

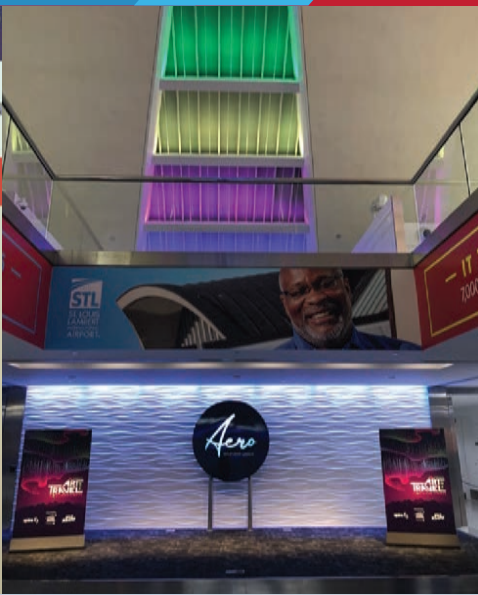


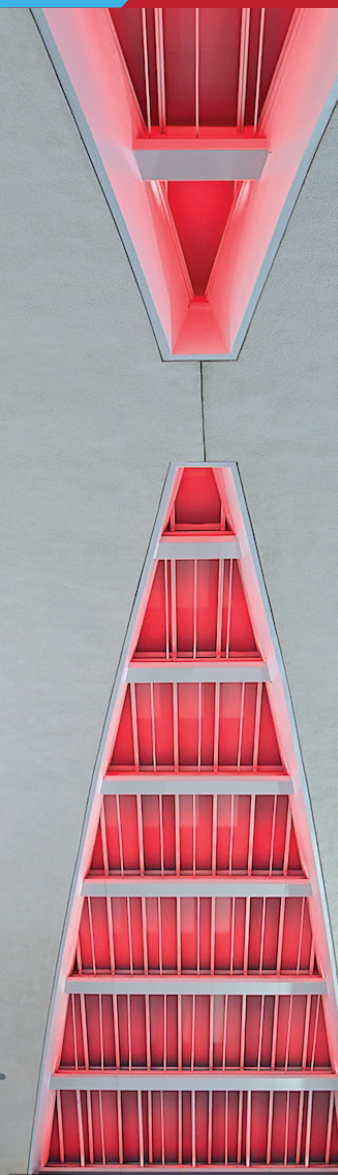
ST. LOUIS LAMBERT
INTERNATIONAL AIRPORT.

5-YEAR STRATEGIC PLAN SUMMARY

2015–2020







ENJOY THE BU\$TLE
- NOT THE HASSLE -

Serving 40,000 passengers a day.

STL
ST. LOUIS
LAMBERT
INTERNATIONAL
AIRPORT.

TO THE CO\$TLINE
- AND BEYOND -

500+ takeoffs and landings a day.

Ask UAA

FRONTIER FRONTIER



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*All photos were not taken during the pandemic, but are a collection of photos taken from 2015-2020.

Letter from the Director



Rhonda Hamm-Niebruegge

Director
St. Louis Lambert International Airport

St. Louis Lambert International Airport (STL) has made tremendous strides over the past five years. In large part, this has been due to the strong relationships with the airlines and partners throughout our region.

While developing the strategic plan that would pave the way toward a bright future, the airport reached out to government and business leaders from around the St. Louis metropolitan area. We did this to gain their invaluable input and perspective, ensuring that we all would be on the same page. During the course of our collaboration, a unified vision was formed, one that helped us build a deep connection within our community, to take the airport in a direction that benefits the entire region.

Our 5-Year Strategic Plan came to a close with the end of fiscal year 2020. During this period, we had four major focus areas to:

- [Strengthen Financial Sustainability](#)
- [Sustain and Grow Passenger Air Service](#)
- [Create a Positive and Lasting Impression for the Region](#)
- [Generate Economic Development](#)

By coming together on these objectives and having measurable targets on all four pieces, it allowed us to focus on how we could help the airport become bigger and better, while offering a more positive experience for everyone. We strived to reach these objectives and continually sought ways to connect with the desires and expectations of the people who live and work in this region.

With the plan serving as the stepping stone, we were able to begin our climb, and the results have been truly inspiring. We experienced steady progress and kick-started a trend of revenue growth and increased passenger traffic. As we started to reach these milestones and actually watched the progress being made, there was a burgeoning sense of pride in the airport as well – pride not just from those who work here, but around the entire region. That pride led to a camaraderie and a level of trust. The sense of togetherness only fueled our passion to continue building on that positivity.

Now, as we survey our accomplishments, it's important to note that there is still work to be done. While we have been able to meet or even exceed the majority of our objectives, there are indeed areas in which we have room for improvement. The current climate in the midst of a global pandemic has also presented unique challenges for everyone in the airline industry.

At STL, however, we have proven ourselves capable of moving through any and all challenges. Together with our partners from the St. Louis area, we are confident we have set the foundation that will keep us flying high.

Sincerely,

A handwritten signature in black ink, reading "Rhonda Van-Mulven" with a decorative flourish at the end.

Strategic Objectives 2015-2020

- Strengthen Financial Sustainability
- Sustain and Grow Passenger Air Service
- Create a Positive and Lasting Impression for the Region
- Generate Economic Development



Strengthen Financial Sustainability

With the development of its 5-Year Strategic Plan, STL established a set of success measures and key initiatives in four separate yet equally focused areas. As STL looks back at its achievements, perhaps no area saw more objectives met and exceeded than the measures for financial stability.

“ The airport and the City of St. Louis saved millions of dollars in bond refunding. ”

Antonio Strong

Deputy Director,
Finance & Administration

STL’s accomplishments were particularly impressive in decreasing costs per enplaned passenger (CPE). After closing FY2015 with a CPE of \$13.56, STL – boosted by 46 consecutive months of passenger growth – achieved a CPE of \$8.97 in FY2019. That represented a 34 percent decrease. In FY2019, STL saw a significant increase in non-aeronautical revenues, led by a 66.5 percent jump in transportation network companies and parking revenues.

Over that time, Moody’s and S&P provided favorable ratings which reflected a trend of rising traffic levels. “The airport and the City of St. Louis saved millions of dollars in bond refunding,” says Antonio Strong, STL’s Deputy Director of Finance & Administration. These savings put the airport in a tremendous position to weather the current COVID-19 storm and position STL for future growth.





Sustain and Grow Passenger Air Service

“STL has seen growth in air service over the past several years, despite a number of industry challenges,” says Brian Kinsey, STL’s Assistant Director of Marketing & Business Development.

