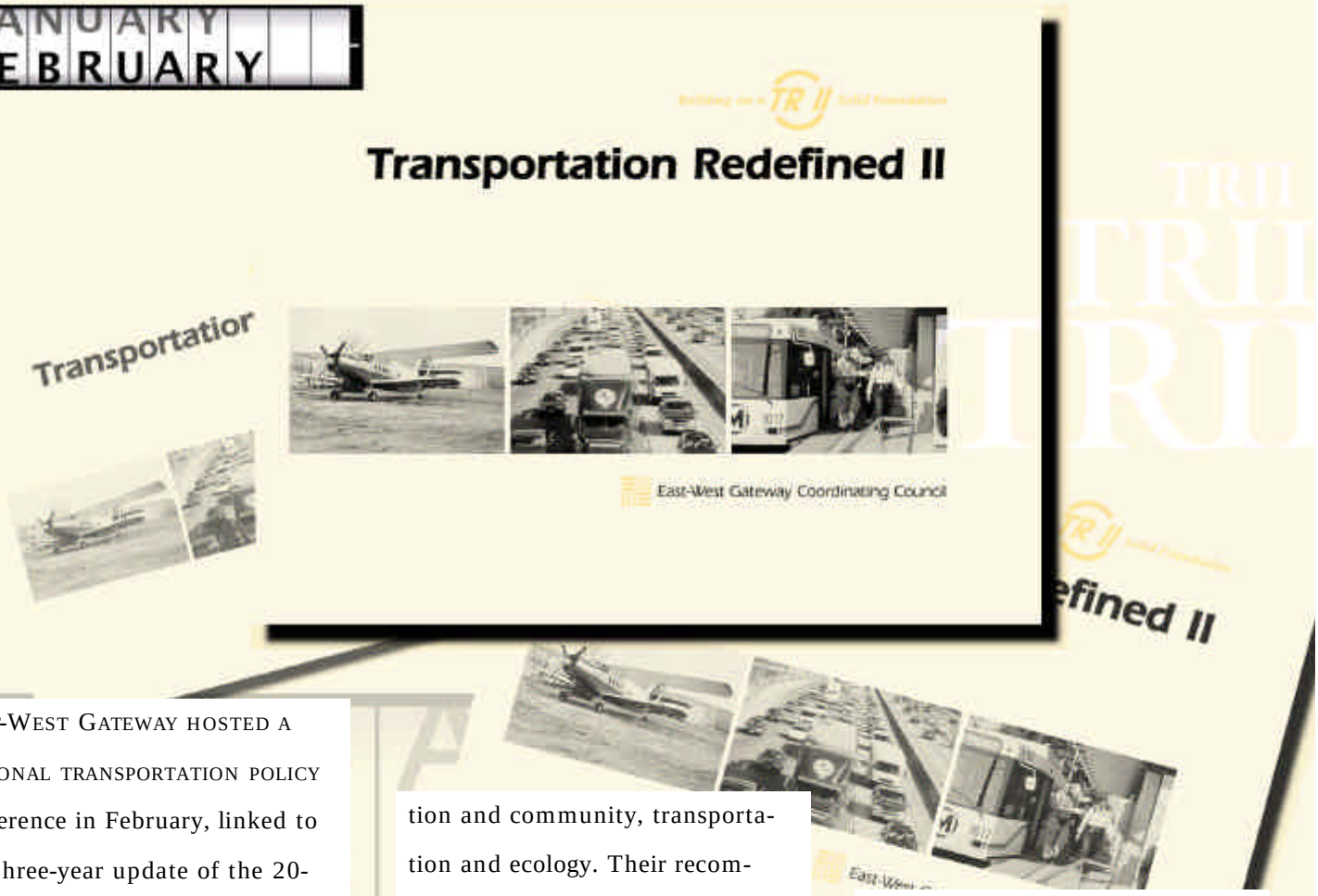


As the new year opened, East-West Gateway staff accelerated a number of **major transportation investment analyses** in the Missouri portion of the St. Louis region. These analyses (referred to as "MTIAs" in planning language) are used to explore, evaluate, and prioritize a range of possible solutions to transportation problems in large travel corridors of regional interest. The potential actions that planners consider include roadway, transit, and other improvements—as well as the likely implications of making no improvements at all.

Three of the MTIAs were in St. Louis County and had first been identified as travel corridors requiring attention in the 1989 *Systems Analysis for Major Capital Improvements*. They are designated as Northside (North St. Louis City and northern St. Louis County); Southside (South St. Louis City and southern St. Louis County); and Daniel Boone (western St. Louis County). The studies are being undertaken by interagency teams of professionals from East-West Gateway, the Bi-State Development Agency and the Missouri Department of Transportation. Technical aspects of the studies are being conducted by Parsons Brinckerhoff. The firm of Howard/ Stein Hudson Associates is responsible for ensuring that the public is fully informed and engaged as the process evolves.

In July, staff and consultants presented the Board with a list of preliminary alternative improvements warranting further, more detailed study for each of the St. Louis County corridors. Light rail and roadway options were included in each of the three lists. Recommendations from these detailed analyses are expected in the spring of 2000.

Major Transportation Investment Analyses were also underway during 1999 in other corridors in western and southern portions of the region. These focused on segments of Route W/ MM in Jefferson County; Routes 50 and 47 in Franklin County and Route 100 in Franklin and St. Louis counties.



EAST-WEST GATEWAY HOSTED A REGIONAL TRANSPORTATION POLICY conference in February, linked to the three-year update of the 20-year plan, ***Transportation Redefined***. The half-day forum featured a panel of nationally-recognized authorities in the fields of transportation financing; transportation and economic development; social and demographic trends affecting how, where, and why people travel. The closing presentations at the conference were made by representatives of three diverse advisory committees which had been meeting for a period of months to draft goals and policies for the updated plan. The committees focused on the relationships between transportation and the economy, transportation and community, transportation and ecology. Their recommendations were advanced to the Board of Directors with the more technical elements of the plan late in the month.

