

Potential Study of the St. Louis Lambert International Airport

Summary of Survey Responses

February 24, 2020

Introduction

Over the past three years there has been significant discussion as to the future management of St. Louis Lambert International Airport (Lambert or the airport). Many local leaders throughout the St. Louis region believe that Lambert is a regional asset in many ways and one of the key elements to current and future economic growth.

At the January 21, 2020 East-West Gateway (EWG) Executive Advisory Committee (EAC) meeting the representative for the Municipal League of Metro St. Louis asked that the EWG Board of Directors (BOD) have a conversation regarding how the St. Louis region can work collaboratively to strengthen and improve the airport for the benefit of the entire region. The BOD had that conversation at their January 29 meeting and directed staff to begin identifying a scope for the study of St. Louis Lambert International Airport.

The following week, staff sent a survey to about 90 individuals – including the EWG BOD, EWG EAC, Lambert airport commissioners, leaders of other airports in the region, economic development leadership throughout the St. Louis region, and leaders of other regional organizations. The purpose of the survey was to gauge the interest in a study of Lambert, discern what regional leaders think is important to include in the scope of such a study, and determine what they would seek as outcomes of such a study.

This report provides a summary of the 39 responses to the survey received as of February 18, 2020.

Summary of Survey Responses by Theme

The responses of many of the local chief elected officials and business community leaders in the St. Louis region indicate that a study of Lambert is important at this time. While the survey is not statistically representative of the St. Louis leadership or population, the respondents represent communities and organizations that serve the population throughout the St. Louis region. This section provides a summary of responses categorized by theme areas, which are used throughout the report to categorize responses to each question.

Economic Impact: The most frequent comment was regarding the importance of the airport to the economic vitality of the region. Many of those responding to the survey want to ensure that the region is taking care of this asset and that it is being fully leveraged to have the greatest benefit for the entire region. These comments were often tied to assertions that there is a need for more direct and international flights, with several respondents arguing that additional flights will lead to more businesses coming to the region.

Respondents see the potential economic development at the airport as a way to address the needs of low-income and minority populations in the region, stressing the importance of considering these populations in such discussions.

Community Impact: It was noted that Lambert is located in north St. Louis County, which has several low-income municipalities and unincorporated areas. Awareness of the impact of the airport on these communities was urged as well as more generally the impact on equity and inclusion throughout the region.

Governance: Several topics related to the governance of the airport were raised, including possible alternative governance structures, legal obstacles to changing airport governance, and accounting for the value of the city's financial equity in the airport.

Consideration of City of St. Louis Ownership: Another area that was frequently mentioned is the recognition that as the owner of the airport the city should play a lead role in any study and the outcome should be fair to the city. This was mentioned by people who are directly connected to the city as well as some who are not.

Airport Finances, Operations, and Facilities: Topics raised in this category include the airport's high debt burden, a desire to rethink terminal structures, and an interest in connecting surface transportation infrastructure.

Process: There were many comments about the process of a study, particularly expressing a need to ensure it is transparent and inclusive.

Regional Decision Making: Finally, several comments suggested a need to include other regional issues in a discussion of the airport. The comments varied from those wanting to see a study of the airport tied to city-county reintegration to including other regional assets and challenges in the study and considering coordination with the other airports in the region. The common theme is that people think the study should recognize that there are other topics that deserve, need, and/or require this kind of regional discussion.

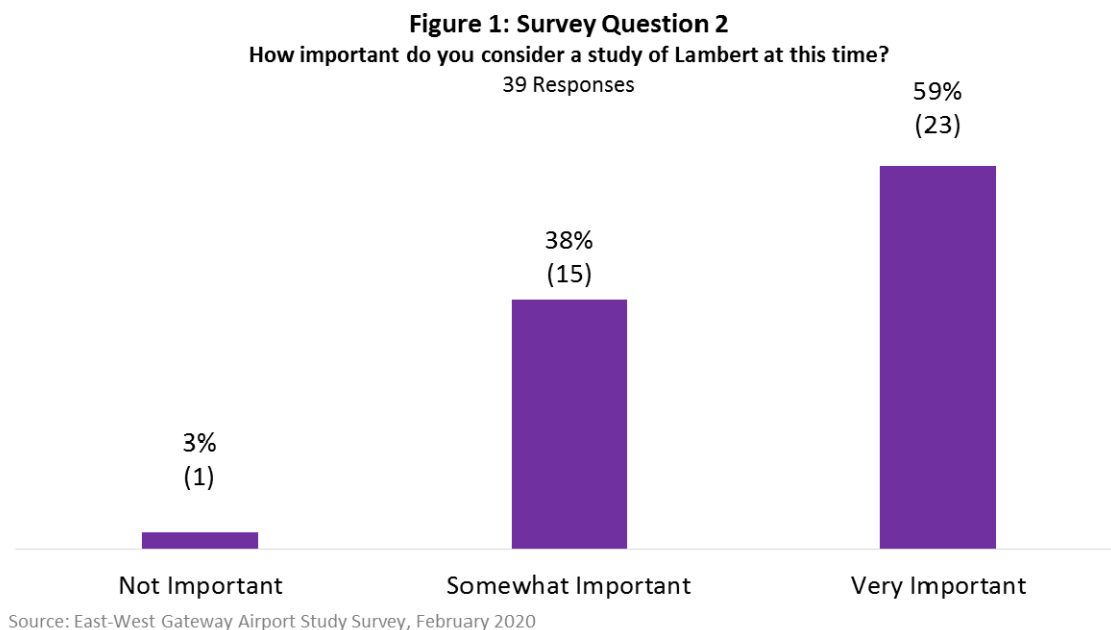
Summary of Survey Responses by Question

Question 1: Asked for the respondents name, title, and organization.

Responses were received from 39 individuals (as of 2/15/2020), including 13 representatives of Illinois governments or organizations, 19 representatives of Missouri governments or organizations, and seven representatives of bi-state governments or organizations.