STL’s air service surpassed a major goal by reaching 75 nonstop destinations, on an annual basis, in calendar year 2020, but fell short of the goal of increasing by 14 percent the number of nonstop flights to the top 40 markets. STL did experience a three percent increase in nonstop flights to the top 40 markets, but more importantly, the capacity (seats) to those markets increased 11 percent during the same period. Those increases are in line with industry trends of fewer flights with larger airplanes.

Overall, STL air service experienced an increase of 15 percent in capacity (seats) and 21 percent in passengers during the period being

measured. While COVID-19 has greatly affected air service, STL has the pieces in place to build on the success of the past. STL’s aggressive approach to air service development, along with the strong partnerships (regional stakeholders and airlines) that have come out of this effort, are keys to returning suspended service due to COVID-19 and expanding service to new markets.

“ STL has seen growth in air service over the past several years, despite a number of industry challenges. ”

Brian Kinsey

Assistant Director,
Marketing & Business Development



Create a Positive and Lasting Impression for the Region

Every single day, an airport has the opportunity to provide travelers with a first impression of the region it serves. STL has taken significant steps to make sure that initial encounter is both positive and long-lasting. From the restaurants serving food with local flair to exhibits featuring works from regional artists, STL continues to find new ways to showcase the best the region has to offer.

“ Our success is a reflection of the achievements of the entire region. ”

Roger Lotz

Public Information Manager

STL's recent growth and success have served as a source of pride for the entire community. “Our success is a reflection of the achievements of the entire region,” says Roger Lotz, STL's Public Information Manager.

Initially, creating a positive and lasting impression for the region at STL allows everyone connected to the airport to take pride not only in the airport, but in our area. STL's lasting impression is also a key element in persuading all the connecting passengers traveling through STL to consider St. Louis as their final destination.

Generate Economic Development

Since implementing its 5-Year Strategic Plan, STL has navigated through many challenges. Even so, STL has stayed on schedule in reaching key economic development targets.

With the nearing completion of a modern fuel storage facility, STL has made significant progress in the \$90 million project to modernize fuel storage, related fuel systems and transfer lines at the airport. STL's fuel facility consists of more than three million gallons of above-ground fuel storage. It was built on an eight-acre stretch of previously underutilized land northeast of the airfield.

Unused airport property has also proved to be the ideal location for the Ameren Missouri Lambert Community Solar Center. The community solar project includes three subarrays with 2,800 solar modules and associated equipment, which generate electricity that is transmitted directly into the regional electrical grid.

“ The benefit of the project is estimated to be a reduction of over two million pounds of carbon dioxide per year. ”

Gerald A. Beckmann

Deputy Director,
Planning & Development



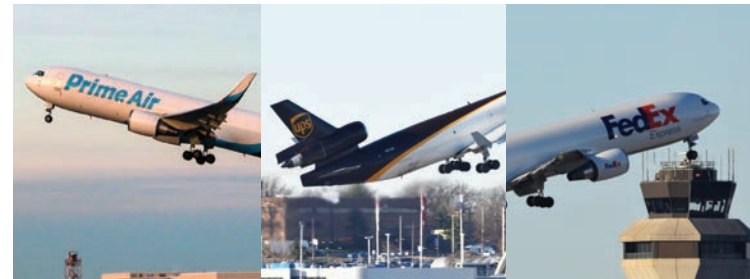
Fuel Storage Facility Rendering

“The benefit of the project is estimated to be a reduction of over two million pounds of carbon dioxide per year,” says Gerald A. Beckmann, STL’s Deputy Director of Planning & Development. Along with the current climate mitigation benefit, there is also the possibility for future expansion. This highly visible site allows for broad public recognition of STL’s renewable energy goals.

The airport has also taken tremendous strides to increase its cargo capacity. STL has enjoyed consistent growth in total cargo over the past several years, culminating in a one-year increase of 11.3 percent in 2020. In fact, the airport has seen a 20.5 percent increase since September 2017. In November, the airport added livestock as a new source of air cargo, sending approximately 200 breeding pigs to Viracopos International Airport near Sao Paulo, Brazil. These new streams of possibilities has STL on the path for success.



Solar Panels



Cargo Capacity

Our Accomplishments

- huSTLe Campaign
- Airport Atmosphere and Experience
- Diversity and Inclusion
- Terminal 2 Enhancements
- Airline Growth



huSTLe Campaign

In early 2017, the airport tweaked its name, changing from Lambert-St. Louis International Airport to St. Louis Lambert International Airport. Though that might appear to be a rather trivial flip-flopping of terms, STL Airport Director Rhonda Hamm-Niebruegge says it helped create a fresh vision for the airport.

The switch placed St. Louis first while still paying homage to Albert Bond Lambert, the Olympic medalist and aviator who was the first person to receive a pilot's license in St. Louis. It also highlighted the airport's effort to boost its connection with the region. Perhaps just as significantly, the rebranding also incorporated St. Louis's longstanding airport code "STL," which further solidified that connection.



Elevator Signage

The airport's goal was to put a spotlight on its partnership with the St. Louis area, and the "STL" tied it all together. Using the STL code, the airport launched a campaign titled, "Every Day We're huSTLing," allowing the airport to promote its commitment to an enriching and relaxing passenger experience while shining a light on the entire St. Louis region. It also proved to be a powerful rallying cry for airport employees by letting them know that their efforts and hard work were recognized.



T2 Exit Signage



T1 Signage near C Concourse

As the employees saw STL reaching milestones, it helped give them a sense of pride in the airport's significance to the region. This campaign has done a lot to acknowledge the people behind the scenes who are "huSTLing" every day to make STL work.

Airport Atmosphere and Experience

When STL Airport Director Rhonda Hamm-Niebruegge met with community stakeholders to develop the airport's 5-Year Strategic Plan, she found one point particularly evident; the airport lacked a connection with the region. Changes needed to be made. Rather than serve as a simple, run-of-the-mill point of entry, the airport would focus on highlighting the region in positive ways.

The airport would broaden the experience for its customers and provide a good representation of all that is unique about St. Louis.

A significant avenue for that would be in concessions, particularly in the types of restaurants that would be available for people during their time in the airport.

“We really tried to bring a little bit of the St. Louis culinary scene here to the airport, giving our customers a sampling of some of the places and the local flavors that are unique to our community,” Hamm-Niebruegge said.



Schlafly's Beer Bar and Grill



Three Kings Public House

One of the first local restaurants to set up shop at the airport was Schlafly, which brought in the growing micro-brewery scene around our region. A short time later, Three Kings Public House opened, and the results were so favorable that the company later added a quick-service spinoff option inside Terminal 2 called Biscuits, Beer & BBQ.

Other restaurants with local ties that opened inside the airport include Pasta House, Urban Chestnut and Anheuser-Busch-owned Eighteen76. Among the more recent entries is The Blue Note, a hockey-themed restaurant that opened in 2020, adding yet another successful restaurant to the mix.