In addition to regional goals and strategies, *Transportation Redefined II* sets out the framework for transportation decision-making in the region, including the process for project development, prioritization, and selection. Planning is focused on seven key issue areas: preservation of existing infrastructure, safety and security in travel, congestion management, the efficient movement of goods, access to opportunity for individuals with physical and/or economic limitations, sustainable development, and resource conservation. Before being submitted for adoption, the plan is carefully analyzed to ascertain both that it conforms to local, state, and federal standards for air quality and that current funds and anticipated revenues can fully support it.

Adopted by the Board in March, *Transportation Redefined II* identified future transportation investments totaling more than $9 billion. More than half of these funds were committed to be used to preserve and maintain the existing transportation infrastructure.

PUBLIC AND PRIVATE SECTOR REPRESENTATIVES FROM ALL EIGHT COUNties of the region assembled for the third **St. Louis Regional Congress of Governments** that East-West Gateway convened at the end of March. A centerpiece of the day-long event was the release of the 1999 edition of the regional strategic assessment, *Where We Stand*. This assessment compares the St. Louis metropolitan area to 34 others using 89 indicators of quality of life. The indicators describe demographic and economic factors, individual and family well-being, educational strengths, the nature of urban form and quality of life, and characteristics of the region's structures for governance and public service. This new edition of *Where We Stand* is the third to have been produced and distributed by East-West Gateway. The first, which was prepared in 1992, raised a degree of controversy among some civic boosters. By the time the 1996 and 1999 editions were released, however, the concept of dispassionate self-assessment and benchmarking had gained popularity, region wide.

To complement the strategic assessment, research consultant Dr. Terry Jones presented to those assembled at the Regional Congress of Governments the findings of a poll of 800 St. Louis area citizens conducted for East-West Gateway. The findings describe the public pulse on such issues as regional growth, resource management, the environment, transportation, and directions for the future. The printed edition of the survey results was released later in the year, titled *How We See It: Citizens' Perspectives on Growth and Development*.

In April the Board of Directors adopted an action agenda of unprecedented breadth with the final report of the **Initiative for a Metropolitan Community**. The report was the product of six months of fact-finding and dialogue undertaken by four broad-based committees co-chaired by members of Board. The committees focused on a variety of issues related to planning and community design; wealth, taxation, and finance; resource management; and intergovernmental relationships. The final report contained 16 proposals for action, each grounded in our belief that local elected officials play important and unique leadership roles in advancing the quality of regional and community life. The recommendations emphasized neighborhood and community stability; responsible principles and practices for planning, decision-making, and the investment of public funds; and the development of public policy that promotes the common good and benefits the entire region.

After a period of refinement, five discrete action items were advanced to the top of the implementation list by the Board in September. An additional action item from the *Transportation Redefined* advisory groups was also given priority status. The six were: reforming Missouri's Tax Increment Financing statute; eliminating the disincentive to economic development caused by the earnings tax in the City of St. Louis; creating a "Blueprint for the Bi-State Region," with an initial focus on water resource management; establishing a Regional Policy Leadership Forum; developing a cooperative interstate regional workforce development plan; and convening a broad-based public/private council to advise the Board on transportation policy. In the fall, the Chair tapped individual members of the Board for leadership roles in guiding these efforts, and a scope of work and action plan was subsequently prepared for each.

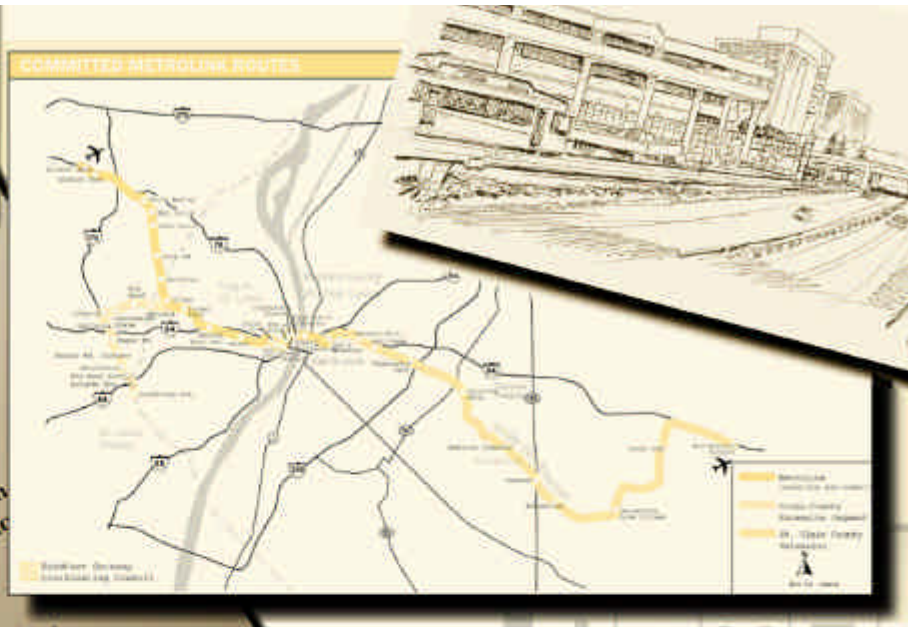
WORKLINK RECEIVED THE ST. LOUIS COMMUNITY COLLEGE'S *Innovation of the Year Award* in May. WorkLink is the newest of four research and demonstration projects developed through the **St. Louis Regional Jobs Initiative**, an eight-year labor market systems reform effort coordinated by East-West Gateway. The WorkLink program serves adults who have been unemployed for six months or more and who live in low-income communities along the existing MetroLink line. Operated by Better Family Life, Inc. in cooperation with the Community College, the program incorporates a unique combination of work readiness training, transit access to job opportunities, and 12 months of one-on-one follow-up. Services after job placement emphasize good work habits as well as family and community responsibility and self-respect.