Question 2: How important do you consider a study of Lambert at this time?

Figure 1 displays the number and percentage of the 39 respondents who indicated the three levels of importance of a study of Lambert airport at this time. A majority of respondents (59 percent) indicated such a study is “very important” and a vast majority (97 percent) indicated it was at least “somewhat important.”



Question 3: How important is it to include the following in the scope of a study of Lambert?

Fourteen items were listed in the survey and respondents were asked if they were important to include in a study of Lambert. All 14 items are considered somewhat or very important by at least 87 percent of respondents. The items listed at the top of Figure 2 (Page 5) are those that received the most people identifying them as “very important.”

The items that appear at the top of the figures pertain to obtaining an understanding of facts, including the current strengths and weaknesses of Lambert, comparison of Lambert with other airports, and understanding other governance structures. Also noteworthy, the third item on the list (economic development around Lambert) was the only item that was indicated as at least somewhat important by all respondents.

In addition to rating the importance of these 14 items, respondents were given the opportunity to comment on this question. Six people provided comments. The responses as stated by the commenters are available in Appendix A.

Some of the comments are specific questions that people feel are important to answer in order to have a set of facts as a basis of discussion and upon which to make decisions. Other comments are broad recommendations for what should be included in any study of the airport.

Responses by Theme Area

Governance: Some of the specific questions about governance structure included the following:

- How does the current governing structure of the airport compare to that of other airports as well as to other governing boards in the region?
- Would a change in governance increase bureaucracy?
- What is the tax rate at the airport and how much tax revenue do local governments collect from airport activity?
- Would privatization result in a decrease in returns to the local economy?
- Are there legal barriers to changing the governance structure of the airport?

Further, one respondent suggested that the study should consider whether other assets in the region (particularly other airports) should be included in any recommendation for regional governance.

Economic Impact: One respondent suggested the study address what opportunities there are to raise additional revenues at the airport.

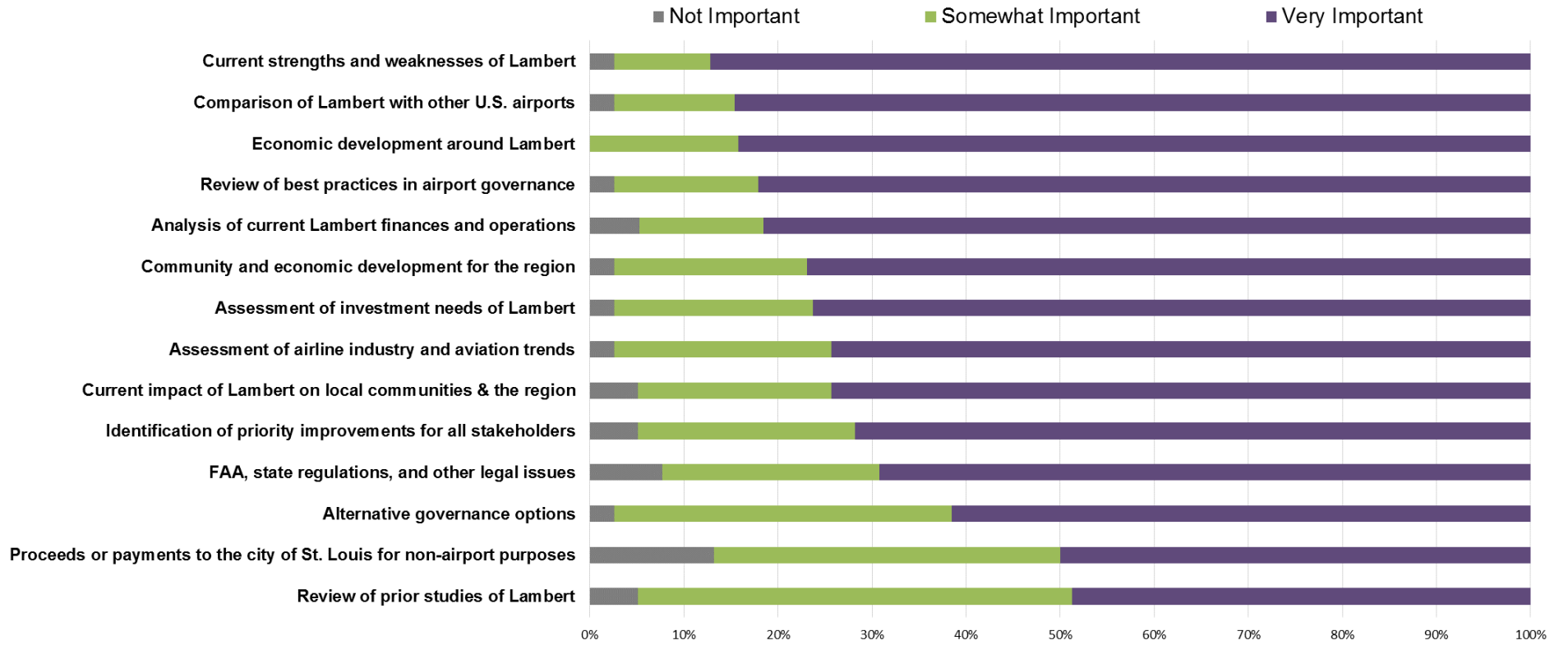
Community Impact: One respondent is interested in the scope including an assessment of the impact of the airport on equity and inclusion throughout the region.

Consideration of City of St. Louis Ownership: A handful of questions proposed by respondents in this section are about obtaining an understanding of what would be fair compensation to the city of St. Louis in the event of a lease or buyout of the airport. These questions suggest that such a calculation include an accounting of what entities have invested (monetary and nonmonetary resources) in the airport and any future value the city of St. Louis would lose from relinquishing control of the airport.