Biscuits Beer & BBQ



The Blue Note



Spectroplexus, 2017-20

In addition to the dining options, STL boasts world-class art to satisfy the other senses. The Lambert Art & Culture Program, which was created in 2008 as a component of the Airport Experience Campaign, showcases works of art to provide an amenity for airport users and to celebrate the region's diverse artistic, creative, cultural, historical and scientific resources.



Jessica Witte Artwork Feature, 2020



"The Village" Terazzo Installation

The Hudson Group, which operates the retail stores at STL, also helps people in the airport feel connected to the region by carrying a wide range of products from local St. Louis vendors such as Old Vienna Potato Chips, seasonings and sauces from Pappy's Smokehouse, among several others.

With all of the partnerships that have been created with local businesses, STL will continue to capture and incorporate the essence of what make St. Louisans proud to call this area their home.



STL Marketplace



Hudson Store Souvenir Shop



STL Cardinals Merchandise

Diversity and Inclusion

As the certifying body for the City of St. Louis' local Minority and Women Business Enterprise (M/WBE) program, as well as the USDOT Federal Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE) programs, the primary mission for STL's Business Diversity Development (BDD) department is to help small, disadvantaged minority and women-owned businesses obtain access to DOT-assisted opportunities at the airport.

“ We know every day, every hour, is a challenge for small businesses, and they need to know that we will get them back on track. ”

Francoise Lyles-Wiggins

Assistant Director,
Business Diversity Development

“We know every day, every hour, is a challenge for small businesses, and they need to know that we will get them back on track,” Francoise Lyles-Wiggins, STL's Assistant Director of Business Diversity Development says.

“Some people may think business diversity is only applicable to the small business community, but we're also here for all businesses across the board,” explains Lyles-Wiggins.

Lyles-Wiggins also credits the executive and managerial staff at STL as well as the City of St. Louis' Board of Public Service for their part in making the BDD program a success. “They understand the importance of diversity and inclusion and we work together to make sure those happen,” she says.

That unified approach has allowed the department to make necessary adjustments while continuing to provide dynamic technical assistance that serves in the developmental growth and sustainability of minority, disadvantaged and small businesses. For Lyles-Wiggins, that means assessing and meeting with the businesses where they are and connecting them with the proper resources. “We just want to continue to be an advocate,” she says.



Planning Presentation



BUSINESS DIVERSITY DEVELOPMENT

STL’s BDD has allowed for greater outreach and engagement with potential M/WBE firms and led to increased certifications. Lyles-Wiggins is proud of how the airport has wholly embraced and advanced diversity and inclusion, meeting and exceeding the goals established in the 5-Year Strategic Plan.

The airport’s many successes during that time have only added to the optimistic air, and it’s an optimism that Lyles-Wiggins says helps fuel a healthy relationship with STL’s many partners.

“That says something for the region and it’s setting an example for all of those other agencies and owners that it can be done,” says Lyles-Wiggins.







Southwest Ticketing Bag Drop

STOP

STOP

RESERVED DROP OFF

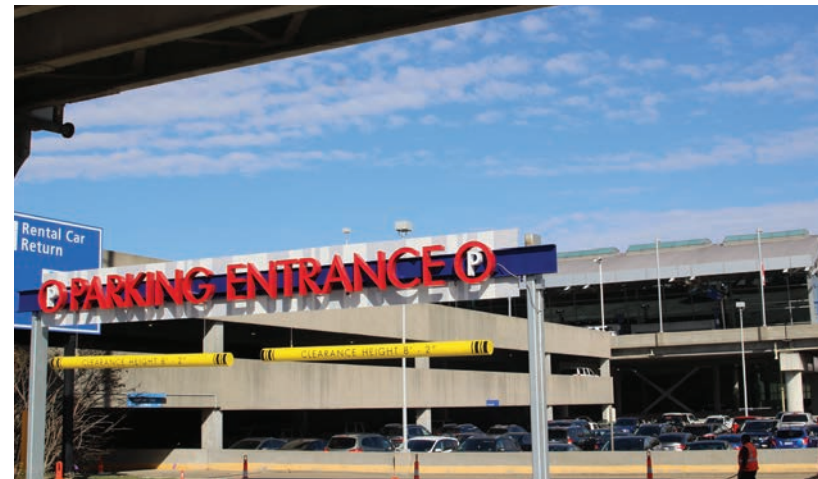
RESERVED DROP OFF

Terminal 2 Enhancements

The improvements in the area outside of Terminal 2 (T2) complemented the interior work that has been done in recent years. In 2018, STL completed a checkpoint expansion project creating a seventh security screening lane to be used during peak hours. The additional lane helped to accommodate the continued expansion of flights and passengers on Southwest Airlines and new international service. In November 2019, Biscuits, Beer & BBQ opened near Gate E33, joining Dunkin' Donuts, the Urban Chestnut Flight Bar and Three Kings Public House with locations in T2. Also in 2019, Three Kings was named the Second Best Airport Bar by USA Today in the 10 Best Reader's Choice Travel Awards.



Terminal 2 Road and Garage Construction



Terminal 2 Parking Garage Entrance

Changes at STL's T2 have become an annual occurrence and 2020 was no different. In November, a new garage opened for drivers allowing westbound traffic to enter directly from Lambert International Boulevard (LIB) and easing congestion often seen on Arrivals Drive. The work represented one portion of a multi-phase project, originally part of a 2017 airport bond proposal, which is also scheduled to add another T2 garage entrance for eastbound LIB traffic. Work on the roadway system at T2 included expanded drop-off parking and more curbside zones for passenger pickup.

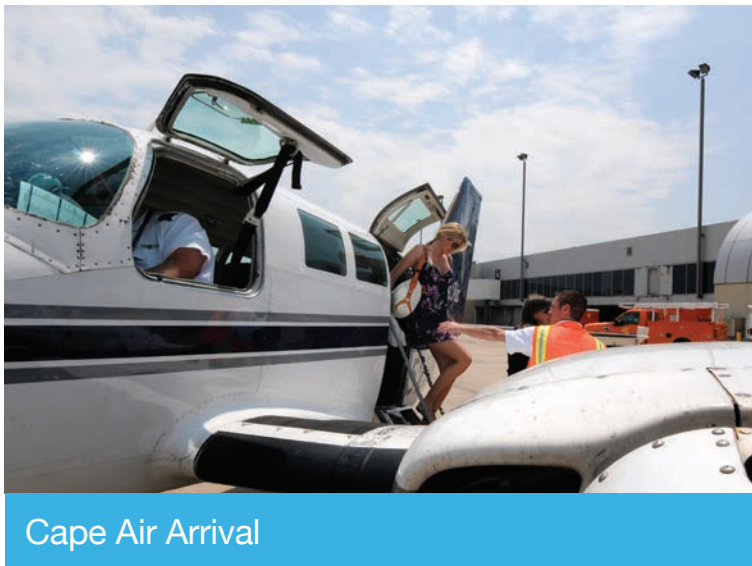


Airline Growth

STL's partnership with Southwest Airlines continues to provide significant benefits for both parties. At year's end in 2020, Southwest announced it would expand service at STL beginning in March 2021, with new flights to Long Beach, CA and Jacksonville, FL. The airline also scheduled more service for several locations including Cancun, Mexico, and Montego Bay, Jamaica. In 2021, Southwest expects to add new, daily flights to Indianapolis.