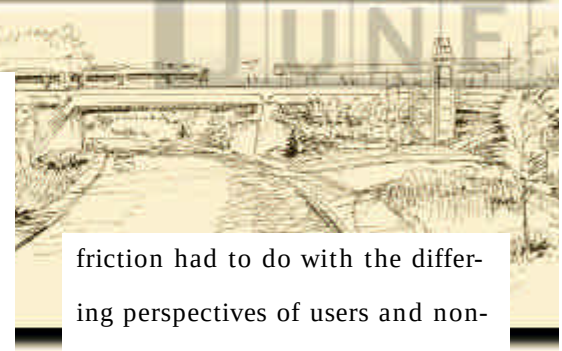
Located in the former Wagner Electric Plant facility in Wellston, WorkLink spawned a second location in the City of St. Louis at the site of the City's "One-Stop Shop" for employment services late in the year.

Also in the Jobs Initiatives' portfolio for 1999 were three projects targeting entry-level and mid-level job opportunities in the health care, construction, and business services sectors. The Center for Health Careers, a cooperative effort with the SSM Healthcare System, opens doors for former welfare recipients to jobs in healthcare settings. St. Louis Works Partnership, East-West Gateway's implementation partner in construction, facilitates access to apprenticeships in the residential and commercial building trades for minorities. And the Jobs Initiative's business services project, operated by the Clayton Business School, targets clerical and support positions in corporate settings.

More than 350 job-seekers from the region's urban core communities have completed the four programs and subsequently secured work at an average starting hourly wage of $8.35. Through a complementary initiative begun by East-West Gateway mid-year in 1999, 20 of them also started their own savings accounts, with a dollar-for-dollar match provided for all who meet their savings goals. The matched savings can be used for the down payment on a home, new business start-up, or continuing education.

The Annie E. Casey Foundation is the Jobs Initiative's principal national investor. East-West Gateway also manages invesments from state and local partners in the four demonstration projects. During 1999, these included the Missouri departments of Social Services and Economic Development, the Monsanto Fund, and the National Council of Jewish Women. The Initiative is guided by an Investors' Group with representatives from 14 agencies, organizations, and businesses.





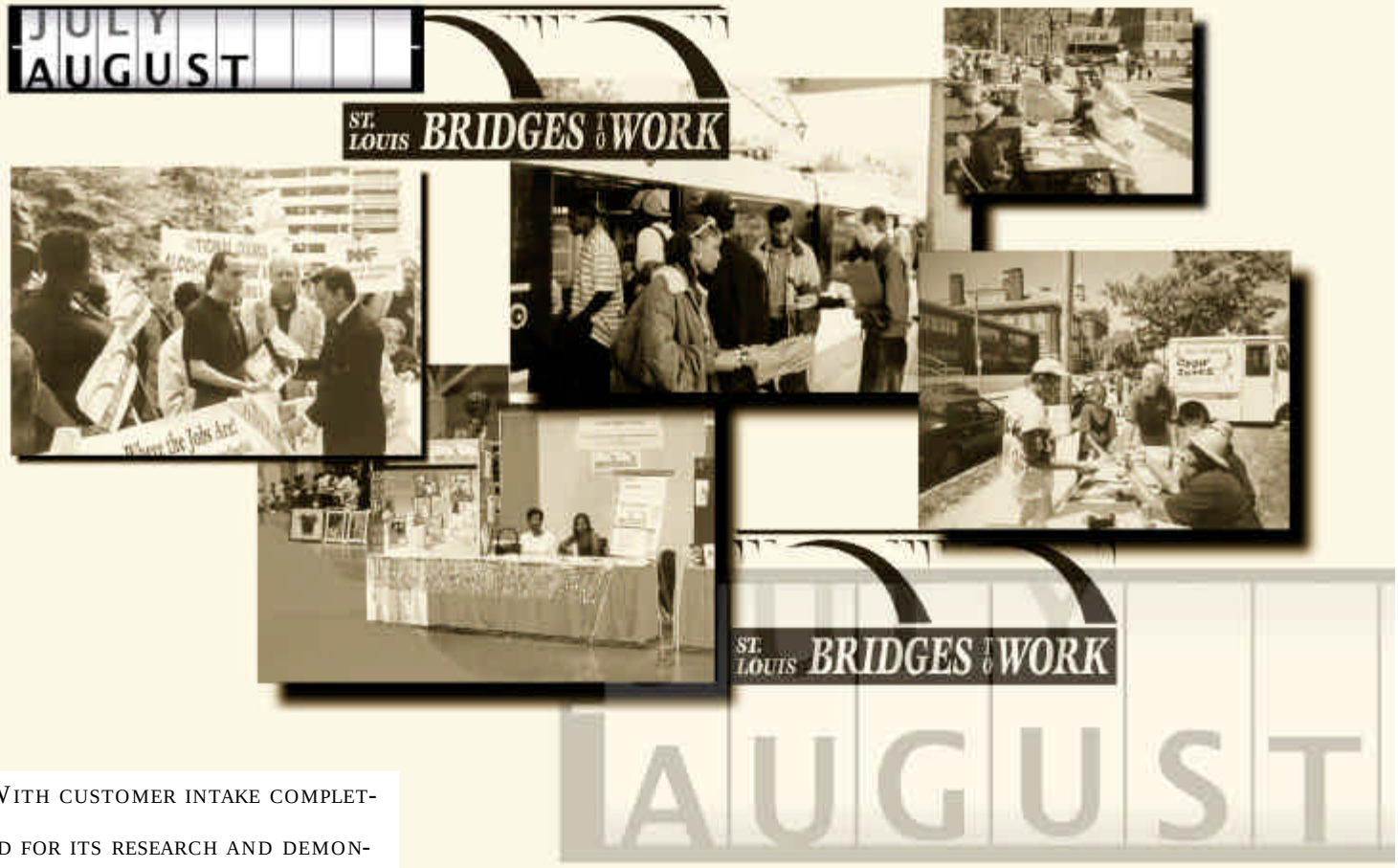
On June 30, with the attention of the region focused on its most heavily-attended regular meeting of the year, the Board of Directors made the decision on the route to be taken by the first segment of the **"Cross-County" MetroLink extension.** The final selection combined a number of possible design alternatives, each of which had been carefully scrutinized, evaluated, and debated by engineers, members of the public, and local officials. The route will extend light rail service from the Forest Park station in the City of St. Louis westward through University City and the downtown Clayton area, south through Richmond Heights and Brentwood to Maplewood, Shrewsbury, and the St. Louis City limits line. The Board's choice of design alternatives will cost approximately $404 million and require five years to design and build. Once operational, it is expected to add more than 20,000 passengers to the transit system every day.