The other questions in this category suggest considering a few additional aspects of any lease or buyout of the airport from the city, including whether the constitutional prohibition against taking property without just compensation is applicable to local governments. In addition, the city's investment in other regional assets and the proportion of the regional economic value generated in the city of St. Louis were deemed relevant.

Regional Decision Making: One respondent suggested that the scope of the study should include a comprehensive study of the region's assets and issues, beyond the airport, including costs and benefits and considering the historical context of the region. Another respondent suggested that the aviation flying system over the region needs to be reviewed and reported that federal regulatory issues are complicated by the fact that the region is split between two Federal Aviation Administration (FAA) regions.

Figure 2: Survey Question 3
 How important is it to include the following in the scope of a study of Lambert?
 39 Responses



Source: East-West Gateway Airport Study Survey, February 2020

Question 4: What do you see as Lambert’s most significant challenges?

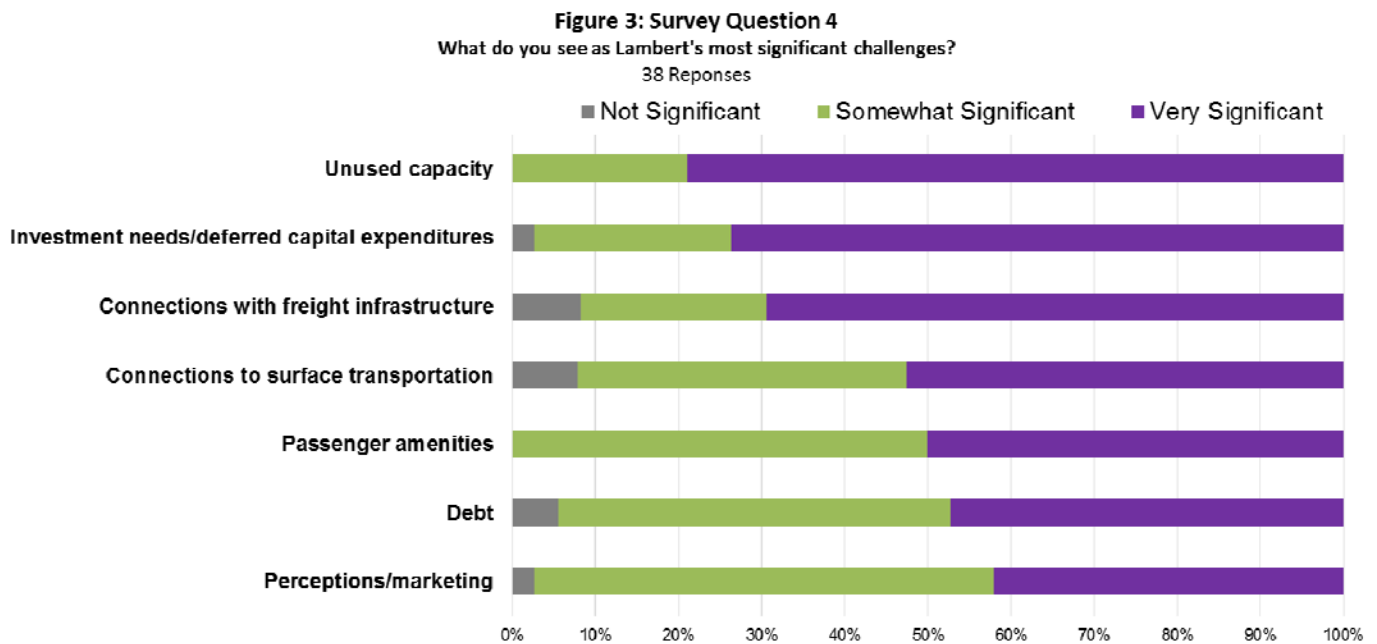
Seven items were listed in the survey and respondents were asked if they were significant challenges for the airport. All seven items were ranked as significant by at least 92 percent of respondents. The items listed at the top of Figure 3 are those that received the most people identifying them as “very significant.”

Additionally, six people made comments in the “other” space on this question. The responses as stated by the commenters are available in Appendix A.

Responses by Theme Area

Economic Impact: Four of the six comments focused on the need for additional direct and international flights. The view is that additional flights would increase the attractiveness of the region and lead businesses to locate in St. Louis. Another comment was that the study should consider the unused capacity of the airport itself, as well as the undeveloped land around the airport.

Governance: One respondent mentioned the need to consider coordination with other airports in the region.



Note: One person skipped question 4, three people skipped ranking one item, and two people skipped ranking two items.
Source: East West Gateway Airport Study Survey, February 2020

Question 5: How can a study of Lambert address the needs of low-income and minority populations in the region?

This section provides a summary of the 29 responses received for this question. See Appendix A for the responses as stated by the commenters.

Responses by Theme Area

Economic Impact: About a third of the respondents referred to the potential for job growth at Lambert as well development of the airport itself to be a catalyst for regional economic growth. Both of these are seen as opportunities to create jobs and contracting opportunities for minority individuals and businesses in the region.

A couple of comments focused on the need for good connectivity between the region and the airport for employment opportunities at the airport. One commenter would like the study to consider whether ending the residency requirement would spur economic development and create jobs.

Community Impact: One respondent pointed to a potential drawback to development at the airport, using the example of Kinloch suffering long-term effects from the expansion of Lambert in the 1990s. The respondent recommended that “any discussion regarding future management, structural or developmental changes at Lambert must address the potential effect on Kinloch and other financially stressed communities.”

Two comments focused on the need to direct any funds that would result from privatization or other lease of the airport to low-income and minority communities and populations (small business development, affordable housing, and job training).

Process: Several respondents recognized the need to be intentionally inclusive of low-income and minority populations throughout the study process, including any contracted work and stakeholder groups, and in any recommendations that come from the study.

Other: Several respondents do not think the airport can address the needs of low-income and minority populations.

Question 6: What are your goals or desired outcomes for a study of Lambert?

This section provides a summary of the 31 responses received for this question. See Appendix A for the responses as stated by the commenters.