Delta Airlines



Cape Air Arrival

In all, Southwest serves 53 destinations from STL and has a 60 percent market share of enplaned passengers.

The airport has enjoyed significant growth through all airlines during the course of the 5-Year Strategic Plan. STL strengthened existing relationships with historic partners American, Delta, United and Air Canada, while bringing Sun Country and Contour into the fold. Boasting a lineup of the best carriers in the airline industry, STL is ready to soar in 2021.

STL Operation Statistics

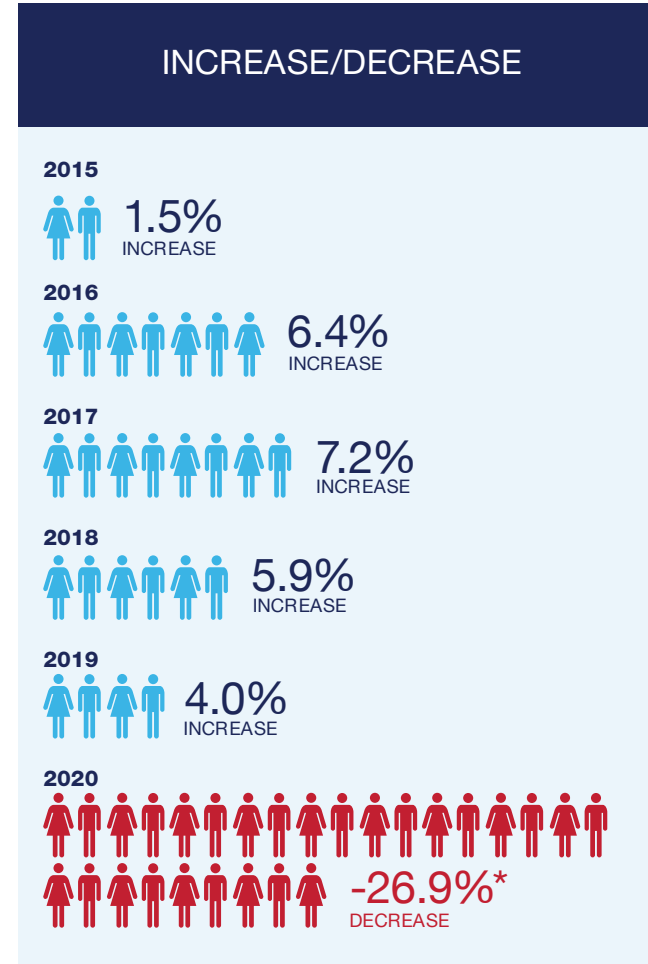
Graphical Element

and Inclusion

of the



Passengers



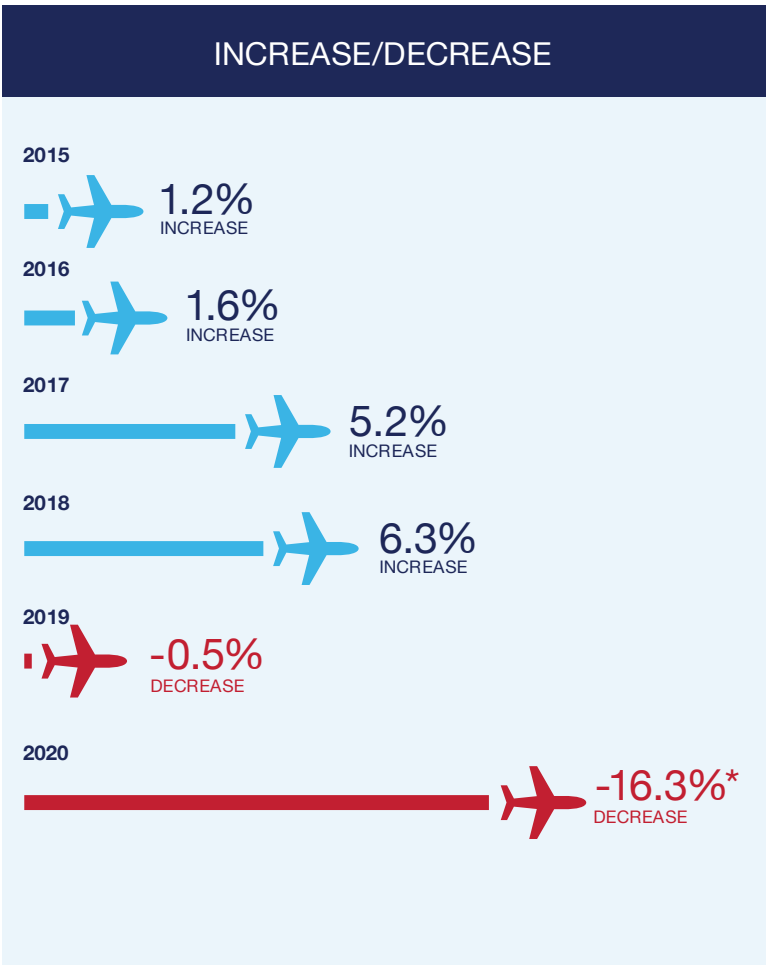
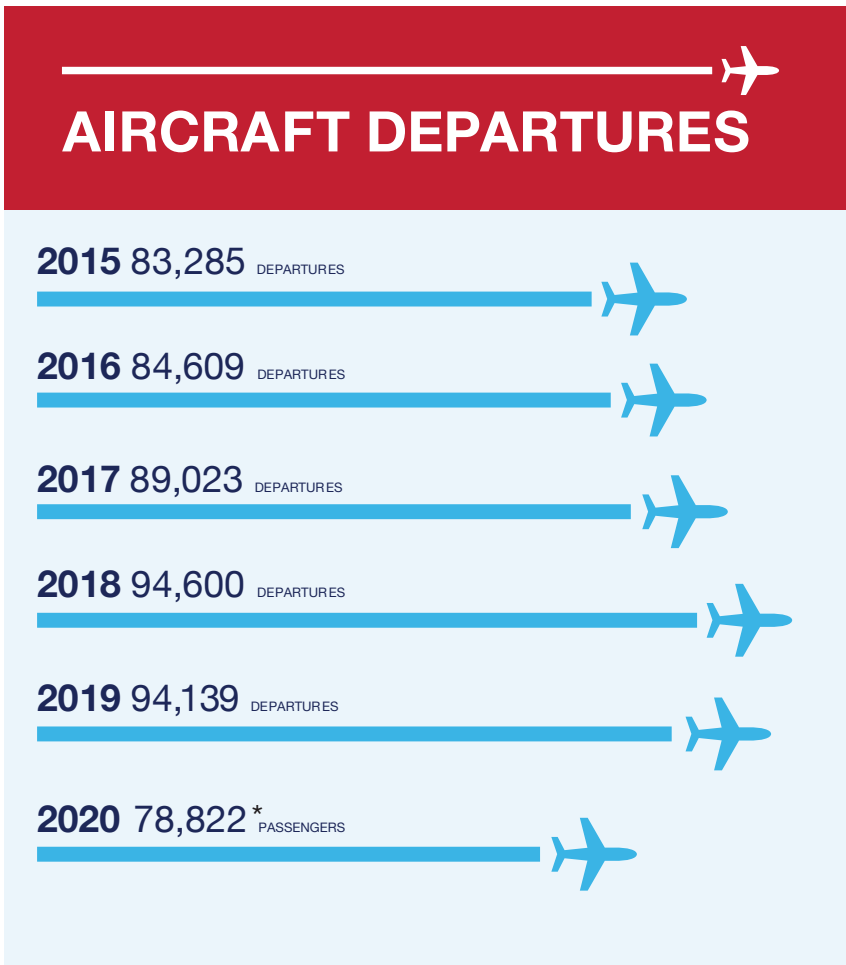
*2020 Data impacted by COVID-19 pandemic