The Board's decision brought to a close one of the most ambitious and far-reaching efforts to engage the public in transportation decision-making in recent regional history. This process included regular and frequent newsletters (both printed and electronic), public forums, committee meetings, public opinion surveys, a video, give-and-take on radio talk shows, and living room chat sessions too numerous to count. As the June decision point approached, media coverage was daily and public awareness appeared to be nearly universal.

In a process so engaging, a variety of regional tensions inevitably come into play. East-West Gateway staff, consultants, and members of the Board were well aware of these by the time the vote was called. Some of the friction had to do with the differing perspectives of users and non-users of the system. Some differences seemed to coalesce along strongly-held—but divergent—beliefs about community and culture. Some tensions were the result of varying emphases on the technical side of the decision (the "how") and the economic, environmental, and social side of the decision (the "why"). In the end, the Board came together with a unanimous decision about the Cross-County extension. But many of the issues that were raised during the process of reaching out and engaging the community remain to be resolved in the larger transportation decision-making context.

THE **LOCAL GOVERNMENT MANAGEMENT AND LEADERSHIP Partnership** sponsored its first training workshop in July, launching a four-part series that covered a wide range of topics: personnel management, intelligent transportation systems, wastewater options, and local government accounting. The workshop series attracted local government representatives from throughout the region.

The Partnership was established in January by East-West Gateway, the University of Missouri-St. Louis, and the University Outreach and Extension to enhance the management and governance capacity of local governments in the St. Louis region. It represents a unique partnership between a metropolitan planning agency and a major public university. In addition to the training programs, the Partnership's major activities include providing technical assistance and management advisory services to local governments, facilitating collaboration and cooperation between them, assisting professional organizations of local government officials, and teaching students preparing for careers in public service. By year's end, the Partnership expects to have assembled a comprehensive collection of local government web pages, as well.



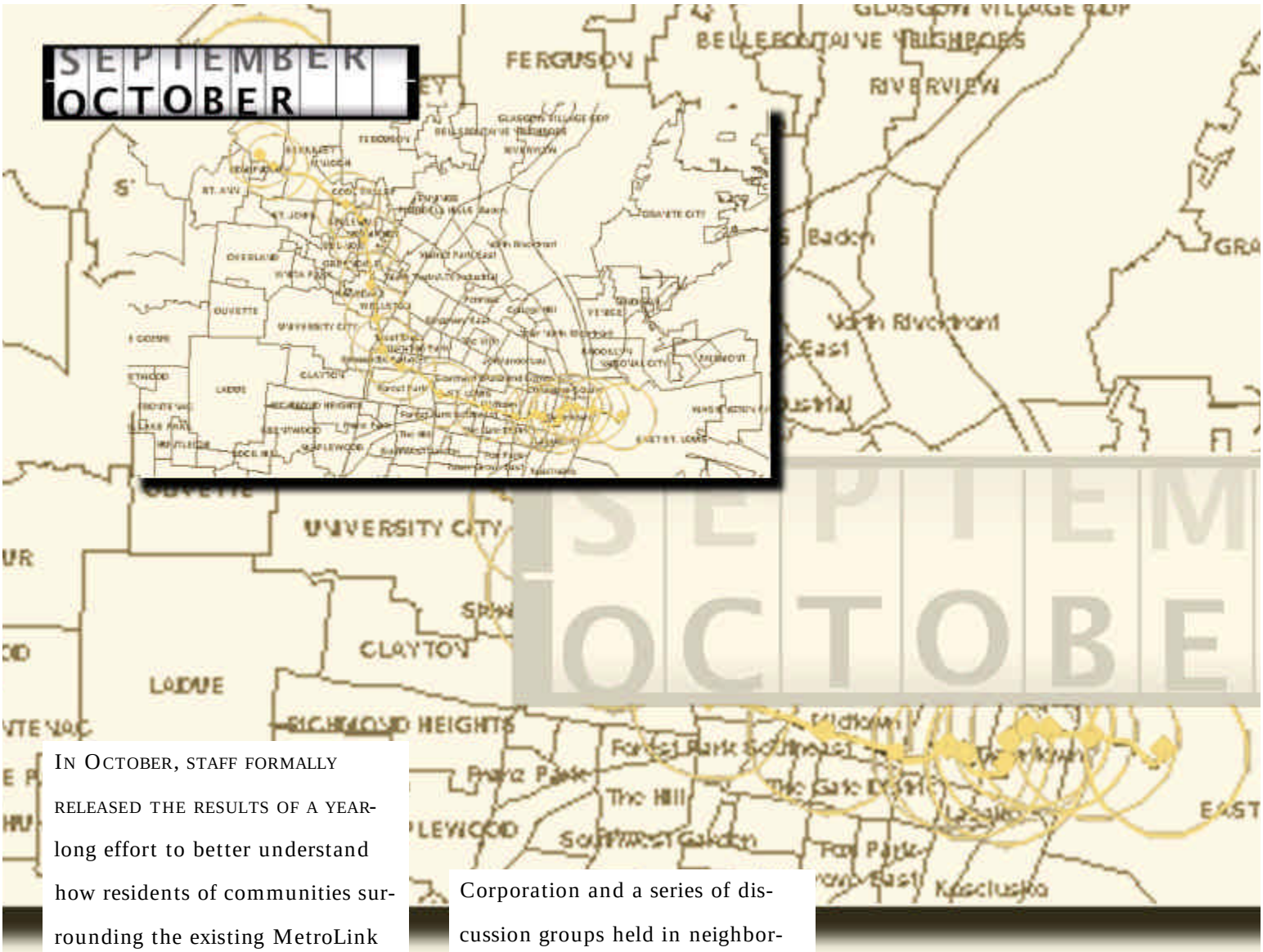
WITH CUSTOMER INTAKE COMPLETED FOR ITS RESEARCH AND DEMONstration phase, **St. Louis Bridges to Work** began to develop an expanded program in August. Bridges to Work is an employment and transportation project operated by East-West Gateway as part of a national initiative to understand how residents of inner city communities who do not have reliable personal transportation can access and retain employment in high-growth suburban areas. Funding was awarded by the US Department of Housing and Urban Development, in cooperation with Public/Private Ventures. Transportation services are provided under contract with a private provider. Bridges to Work commuters are picked up at the Forest Park MetroLink station, taken to their place of employment, and returned to the MetroLink station at the end of the work shift.