Responses by Theme Area

Economic Impact: Several comments emphasized the need to maximize the potential of Lambert as a driver of the regional economy. Some of these comments linked the economic impact of the airport to the addition of destinations (particularly international) and/or direct flights. This is viewed as a means of making the region more attractive to corporate headquarters and site selectors as well as to workers and tourists.

There were several mentions of creating a “world class airport.” This includes determining the best governance structure, making investment in the facility itself and in an overall unified transportation plan, and increasing direct flight offerings.

Governance: Some commenters expressed interest in a discussion of governance options for the airport. One respondent suggested an airport authority form of governance. Two others expressed interest in knowing whether privatization would be beneficial. Another commenter articulated a desire to link the discussion of airport governance with broader consideration of city-county reintegration. And, a few other respondents expressed a more general desire to see a discussion of governance and a feasibility study of regional governance.

Another response was that Lambert should be governed in coordination with other airports in the region.

Airport Finances, Operations, and Facilities: Three respondents expressed a wish that the study address ways to strengthen the financial position of the airport, particularly with respect to debt, as well as to improve the airport facility and operations.

Consideration of the City of St. Louis Ownership: Three commenters emphasized the importance of fairness to the city of St. Louis as the current owner of the airport.

Process: Several comments addressed the process by which the study should be conducted. Those commenting recommended that the process be transparent, inclusive, factually sound, and fair. Comments included recommendations to not have any “forgone conclusions” and to implement any findings as soon as possible.

Regional Decision Making: A couple of comments recommended that other aspects of planning and decision making be incorporated into this process, including a unified transportation and economic plan and a unified investment approach for air, rail, and water.

Other: One commenter’s main objective is to avoid making things worse. The view of this particular traveler is that Lambert is working well.

Question 7: Who are the regional partners and stakeholders that should be included in this discussion?

See Appendix A for all of the responses to this question. The following is a condensed list.

- Representatives of county governments
- Representatives of municipal governments
- Representatives of state governments
- Business/corporate/industry representatives
- Unions
- FAA
- Bi-State Development Agency
- Port authorities
- Southwest Illinois stakeholders
- Local communities
- Workforce groups
- “All that would like to give input”

Question 8: Would your organization have data or other information that you could share as part of any possible study?

See Appendix A for all of the comments on this question.

Twelve respondents indicated they do have information to share. Eight of these people commented with some specificity, including directing EWG to fly314.com (the online transparency portal for the airport privatization effort), an offer for an interview, and an offer of assistance with surveying. Additionally, 21 respondents indicated they were “not sure” if they have information to share, with two respondents indicating they would help in any way they can.

Question 9: Please share any additional thoughts you have regarding a study of Lambert.

This section provides a summary of the 25 responses received for this question. See Appendix A for the responses as stated by the commenters.

Responses by Theme Area

Process: Most of the comments in this question dealt with the process by which a study should be conducted. Recommendations include starting off with a thorough review of past studies, a clear understanding of the purpose and need of a study, a proactive media component, and a publicly accessible online portal. Respondents further advocated a transparent and inclusive process, with the inclusion of the airport commission and business community specifically mentioned. Lastly, regarding the outcome of any study, one commenter emphasized the importance of implementation and follow-through, another cautioned against offering a definitive decision map, and a third urged identification of mutually beneficial options for the city and the rest of the region.

Finally there were a couple of general statements of support for the study.

Economic Impact: Four respondents expressed a desire to see Lambert maximize its potential as an economic engine for the St. Louis region, including viewing private development at the airport as an opportunity.

Consideration of City of St. Louis Ownership: Two respondents stressed the importance of shaping the study in a way that is fair to the city of St. Louis by including the city as a lead role in the study and in the form of payment to the city for any change in governance.

Governance: One respondent advocated for an airport authority form of governance with a view that this would remove bureaucracy and be more efficient. Another respondent encouraged cooperation with other airports in the region.

Airport Finances, Operations, and Facilities: One respondent lamented the debt burden currently placed on the airport. Another respondent viewed the study as an opportunity to reconfigure the airport terminals and transportation connections.

Regional Decision Making: One respondent expressed a hope that this process will result in three priorities for the region that the government and business community can unite around. Another expressed a need to connect the airport with other infrastructure and activity in the region.

Conclusion

Based on the survey responses and discussion with the local leadership, the following conclusions can be drawn:

1. A study of St. Louis Lambert International Airport is important at this time.
2. The outcome of such a study should be factual information to inform a regional discussion about the future of the airport.
3. Such a study should include assessments of the following items:
 - a. The current strengths and weaknesses of Lambert, including current operations and finances, investment needs, and priority improvements for key stakeholders.
 - b. The economic development potential around Lambert.
 - c. The potential of Lambert to be an economic and community development driver for the region, including the potential to address the needs of low-income and minority populations.
 - d. Current impact of Lambert on local communities and the region with a focus on North County communities and equity.
 - e. The airline industry and aviation trends.
 - f. Governance of Lambert, including alternative governance structures, legal obstacles to changing airport governance, and accounting for the value of the city's financial equity in the airport.
 - g. All major aviation assets in the region and how they can better be coordinated.
 - h. Identification of other topics that deserve, need, and/or require regional discussion.
4. The process of any such study should include the following elements:
 - a. A review of past studies of Lambert.
 - b. Literature review.
 - c. Interviews with key stakeholders for informational purposes as well as to identify priorities for the future of Lambert and other topics of regional significance.
 - d. Comparison of Lambert and other U.S. airports, including governance structures.
 - e. Transparency and inclusivity by keeping the general public informed.
 - f. Engagement of key stakeholders, including the city of St. Louis, the airport commissioners, and the business community.

Appendix A: Survey Responses

This appendix provides all survey responses as written by the respondent. EWG staff has attempted to summarize all comments in the body of this report. For questions 3, 4, 5, 6 and 9, the “category” column indicates which of the following categories the response is included under in the summary statements within the body of the report.