Enplanements and Deplanements



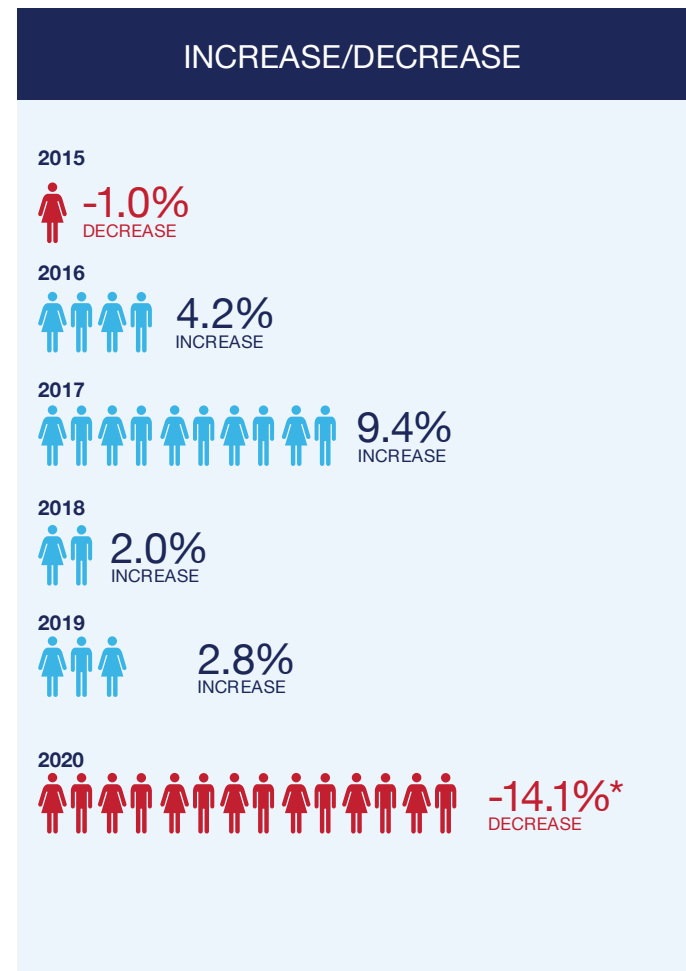
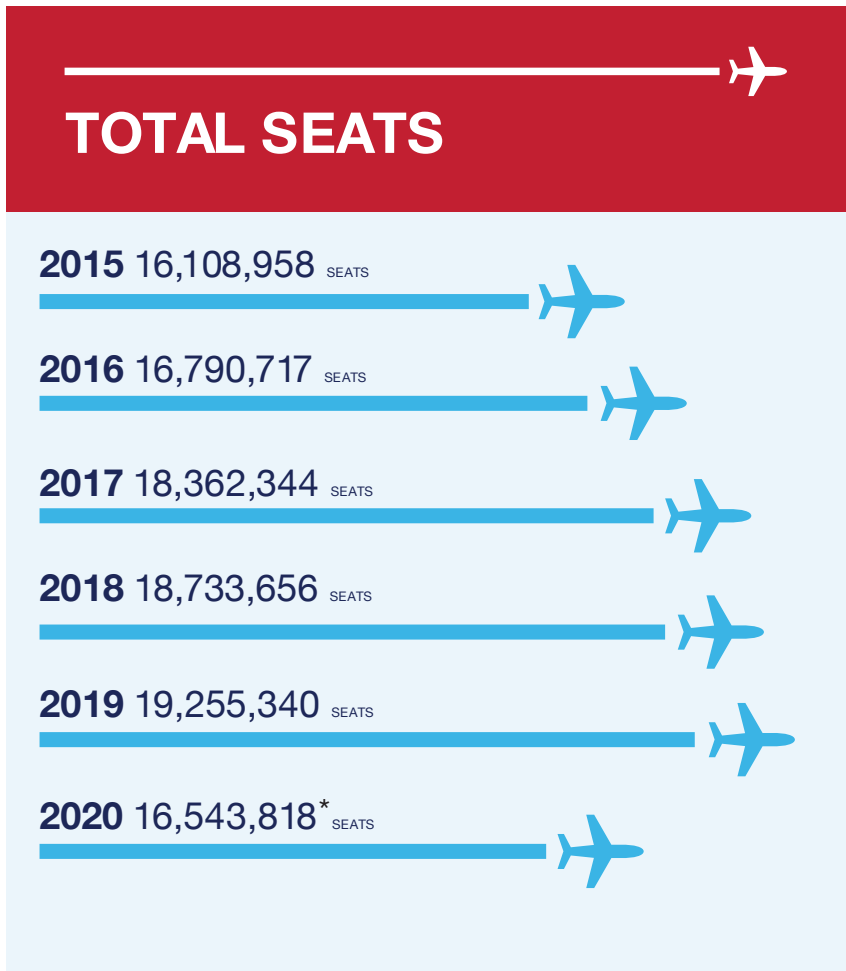
*2020 Data impacted by COVID-19 pandemic