In its initial phases, Bridges to Work helped 150 adults from low-income neighborhoods in the City of St. Louis and near-north St. Louis County find and travel to work in the Chesterfield/ Chesterfield Valley area of west St. Louis County. The jobs they obtained were in a variety of industry sectors: health care, manufacturing, and hospitality. The new program will expand the opportunities to include employment in Earth City, as well. This expansion plan was developed through cooperative efforts with the Earth City Business Park and United Parcel Service and included significant investment from area businesses. Once operational early in 2000, the expanded Bridges to Work program expects to offer services for qualifying individuals from designated MetroLink stations to and from Earth City and Chesterfield three shifts per day, seven days per week.

Photos on this page by students from the Center for Visual and Performing Arts.

SOME OF **EAST-WEST GATEWAY'S YOUNGEST PARTNERS** WERE VERY visible at St. Louis City Hall in September. At the invitation of the Board of Aldermen, students from the public school system's Center for Visual and Performing Arts formally displayed their original photographs in the rotunda during the last week of the month. The compelling photographs depict the youths' perceptions of environmental problems in the region's urban core communities. They were commissioned by East-West Gateway as part of a community outreach initiative funded through the Environmental Protection Agency. Several of the photographs are being used by EPA in their publications.

High school students were also included in transportation planning activities during the year through the ReMobilize St. Louis project—implemented collaboratively by East-West Gateway, the Bi-State Development Agency, the Missouri Department of Transportation, and the Sierra Club. The objective of the program is to help youth become more aware of how travel patterns and behaviors affect the St. Louis region's growth, development, and quality of life. Students from four area schools attended a transportation planning workshop and then competed for cash prizes awarded to the team designing the best approach to solve an identified transportation problem. The 1999 winners, who were from Gateway Technical Institute, tackled a difficult local congestion issue imaginatively.



In October, staff formally released the results of a year-long effort to better understand how residents of communities surrounding the existing MetroLink line perceive environmental issues. This work was undertaken as part of a planning and problem-solving process referred to as **TRACER (Transportation Corridor for Economic Renewal)** which focuses on social, economic, and environmental issues in the urban core communities linked by the light rail line.