<u>Category</u>	<u>Code</u>
Economic Impact	Econ
Community Impact	Comm
Governance	Gov
Consideration of City of St. Louis Ownership	City
Airport Finances, Operations, and Facilities	Airport
Process	Process
Regional Decisions Making	Region
Other	Other

Question 3: How important is it to include the following in the scope of a study of Lambert? "Other" Comments	Category
A 2003 Aviation System Analysis was sponsored by FAA and the initial pPhase one was completed. However, ModAmerica objected to it as the analyses was totally focused on only Lambert needs and improvements and had no focused work on the other 4 towered airports within 45 miles of the Arch. The aviation flying system over the region needs to be reviewed as well. Additionally, the Miss. River dissects 2 FAA regions complicating any FAA coordinating response- much worse the EWG Modot/Idot Road coordination.	Region
My responses are based on the recent publication of the study done during privatization. There is a robust amount of information provided and therefore is not needed at this time. I do believe that we have a governance and oversight issue happening at the airport. Question: How many major airports in the U.S. have the Director acting as Chair of the Board.	Gov
To what extent are governing boards of other institutions based on ownership, investment or past history? What percent of airport was paid for by city taxpayers vs federal taxpayers vs. users? What had the bidders on privatization planned to do to make more money at the airport? What is the total sales tax rate at the airport and how much money does St. Louis County take out of airport and how much could city take under privatization? Is two-state board feasible?	Gov, City, Econ
Lambert Airport is a driving force in the St. Louis Metro Bi-State economy. Money spent at the airport and related services to the airport returns to the local economy by 31%. With a for profit corporation, that percentage drops to 14%. This is a key factor to consider when the question of privatization is explored.	Gov
The impact that the airport could have on equity and inclusion throughout the region.	Comm
Value of City's Equity in the Airport. The study should provide an accurate calculation of the City's equity in the airport. Over the past century, the City and the City's voters have invested significant amounts of funding in the airport. Per the airport's website, "St. Louis voters approved a \$2 million bond issue for airport improvements in August, 1928. The City used the proceeds to buy the property from Major Lambert at his cost, and began extensive land acquisition and improvements, including paved runways, taxiways and apron areas, hangars and support facilities...In 1942 St. Louis voters passed a new \$4.5 million bond issue for airport expansion to meet anticipated post-war requirements.** In today's dollars, the value of these two investments is at least \$102 million.** This number represents the minimum value of the City's equity—it is likely that other City expenditures for which data is not readily available would increase this equity amount. The study authors should consult with the airport's director to examine the value of other ways in which the City has invested in the airport and an accurate value for the City's equity in the asset. Further, the study should recognize the degree to which the City has taken the initiative and spent its nonmonetary resources to not only develop Lambert but to improve it over the past century.	City

Question 3: Comments, continued	Category
Efficacy of Regional Take-Over of the Airport without Just Compensation: The U.S. constitution prohibits the taking of property without just compensation. The study should examine whether this constitutional principle applies to property/assets owned by a local government. If it does (and I believe it does) it would be unconstitutional for control of the airport to be wrested from the City without providing just compensation to the City—i.e., if the legislature or any other entity attempts to give control of the City's asset to others, that would be a taking, which is unconstitutional without providing just compensation. In addition to compensation for the airport's present value, the City should be compensated or at a minimum held harmless for any future value it would lose.	Gov, City
Other City Assets that Are Regional. The City has disproportionately developed and partially paid for many assets that benefit the entire region—a far greater number of regional assets than any other government in the region. Those assets include but are not limited to the Arch, Forest Park, MetroLink and other public transit assets, the St. Louis Cardinals and St. Louis Blues venues, the new soccer stadium, and the region's largest convention venue, as well as providing the funding for marketing the region to tourists and business travelers. Only St. Louis County (and St. Clair County, but only in the case of MetroLink) helps the City pay for some of these assets, yet the entire region benefits from them. The study should consider the City's investment in these other regional assets and ways in which the other governments in the region could participate in offsetting the related City costs. At a minimum, the study should recognize and take into account the City's investment in these other regional assets as it considers the future of Lambert—the study should not simply focus on one City asset considered by others in the region to have monetary value.	City, Region
Other Assets that Should Be Regional. In addition to assets in/owned by the City, other assets in other parts of the region are also regional assets. Those assets include but are not limited to all of the airports in other parts of the region, the region's casinos, the region's shopping malls, and the locally owned transportation systems that enable the region's citizens to travel from one part of the region to another. At a minimum, the study should consider whether any of those assets (in particular the other airports) should be part of any regional governance recommendation and the monetary and other benefits generated by those assets shared by all of the governments in the region.	Gov
Consideration of Gross Domestic Product. As expressed in the U.S. Bureau of Economic Analysis' recent statistical release and shown in the graph below, the City produces significantly more "gross domestic product" per capita and per square mile than any other county in the region—particularly noteworthy considering that the City has the highest poverty rate, the lowest median income, and one of the lowest employment rates of any county in the EWG region.	City
Bureaucracy. Any discussion of alternate Lambert governance structures must take into consideration the amount of bureaucracy and complexity of competing interests that will be created and the decision-making difficulty those factors will present.	Gov
Fairness. Some members of the East-West Gateway board continually focus on the City's shortcomings, yet all of the region's governments benefit from the City assets referenced above. Any study by EWG considering the future of Lambert airport should recognize all of the City's contributions to the economic health of the region and the City's monetary contributions to those assets—all regional governments derive monetary benefit, directly and indirectly, from those City assets but the City (and to some degree St. Louis County) bear the entire burden of the related costs. Rather than bowing to the desire of some local leaders to cherry-pick one City asset that those leaders determine to have value, the study should comprehensively recognize all of the region's assets, the benefit derived from those assets across all of our local governments, assess which entities bear the costs of developing and maintaining those assets, and the consider the degree to which those costs and benefits should be shared.	City, Region
Further, the study (or some other study) should recognize that, based on the region's history, responsibility for the City's "issues" is shared among many governments in the region—not just the City—and that responsibility for addressing those issues should also be shared. In the same vein, the recommendations in the "Ferguson Report" should be expanded to include all of the region's governments, not just St. Louis City and St. Louis County.	City, Region
Question 4: What do you see as Lambert's most significant challenges? "Other" Comments	Category
Direct flights to Europe	Econ
Freight- express freight is ideal for Lambert. Heavy cargo is ideal for another airport in the region. Scott AFB flying priority gets zero consideration in the overall management of the air structure.	Gov
My hope is that "unused capacity" is being defined as all property and not only the developed property at STL	Econ
Nonstop service to major European gateway	Econ
Number of direct flights and international flights	Econ
Additional carriers and direct flights needed to frequently visited locations across the US	Econ