Departures



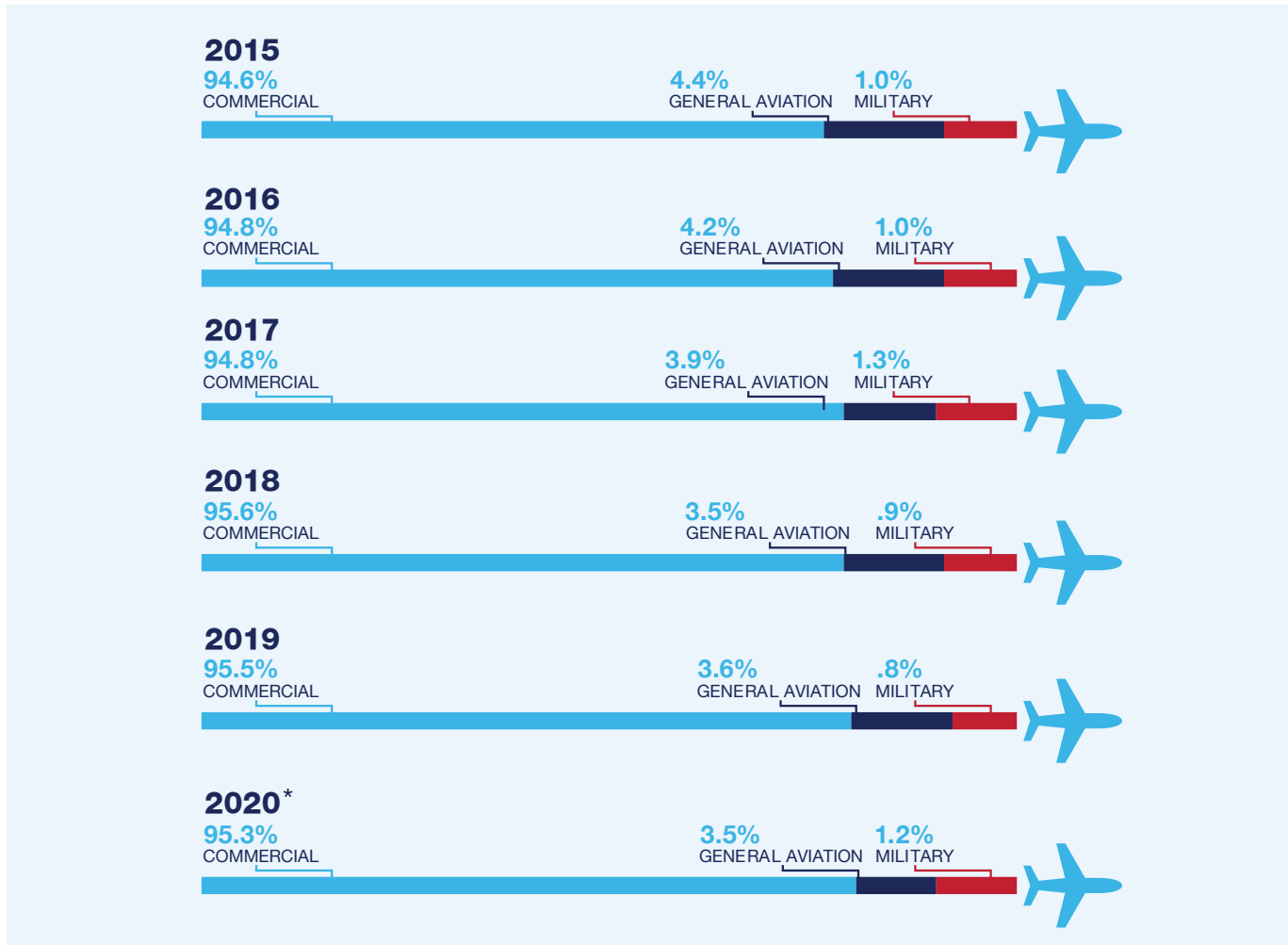
*2020 Data impacted by COVID-19 pandemic

Seats



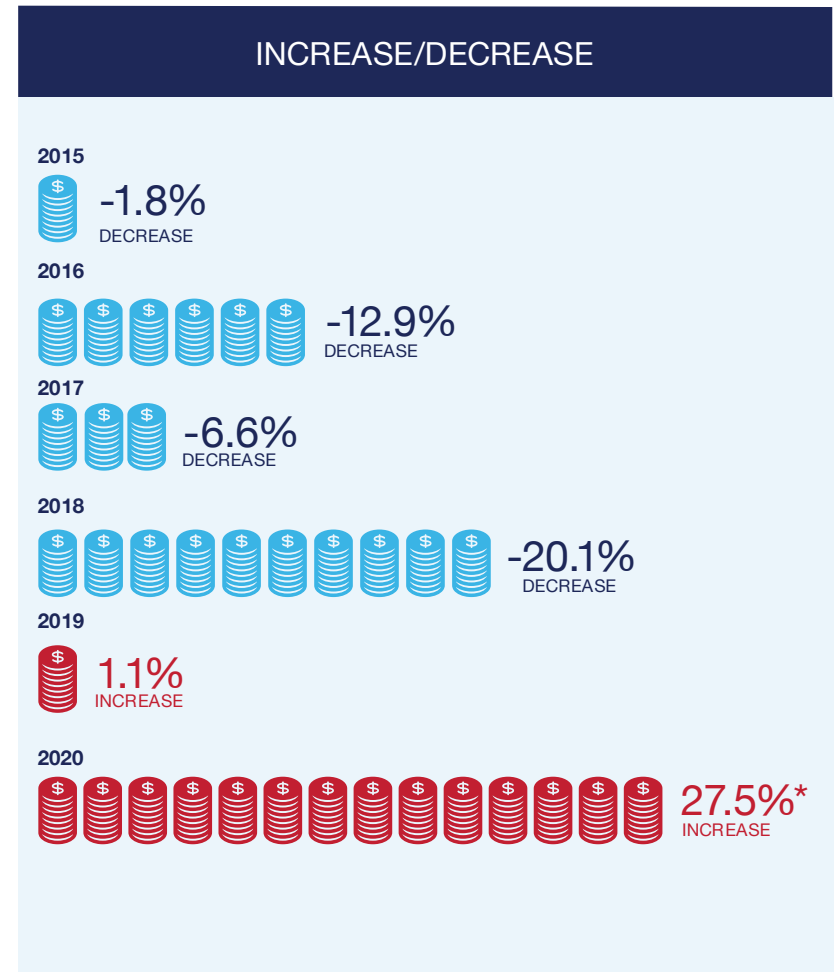
*2020 Data impacted by COVID-19 pandemic