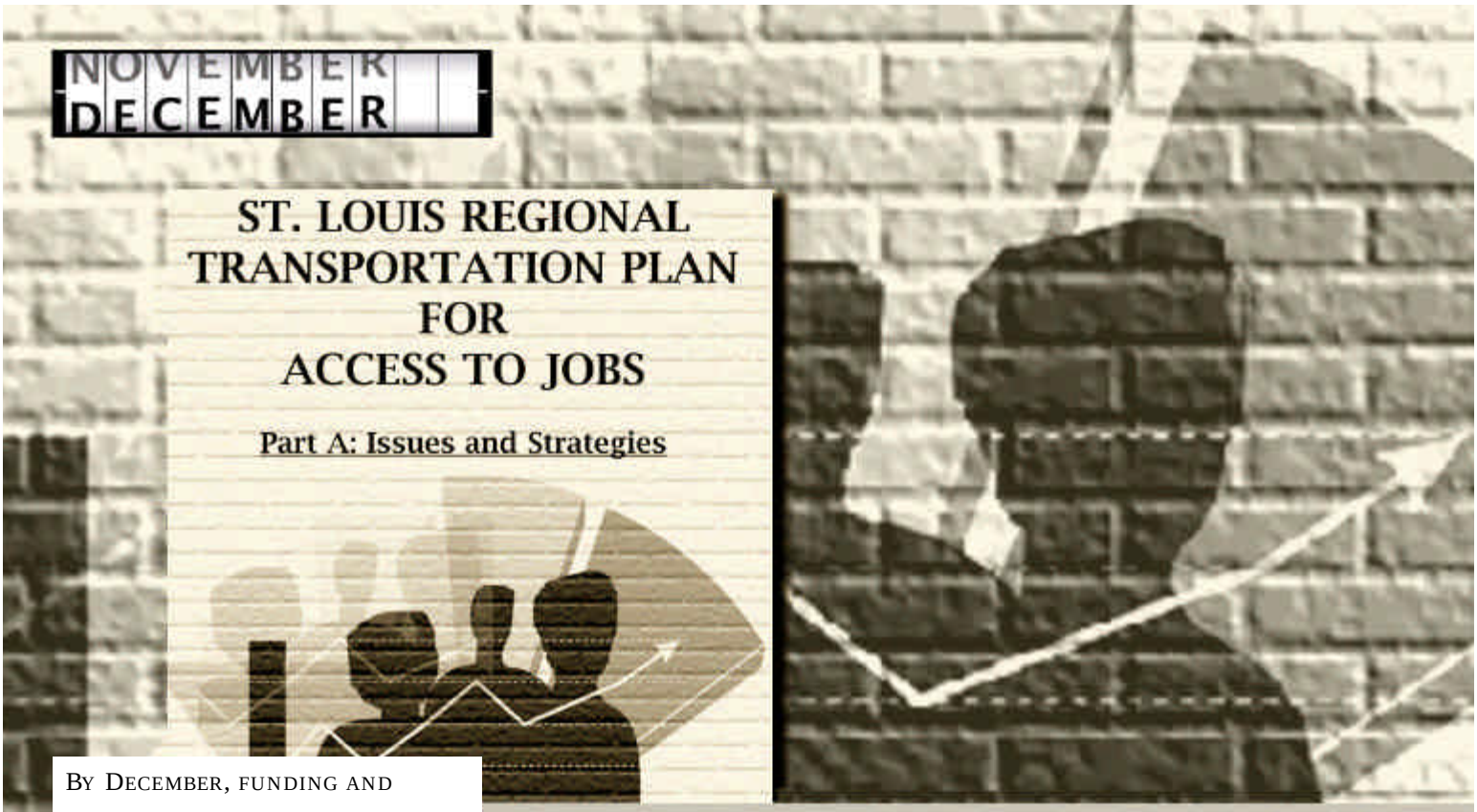
The October report integrated community perspectives gathered through a telephone survey of 600 residents conducted for East-West Gateway by Attitude Research Corporation and a series of discussion groups held in neighborhoods in the cities of St. Louis and East St. Louis and older suburbs of St. Louis County. Through these activities, five environmental issues were flagged as "serious" by citizens: abandoned and derelict houses, air pollution, streets in poor condition, litter and trash, and abandoned industrial sites. These issues will be the focus of a cooperative effort to be undertaken in 2000 by East-West Gateway, the Greater St. Louis Regional Empowerment Zone, academic partners from both Missouri and Illinois, the Environmental Protection Agency, and the Army Corps of Engineers. In an unusual combination of both tried-and-true and new age approaches, the project will employ trained neighborhood ombudsmen and sophisticated computerized measurement and communications technologies to minimize and prevent health and ecological problems in the TRACER communities.

On the agenda in November, East-West Gateway staff were scheduled to submit to the Board and its advisory committees a listing of transportation projects recommended for addition to the ***FY2000-2002 Transportation Improvement Program***. These project proposals were solicited earlier in the fall under the Transportation Enhancement and Surface Transportation programs of the federal Transportation Equity Act for the 21st Century. The Surface Transportation Program solicitation made additional funds available outside the regular planning cycle.

Managing the Transportation Improvement Program (TIP), which is the implementation arm of *Transportation Redefined*, is one of the essential core functions East-West Gateway provides as the region's metropolitan planning organization. Updated every year, the TIP anticipates three years of investments at a time, clustering discrete projects in annual sequences to ensure that preservation, construction, and operational improvements to the system are made in an orderly fashion. Behind the scenes of TIP development are a host of analytical and technical tasks conducted by East-West Gateway staff to ensure that the program and its projects reflect the priorities of *Transportation Redefined*, offer reasonable solutions to existing and future transportation problems, conform to air quality requirements, and are affordable.

Assembling and adopting a billion-dollar investment program that is strategic, equitable, implementable, and fiscally sound is a process that continuously challenges our ability to achieve true regional cooperation. Many of the issues inherent in this struggle were apparent at the meeting of the Board of Directors in May, when the draft TIP for fiscal years 2000-2002 was first presented. The discussion reached periods of greatest animation over competing demands for the road and bridge projects that have traditionally been the mainstay of the program and projects that are designed to enhance existing transportation facilities. Also of concern was the allocation of $8 million in funding to the Bi-State Development Agency, which faced an immediate and serious deficit in capital improvement and operating funds. While members were not unanimous in their willingness to commit these funds to give Bi-State a short-term reprieve, all were impressed with the need for a long-term and more sustainable financial strategy that could avoid the reoccurrence of such emergency requests in the future.

Every surface transportation project within the City of St. Louis; Franklin, Jefferson, St. Charles, and St. Louis counties in Missouri; and Madison, Monroe, and St. Clair counties in Illinois that depends on federal funds must be included in the TIP. The current program, adopted by the Board in June, lists more than 750 projects totally $1.99 billion. Of this total, $1.24 billion are federal funds. Approximately 52 percent is allocated to state-owned projects in the bi-state region, 23 percent to locally-owned projects, and 25 percent to transit projects.