Question 5: How can a study of Lambert address the needs of low-income and minority populations in the region?

addressing various air cost options to various destinations
As a public asset, using an equity lens is important to maximize the impact of these investments across the racial spectrum.
By demonstrating that having a viable economically vibrant airport can indeed translate into greater economies for other personal and socio-economical needs. In other words it's not simply an automatic \$6.7mm for St. Louis, but can be, and should be much much more!
By including them in the devised solutions.
Create more job and contracting opportunities.
End residency requirement and spur economic development to create jobs
Find out if or how the airport impacts them. I am guessing for low income individuals use of the airport isn't high on their needs list.
I believe economic studies have been conducted that show the impact STL has on the region. If STL can improve its connectivity to the world, that will hopefully improve our desirability for companies to move to STL. Connectivity from the airport to the region is also critical to employment opportunities at the airport. Finally, continual development and awareness of contracting opportunities at the airport through the ACDBE program is needed.
I can not make any presumptions that a study of Lambert could addresses the needs of low-income and minority populations in the region.
Intentional diversity, equity and inclusion by contract participation in the study, stakeholder groups, plan for inclusion in planning, design, construction, operations, ownership of retail operations and contracted services.
Lambert provides job opportunities
Make sure their representatives are included in the process.
Portion of investment derived from the proper lease arrangement can assist with infrastructure, small business, affordable housing and job training.
potential for job creation/retention/workforce
Recommendations could result in new direct and indirect jobs.
The airport is an airport and not the catalyst for changing the social economic background of the community.
The purpose of Lambert is not to address these needs. If Lambert serves the traveling public will, the these populations will benefit tangentially. Focus on the real purpose of the airport.
The study priority is on the airport strategic plan. Low-income and minority population needs are a tactic.
There has to be a lot of unrealized employment potential represented by an underutilized asset like Lambert. It could be so much more, with corresponding job opportunities as well.
unknown--they have little surplus resources at their disposal
Unsure relevance of this question.
Providing opportunity for future growth
At a recent meeting of the East West Gateway Council of Governments, County Executive Sam Page concurred with St. Louis Aldermanic President Lewis Reed when Reed said that if there were to be any actions at Lambert that generate additional cash flow, those extra funds should, in turn, help invigorate poor neighborhoods and deal with other chronic city problems. That said, the County has similar challenges. A case in point is the municipality of Kinloch, which, between 1990 and 2000, lost more than three-fourths of its population and suffered severe economic disinvestment due to buyouts when the airport expanded. Kinloch has not recovered from that blow. Any discussion regarding future management, structural or developmental changes at Lambert must address the potential effect on Kinloch and other financially stressed communities.
The employment possibilities should be a key factor in a Lambert study and the impact on the low-income population.
Any extra revenue that could be derived from a privatized airport and put the revenue towards the needs of low income and minority populations for infrastructure and more.
Job opportunities, May create better local ground transportation.
I don't know that a study of Lambert can directly address the needs of low-income and minority populations in the region. The study can address a regional approach to improving Lambert and its impact on regional economic growth which would improve the opportunities for low-income and minorities throughout the region.
Could help to identify additional job opportunities and ways to attract more diverse populations to the region
Jobs, training, partnerships with local not for profits, minority vendors being prioritized for contracts and businesses within the airport and high level positions within the table of organization are some of the things that Lambert can do. 13