Aircraft Operations



*2020 Data impacted by COVID-19 pandemic

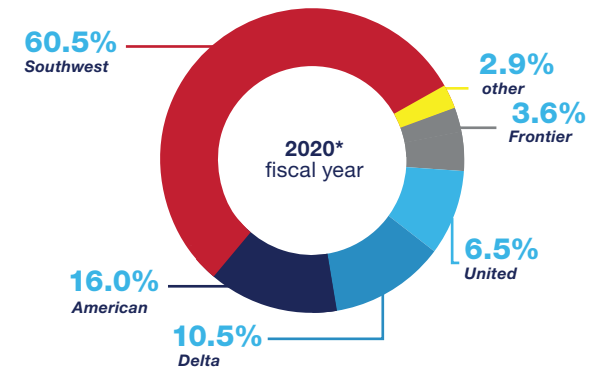
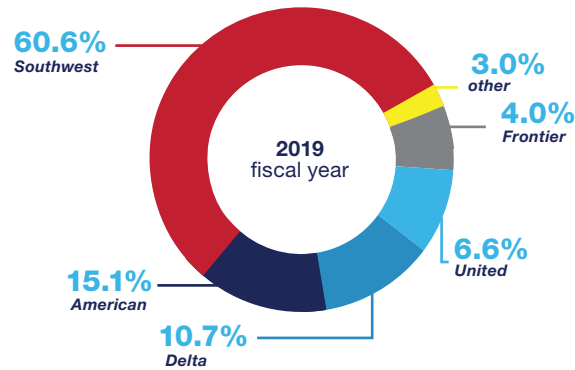
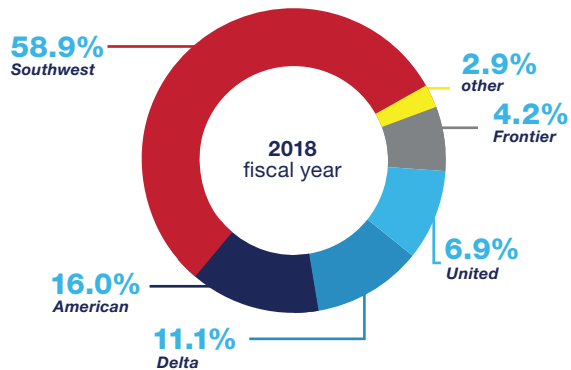
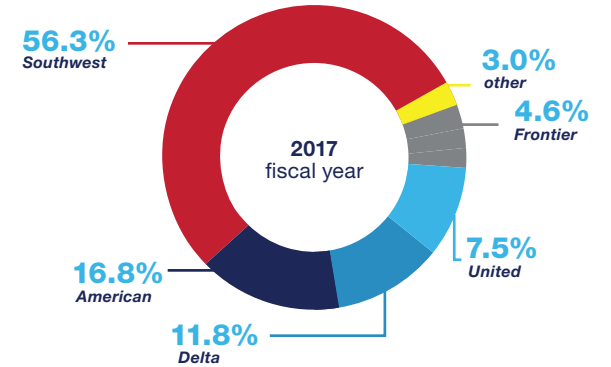
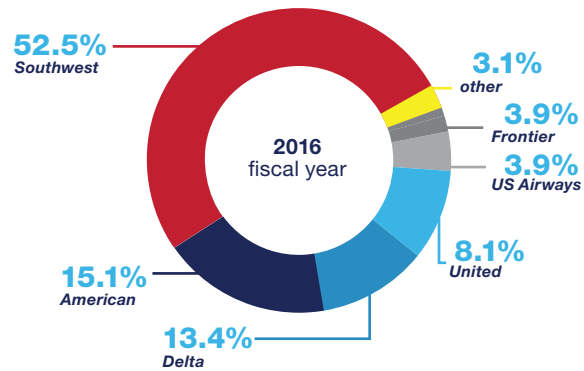
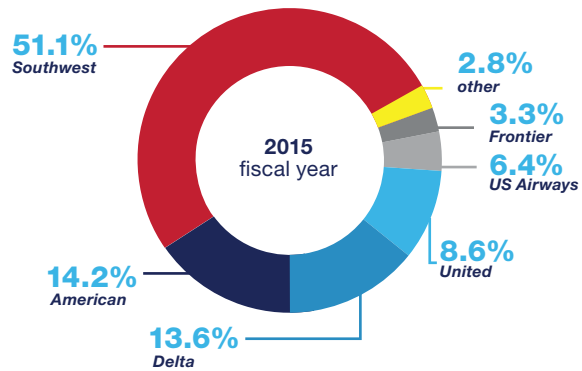
Cost Per Enplanement



*2020 Data impacted by COVID-19 pandemic

**This data is an estimate. Final amount will be determined in March 2021.

Airline Market Share



*2020 Data impacted by COVID-19 pandemic

Strengthen Financial Stability

Strategic Objective	FY 2015 Key Initiatives	Baseline FY 2013	5-Year Target 2015-2020	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Key Observations
				Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	
STRENGTHEN FINANCIAL SUSTAINABILITY	Lowering Cost Per Enplaned Passenger	\$13.77	12.58 or 1.5% Annual Reduction	\$13.56 / \$13.65	\$13.65 / \$11.89	\$13.16 / \$11.10	\$12.96 / \$8.87	\$12.77 / \$8.97	\$12.58 / \$11.44*	<p>STL was able to significantly decrease its cost per enplaned passenger by lowering expenses. This included the help of mild weather over the course of several fiscal years, which contributed to lower expenses for weather treatment supplies and contractual expenses. STL also continued to control expenses with various cost reduction plans and effective contract negotiations to reduce expenses. In FY2016, these types of initiatives saved 30 percent in telecommunications, environmental and insurance expenses.</p> <p>The Airport saw significant savings from the aggressive energy savings programs implemented in prior years. This contributed to a 4.6 percent decline in utility expenses during FY2018.</p> <p>At the end of FY2019, STL had recorded 46 straight months of passenger growth. This included a growth in enplaned passengers by 4 percent over the prior fiscal year from 7.6M to 7.9M enplanements.</p> <p>Note, at the start of the strategic plan, the Airport established the rate structure to charge signatory airlines for the next five years under the master Airport Use and Lease Agreement effective July 1, 2016.</p> <ul style="list-style-type: none"> This data is an estimate. Final amount will be determined in March 2021
	Growing Non-Aero Rev as a Percentage of Total Op Rev	32.8%	36.9% or 2% Annual Increase	33.5% / 35.2%	34.1% / 38.1%	34.8% / 39.0%	35.5% / 43.1%	36.2% / 43.1%	36.9% / 40.2%	<p>A few significant non-aeronautical increases from 2015-2020 include:</p> <ul style="list-style-type: none"> \$2,527,149 was brought in by STL's concessions 65 percent increase in revenue in FY2019 for transportation network companies and parking revenues Luggage cart revenue increased 178.1 percent in FY2018 Wireless connection revenue increased by 92.8 percent in FY2018 A 55.4 percent increase in taxi revenue in FY2017 Specialty retail revenue increased by 20.8 percent in FY2017
	Reducing Debt Service	Continued focus on optimizing			Specific Details in Key Observations					