By December, funding and contractual agreements were slated to be in place to implement a number of innovative projects designed to better connect transportation with specific community, economic, and environmental needs. These included a $565,000 commitment of federal discretionary funds to two collaborative projects supporting the mobility needs of former welfare recipients and other low-income workers. These projects advance the goals and objectives of the *St. Louis Regional Plan for Access to Jobs*, developed by East-West Gateway, state, and local partners. The projects will be implemented by the region's six workforce investment areas, the Bi-State Development Agency, and the Missouri Department of Economic Development.

Also in place by year's end was a $700,000 demonstration program to improve the quality and quantity of special transportation services for older persons and persons with disabilities in St. Louis City and County. This project, funded through East-West Gateway and implemented by the Bi-State Development Agency and a number of cooperating partners, includes several quality-assurance components: cooperative driver training, vehicle maintenance, consolidated dispatching and coordination. Customers will be able to dial a single telephone number to access the services of an extensive network of public and not-for-profit transit providers.

A third initiative strengthened the process used to plan and select capital improvements in the region's general aviation facilities. "General aviation," which refers to all those aviation services that are neither commercial or military, is an increasingly important asset to the regional economy. The new planning and investment process will be implemented early in 2000.

Looking Ahead

And so it is that planning and decision-making take place in accordance with rhythms and cycles on the annual calendar at East-West Gateway. Although our patterns are thought-out well in advance, we cannot help but take a deep breath as we roll from this special year into the next. Like all St. Louisans, we complete 1999 with extraordinary expectation. After all, it is soon to be a whole new millennium, and the pressure around this fact is ill-defined, but intense.

There will likely be no particular magic in the year 2000. It will be the ever-evolving product of what we built in the past and what we actively hope for the future. Precisely what we make of it. Nothing more and nothing less.

For East-West Gateway, as previous pages suggest, this means continuing an ambitious set of activities that bring local officials and citizens together in the context of reliable and timely information, good public policy, shared commitments, and sound planning practices. During 2000, we will be at these tasks daily—upstairs at 10 Stadium Plaza and out-and-about in neighborhoods and county courthouses, in telecommunication centers and universities, in city halls and business parks, in Jefferson City, Springfield, and Washington DC.

In anticipation, we say "thank you" both to those individuals and entities with whom we have had the privilege to work in 1999 and to those new partners waiting ahead.

FINANCIAL REPORT

	1998 AUDITED	1999 ESTIMATED
RESOURCES:		
Federal Grants	$2,845,367	$3,392,640
State Appropriations & Grants	293,764	515,500
Local Contributions		
Cash—Per Capita	274,806	274,842
Cash—Other	2,160,836	3,449,079
In-kind Services	177,302	237,945
Miscellaneous Income	50,758	47,994
TOTAL RESOURCES	**$5,802,833**	**$7,918,000**
EXPENDITURES:		
Salaries, Benefits	$2,243,706	$2,623,877
Public Agencies, Planning Consultants	2,692,475	4,254,176
In-kind Services	177,303	237,945
Operating Expenses, Staff Development & Travel	622,643	818,506
TOTAL EXPENDITURES	**$5,736,127**	**$7,934,504**