Question 6: What are your goals or desired outcomes for a study of Lambert?	Category
that is support itself	Airport
Fairness.	Process
An Airport Authority is created that is focused on creating a world class airport. This authority will use the board as a resource to provide expertise to utilize all of its resources to become a world class airport. The Authority will create a vision for the future for STL and will be transparent with the Region on current operations and opportunities.	Gov, Econ, Process
To do not harm. I travel thru Lambert 4-6 times per year and have no complaints. Don't mess up something that works well by bringing in subsidiary issues.	Other
Have STL "fit" with other aviation assets and not be the owner of all of them.	Gov
Lower the debt,airport is doing this now.	Airport
That any reconsideration of airport governance be tied to City-County reintegration.	Gov
To determine whether it makes sense to propose regional governance. To preserve the revenue from taxes going to City of St Louis. To ensure the health and viability of an airport in St L metro area.	Gov, City
Serious consideration and feasibility study related to regional governance. If such is the outcome, there's a need to make the city whole, which isn't the same as creating a one-time windfall of cash.	Gov, City
Not only improvement of the facility itself, but a coordinated integration of the airport into the other assets of the region. Airport development is not a panacea to all of our regional challenges, therefore, the study needs to consider the integration into a unified regional transportation and economic plan.	Airport, Region
We decide as a region to expand and grow Lambert to make it a world class airport or make the significant investment to build a world class facility. We need to invest in our air, rail, and water transportation assets in a unified approach.	Econ, Region
Analyze existing and future operations and plans that result in game changing economic impacts for the bi-state region.	Econ
To determine the level of investment needed to pay off debt, improve operations and structure in accordance with airlines.	Airport
Having a better product for the region which translates into a better region for all.	Econ
Lambert direct flight options are certainly improving making air travel to other destinations more attractive, so like to see a more competitive position for Lambert flight options that would be attractive to corporate HQ and site selectors when considering STL and SWIL as serious site location option	Econ
make Lambert what it should be, trade hub, passenger hub, maximize it's use to the full extent	Econ
More flight availability. More airlines. More non-stop flights.	Econ
Whether or not it would be beneficial to St. Louis and the entire region if Lambert was privately managed in the future.	Gov
Airports are regional assets and should be supported and benefit the entire region.	Gov
On the governance issue, while everyone will still be entitled to their own opinion they will not be entitled to their own set of facts	Process
Develop an array of governance, transition, condensation and geographic participation alternatives so as to be flexible enough to function with various participation scenarios.	Process
World class airport with direct European and other international flights that will help us attract more businesses to the region and favorably impact economic growth.	Econ
To see that if the resources are invested in this exercise it is transparent and that we implement the findings ASAP.	Process
maximizing airport assets and monetization of assets	Airport
Can the private sector do a better job	Gov
To gain a clearer picture of potential improvements in the efficiency, infrastructure, cash flow, customer-service, and governance at the airport. Also, the potential to re-establish non-stop flights overseas – a key component in attracting and retaining quality businesses to our region - should also figure into any discussions about Lambert's future.	Airport
The goal would be a true picture of how to best impact the economy for the St. Louis Metro region, now and for the future.	Econ
Regional participation in discussions that determine future plans and direction.	Process
Lambert International Airport is an under utilized asset which impacts the entire MSA. With the strides being made by the St. Louis Freight District, the ability to realign and focus of Lambert airport to promote the region as a transportation and logistic hub could potentially be the economic future of the region.	Econ
To help identify economic growth opportunities for the region by attracting additional corporations, workers, and tourists	Econ
If a study is to take place it should be transparent from beginning to end. It should also clearly explain the reasoning as to avoid the horrible way that the last effort was unveiled to the region. The study should also not have any foregone conclusions before it starts. It should also be extremely careful to respect the City's ownership of this asset and not assume to take it away.	Process, City

Question 7: Who are the regional partners and stakeholders that should be included in this discussion?
all that are interested
To be provided in a separate response.
Catchment area City Govt., Economic Chambers, RBC, Civic Progress.
FAA FHWA (if any changes are proposed to I-70)
I think the current Council of Governments is representative.
Central AND Great Lakes Regions FAA, all 5 towered airports and their sponsor boards.
st.louis city,county,east side ll. st.charles county.We presently have commissioners from these areas.
City of St Louis
City of St. Louis
Elected leadership of St Louis region, with advisory role by professionals in transportation industry, and greater weight given to the City of St Louis
EWCoFG, BiState, City and County Port Authorities. I think St. Charles County is standing up a port authority as well.
EWGCC provides a valuable public policy structure, however, private business and public "buy in" are critical factors for success.
Counties that make up of region (both sides of the river) and business leaders.
All 7 E-W Gateway counties plus the City of St. Louis and industry leaders.
All that would like to give input. The ownership of debt and operations would make the final decisions.
All of EWGCOG and I would seek the 5 largest corporate users of the airport, and the State of Missouri and our Federal representatives.
it is very much appreciated that this process has included SWIL in this survey due to the significant number of Illinois residents who use Lambert for flight options
importers/exporters or potential importers/exporters/ Economic Development Groups Businesses Local populations workforce groups chambers of commerce municipalities in the MSA education
Business leaders whose companies do a lot of travel. Economic development professionals who are trying to recruit new businesses to the area. Business leaders who are trying to expand their operations.
City of St. Louis, St. Louis County, The State of Missouri, St. Charles County, Madison County, St. Clair County, East-West Gateway,
Many of the most successful airports of all sizes have transitioned to the Airport Authority form of governance. Board members appointed by St. Louis City, St. Louis County, St. Charles County, St. Clair County, IL and Jefferson County.
EWGCC members, Civic Progress, Regional Business Council, Regional Chamber and Missouri Legislature.
All counties in the Gateway region, regional economic development groups, municipal league, aviation departments of states of Mo and Ill, FAA and the airlines.
Providers of data, metrics, best in class airports, economic studies, Regional economic development partners, governments, business and community input.
Appointees from surrounding area govt bodies, large and small business reps, union reps, etc.
the largest counties in our MSA
I believe you that our airport effects all the regional partners and everyone should have some part of the discussion.
In addition to the governmental entities represented by EWGCC, the study should include a platform for input from the general public, particularly recognized leaders from communities of color, as well as from civic and business organizations.
Any discussions should include St. Louis City and County officials, as well Illinois government leaders. Those top area employers should be included as well. There are five airports in the St. Louis region, (Lambert, St. Louis Downtown, St. Louis Regional, Spirit of St. Louis, Mid America) and all are governed differently. Each one of these directors should be able to positively add to this discussion.
All EWG member agencies, major manufacturing, local shippers.
St. Louis City, the counties with the MSA, Bi-State and State of Missouri.
local & surrounding communities, suppliers, government, for profits, nonprofits, airport employees, frequent flyers/customers, airport businesses
Regional Chamber, RBC, Civic Progress, Federal Officials, Industry experts, African American and Latino Leaders, CVC President, Hospitality Industry Leaders, Unions, Workers and City Government Leadership most of all.

Question 8: Would your organization have data or other information that you could share as part of any possible study?	
Response	If yes, please specify.
Not sure	We are happy to help with any data we would have access to or surveying our SWIL business community
Not sure	Would help anyway we could
Yes	I have 30 years of airport management experience and strong understanding of the industry and knowledge of FAA and MoDOT regulations.
Yes	I have already provided
Yes	MSA data
Yes	Reviewing the strength of a stronger public transportation link.
Yes	www.fly314.com transparency portal
Yes	As a East West board member, I have a direct correlation to the St. Louis Regional Airport. As a mayor, I have an airport commissioner whom I appoint. I have direct access to the operations and the services provided by this tac supported airport.
Yes	Recent Community Needs Assessment
Yes	Various

Question 9: Please share any additional thoughts you have regarding a study of Lambert.	Category
thanks for the opportunity to comment	Other
Again, there is a lot of recent information that was shared about STL. My hope is that this study will identify 3 top priorities for STL which all city/govt and the business community in the region will unite to solve.	Region
I recommend that you clearly define the purpose and need of the study before moving forward. What questions does the report need to answer? From the email and survey it appears the focus is on future management, which leads to a comparison of the available options, budget, and opportunities created.	Process
Study should not be a definitive decision map.	Process
Keep airport commissioners more informed and updated.The airport director and her staff are doing very well in this area. Keep it going!	Process
As owner and host of the airport, the city of St Louis should have a controlling role in this study. Thought should also be given to a cooperative and supportive relationship with Scott Joint Use airport, and other airports that have commercial and significant cargo flights	City, Gov
This should be considered a regional priority. It can be either a driver of growth or an anchor weighing us down. It has generated some very good momentum over the past few years, which is a great place to start.	Econ
Airports are not free standing entities; they require complementary infrastructure and activity. Additionally air travel is a relatively transient business with high "sunk costs", therefore, within these risks a strong and unified regional investment approach must be a primary goal.	Region
The initial study to privatize the airport should provide enough information to start the process for a regional review.	Process
Any opportunity to rethink the airport's 2 terminal configuration, Metrolink station and vehicular access would be a significant win. Private develop and use of the airport is a significant opportunity - similar to growth experienced in similar markets. i.e. Cincinnati -DHL and Louisville-Amazon.	Airport
It is unfortunate that the RFP process was not finished so there would be data for all to analyze and determine what should be done if anything. Maybe the conclusion would have been to stay in the slow progress mode and continue with 20yrs of debt that has already cost us about a Billion dollars with nothing to show that was beneficial; except a runway that is only used at 15%.	Airport
Looking forward to making the region better through the process of need identification and solution provision.	Process
Having Lambert be a viable national and international airport is key for the future of economic development in the entire St. Louis region.	Econ
An Airport Authority form of governance removes much of the bureaucracy allowing the Airport to run more efficiently and in a more business like manner.	Gov
lets do it.	Process
I believe any jurisdiction that desires to participate in the governance of the airport should be willing to pay the City of St. Louis a fate and appropriate sum.	City
Throughout the process focus on win wins for the region and the city.	Process
Not sure who/how this is paid for but we need to do a better job of inclusion than the last 2 regionalism projects funded (in part) by Rex!!!	Process
needs to be a regional plan involving the business community	Process
I believe doing a study is a good thing. But only if there is follow up of the results that have been obtained.	Process
Previous studies of the airport, even those conducted with the aim of privatizing the facility, should be looked at in this study; it would be foolish and wasteful to ignore previous work done in this regard. But above all else, any study of Lambert should be completely transparent, updated regularly and easily accessible to the public via an online portal.	Process
In my humble opinion, I feel it is vital that the East West Gateway Board be proactive and get in front of whatever media campaign that any special interests have in the future operation of Lambert Airport.	Process
The League's primary responsibility is supporting municipal governments.	Other
This could be a turning point the region. The ability to develop a successful regional approach and focus for Lambert could help improve the economic future of the region.	Econ
This effort if undertaken should be done with a significant media component to explain the ideas of why this is being done up front as opposed to afterwards. Otherwise, it will be thought of as another back room deal orchestrated by wealthy and powerful interests against those of the general public.	Process

Appendix B: Survey Tool

Airport Study Survey

The East-West Gateway Board of Directors has requested that staff define a scope for a potential study of the St. Louis Lambert International Airport (referred to as "Lambert" for the remainder of the survey). The purpose of this survey is to collect ideas from EWG Board members and others in the St. Louis community on what they view should be included in such a study.

EWG staff will provide a summary report of the responses for public review on the agency website. This report will also be brought to the Board on February 26th, as well as to the Executive Advisory Committee on February 18th.

All comments will be considered. However, it is unlikely the actual scope of any possible study will be able to address all comments, questions, and concerns expressed by survey respondents.

Responses will be accepted through Monday, February 10, 2020.

If you have any questions about the survey, please contact EWG Research staff at research@ewgateway.org.

*** 1. Please enter the following information.**

Name

Title

Organization

2. How important do you consider a study of Lambert at this time?

Not Important

Somewhat Important

Very Important

3. How important is it to include the following in the scope of a study of Lambert?

	Not Important	Somewhat Important	Very Important
Current strengths and weaknesses of Lambert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comparison of Lambert with other U.S. airports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alternative governance options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identification of priority improvements for all stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FAA, state regulations, and other legal issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proceeds or payments to the city of St. Louis for non-airport purposes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Review of prior studies of Lambert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Review of best practices in airport governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessment of investment needs of Lambert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analysis of current Lambert finances and operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic development around Lambert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community and economic development for the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Current impact of Lambert on local communities and the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessment of airline industry and aviation trends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

4. What do you see as Lambert's most significant challenges?

	Not Significant	Somewhat Significant	Very Significant
Debt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investment needs/deferred capital expenditures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Passenger amenities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connections to surface transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perceptions/marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unused capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connections with freight infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

5. How can a study of Lambert address the needs of low-income and minority populations in the region?

6. What are your goals or desired outcomes for a study of Lambert?

7. Who are the regional partners and stakeholders that should be included in this discussion?

8. Would your organization have data or other information that you could share as part of any possible study?

- Yes
- No
- Not sure

If yes, please specify.

9. Please share any additional thoughts you have regarding a study of Lambert.