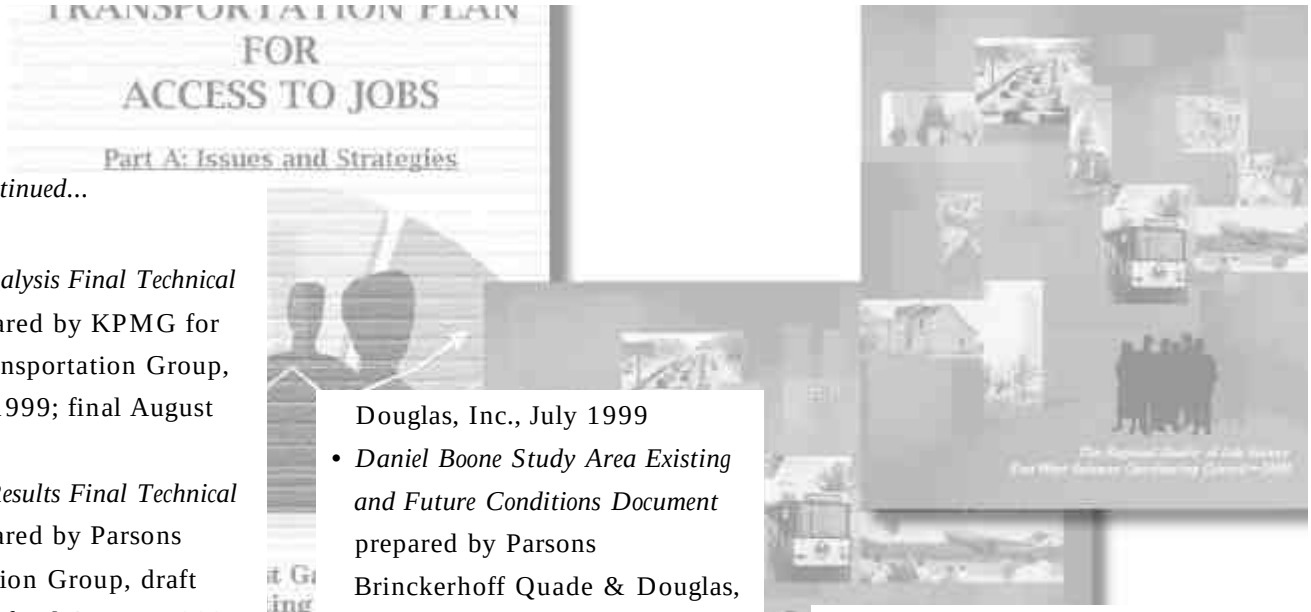
1999 PUBLICATIONS

Transportation Planning and Programming

- *Transportation Redefined: Neighborhood Outreach Mobility Study* prepared by staff, February 1999
- *Transportation Redefined II: The St. Louis Regional Long-Range Transportation Plan* final draft for approval prepared by staff, March 1999; final report December 1999
- *Transportation Redefined II: Air Quality Finding and Documentation* prepared by staff, March 1999
- *St. Louis Region in Motion: Trends and Opportunities for 2020...and Beyond* prepared by staff, February 1999
- *Regional Funding Equity Analysis* prepared by staff, November 1999
- *Transportation Improvement Program for FY 2000-2002* prepared by staff, June 1999
- *Air Quality Finding and Documentation: Transportation Improvement Program for FY 2000-2002* (drafts for consultation) prepared by staff, June 1999 and September 1999
- *1999 Amendment to the 1997 General Aviation System Plan for the St. Louis Metropolitan Region* prepared by staff, October 1999
- *West St. Louis County Traffic Study* draft prepared by staff, August 1999

Cross-County MetroLink Extension Segment I Conceptual Design

- *Design Standards and Policies Final Technical Report* prepared by Parsons Transportation Group, draft August 1998; final August 1999
- *System and Alignment Design Concepts Final Technical Report* prepared by Parsons Transportation Group, draft September 1998; final August 1999
- *Forest Park Circulator Concepts Final Technical Report* prepared by Parsons Transportation Group, draft September 1998; final August 1999
- *Candidate Design Alternatives Final Technical Report* prepared by Parsons Transportation Group, draft October 1998; final August 1999
- *Evaluation Methodology Final Technical Report* prepared by Parsons Transportation Group, draft December 1998; final August 1999
- *Capital, Operating and Maintenance Cost Estimation Methodology Final Technical Report* prepared by Parsons Transportation Group, draft November 1998; final August 1999
- *Financial Analysis Methodology Final Technical Report* prepared by KPMG for Parsons Transportation Group, draft December 1998; final August 1999; revised September 1999
- *Socio-Economic and Environmental Methodology Final Technical Report* prepared by Parsons Transportation Group, draft December 1998; final August 1999
- *Definition of Alternatives Final Technical Report* prepared by Parsons Transportation Group, draft February 1999; revision March 1999; final August 1999
- *Forest Park Circulator Final Technical Report* (Preliminary Plan) prepared by Parsons Transportation Group, draft February 1999; final August 1999
- *Preliminary Operations Plan Final Technical Report* prepared by Parsons Transportation Group, draft March 1999; final August 1999; revised September 1999
- *Final Capital Cost Estimates* prepared by Parsons Transportation Group, draft April 1999; final August 1999; revised September 1999
- *Socio-Economic and Environmental Analysis Final Technical Report* prepared by Parsons Transportation Group, draft May 1999; final August 1999



Publications continued...

- *Financial Analysis Final Technical Report* prepared by KPMG for Parsons Transportation Group, draft May 1999; final August 1999
- *Evaluation Results Final Technical Report* prepared by Parsons Transportation Group, draft April 1999; final August 1999; revised September 1999
- *Staff Recommendation to the Board of Directors* prepared by staff, June 1999

Major Transportation Investment Analyses

- *Community Engagement Baseline Report for the Southside, Northside and Daniel Boone Study Areas* prepared by Howard/Stein-Hudson & Associates, March 1999
- *Southside Study Area Existing and Future Conditions Document* prepared by Parsons Brinckerhoff Quade & Douglas, Inc., May 1999
- *Southside Study Area Purpose and Need Document* prepared by Parsons Brinckerhoff Quade & Douglas, Inc., August 1999
- *Northside Study Area Existing and Future Conditions Document* prepared by Parsons Brinckerhoff Quade & Douglas, Inc., May 1999
- *Northside Study Area Purpose and Need Document* prepared by Parsons Brinckerhoff Quade & Douglas, Inc., July 1999
- *Daniel Boone Study Area Existing and Future Conditions Document* prepared by Parsons Brinckerhoff Quade & Douglas, Inc., May 1999
- *Daniel Boone Study Area Purpose and Need Document* prepared by Parsons Brinckerhoff Quade & Douglas, Inc., August 1999

Access to Jobs

- *St. Louis Regional Transportation Plan for Access to Jobs Part A: Issues and Strategies* prepared by staff, January 1999
- *St. Louis Regional Transportation Plan for Access to Jobs Part B: 1999 Project Proposals* prepared by staff, January 1999
- *Access to Jobs: A Review of Car Ownership Programs* prepared by staff, September 1999

Regional Quality of Life

- *Where We Stand—The Strategic Assessment of the St. Louis Region*, 3rd Edition prepared by staff, March 1999
- *How We See It—The Regional Quality of Life Survey* prepared by staff, September 1999
- *Environmental Issues in the TRACER Corridor* prepared by Attitude Research Company, July 1999
- *Community Views: Residents of the Region's Inner Cities Speak Up about the Environment* prepared by staff, October 1999
- *St. Louis-Jefferson Solid Waste District Municipal Solid Waste Management Survey* prepared by staff, April 1999
- *Municipal Solid Waste Education and Recycling Inventory and Analysis* prepared by staff, May 1999
- *Air Quality Periodic Emissions Inventory* prepared by staff, January 1999
- *Strategic Action Report of the Resource Management Group: Initiative for a Metropolitan Community* prepared by staff, March 1999
- *Ozone Data Sharing Report* prepared by staff, September 1999

Local Government

- *1999 Public Officials Directory Website* These publications can be viewed at East-West Gateway's site on the World Wide Web:

http://www.ewgateway.org\ library\ library.htm

COMMITTEES

Advisory Committee for St. Louis Bridges to Work

Pierre Blaine
Howard Bowens
Chris Brasfield
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