Sustain and Grow Passenger Air Service

Strategic Objective	FY 2015 Key Initiatives	Baseline FY 2013	5-Year Target 2015-2020	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Key Observations
				Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	
SUSTAIN AND GROW AIR PASSENGER SERVICE	Sustained and Increasing Number of Non-Stop Markets	65	70 Non-stop Markets	66 / 66	67 / 70	68 / 72	69 / 74	70 / 74	70 / 73	<p>Despite the current difficulties the airline industry is experiencing, STL expects to see continued increases in the number of markets served, which has been the case throughout the period of STL's strategic plan. New service scheduled to begin later this year (2021) includes:</p> <ul style="list-style-type: none"> • Long Beach, CA (LGB) • Jacksonville, FL (JAX) • Indianapolis, IN (IND) (originally announced in 2020)
	Increasing Number of Non-Stop Flights to Top 40 Markets	177	202	182 / 177	187 / 172	192 / 175	197 / 183	202 / 183	202 / 157	<p>Even with a reduction in frequency, more seats are being provided in the top 40 markets. This reduction in frequency and increase in seats is a trend being felt across the industry due to a number of factors. The number of seats per day is a better measurement for performance. Seats decreased for FY2020 from 23,327/Day to 22,476/Day for a 3.6 percent decrease due to the COVID-19 pandemic.</p>
	Increasing Demand from the Extended Catchment Area	Total unknown. Southwest Airlines, our largest air carrier, does not participate in the traditional reservation system used by all airlines. (68,000 of total catchment area for other airlines)	2,000+ Annual Growth							<p>This metric continues to be difficult to measure since Southwest Airlines, STL's largest air carrier, is not participating in a particular database (Airlines Reporting Corporation or commonly referred to as ARC) that reports on air carrier transactional data. That transactional data provides the location (zip code) of the ticket purchase. An alternative source of traveler zip code information was the ASQ Survey being done at STL. Upon investigation it was determined that source of data was insufficient (zip codes responses are too few).</p> <p>As part of Increasing Demand from the Extended Catchment Area, STL continues to pursue multiple paths. STL partners with various groups (regional/national airports, airlines, vacation packagers, Chambers of Commerce, Convention and Visitors Bureaus, etc.), both within STL's catchment area and outside of that catchment area, on marketing strategies, promotional campaigns, events and other awareness efforts. Generally, there are one or more such campaigns, events or efforts going on at any given time. STL also continues to pursue partnerships with regional ground transportation providers to increase interest in and use over competing options.</p>

Create a Positive and Lasting Impression

Strategic Objective	FY 2015 Key Initiatives	Baseline FY 2013	5-Year Target 2015-2020	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Key Observations
				Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	
CREATE A POSITIVE AND LASTING IMAGE/ FIRST IMPRESSION	Improving Overall Airport Service Quality (ASQ) Survey Satisfaction	3.96 on 5.0 scale	4.30 on 5.0 scale or 1.4% Annual Increase	4.07 / 4.11 avg. (on 5.0 scale)	4.07 / 4.08 avg. (on 5.0 scale)	4.13 / 4.11 avg. (on 5.0 scale)	4.19 / 4.13 avg. (on 5.0 scale)	4.25 / 4.19 avg. (on 5.0 scale)	4.30 / 4.19 avg.** (on 5.0 scale)	<p>STL saw continued improvement in its ASQ scores from FY2015 to FY2020. This included receiving a quarterly score of 4.19 in FY2018-Q3 and 4.22 in FY2020-Q2 (both out of a 5.0 scale). However, the scores fell below target goals. STL is committed to seeing sustained customer service score growth. STL achieved its best average rank of 19 out of 27 medium hub or larger airports (peer benchmark group) participating in the same survey in FY2019.</p> <p>** Due to COVID-19 FY2020 ASQ data was collected in Q1 and Q2 only</p>
	Industry Recognition	Nominations/Awards	Nomination/Awards	See Recognitions	See Recognitions	See Recognitions	See Recognitions	See Recognitions	See Recognitions	<p>STL construction/engineering projects were recognized 10 different times and two staffers were acknowledged by <i>Airport Business</i> as a Top 40/Under 40.</p> <p>While during this same period, two staffers were accredited by the American Association of Airport Executives. STL was also recognized twice for its inclusion programs.</p> <p>STL was recognized by Airports Council International – North America with its Airport Health Accreditation for keeping the public safe from COVID-19.</p>
	Increasing Revenue Per Enplaned Passenger (Revenue based on concessions only)	\$6.02	\$7.18 or 3% Annual Increase	\$6.20 / \$6.73	\$6.38 / \$6.66	\$6.57 / \$6.47	\$6.77 / \$6.45	\$6.98 / \$6.54	\$7.18 / \$6.76***	<p>The percentage of connecting passengers grew by 10 percent and even with COVID-19's impact on commercial aviation, connecting passengers at STL remained just above 23 percent of all enplanements. Connecting passengers have a limited time frame to catch their connecting flight when they arrive in the Airport, often a 35 minute window, so the opportunity to purchase concessions is limited. From 2015-2020, STL concessions brought in \$2,527,149 in revenue.</p> <p>Much of this is due to the significant growth of concession choices for STL passengers. Those include, but are not limited to:</p> <ul style="list-style-type: none"> • The Blue Note Bar and Grill • Three Kings Public House • Vino Volo wine bar • Wingtips Lounge • An additional Starbucks location in T2 <p>Increases in revenue, specifically in parking revenue, were also seen following the opening of Parking Lot E in FY2015.</p> <p>*** \$6.76 with abatements/\$7.36 without abatements, which surpasses STL's 5-year target</p>

Industry Recognition

FY2015

Keystone Award

AGC St. Louis: Project of the Year – Specialty Contractor/ Sub-contractor/Industrial/Infrastructure for Lambert's Checked Baggage Inspection System

2015 Silver Award

Missouri Water Environment Association - Industrial Wastewater Committee Pretreatment Award

2015 Most Enhanced

Landmarks Association of St. Louis – Renovation and Restoration of Copper Roof on Terminal 1

2015 Architizer A+ Awards

Terminal 1 Renovation – Transport+Infrastructure+Airport Category – expUSA Design Architect

“Top 40 under 40” Airport Business November 2014

Elizabeth Smart, Lambert Safety Management System Coordinator

FY2016

AIA Chicago Interiors Award

Terminal 1 Renovation

ENR Midwest: Best Project of the Year Award

Airports/Transit, Kwame Building Group, St. Louis Lambert International Airport, Airport Experience Renovation Program

ACI-NA Marketing Communications Awards

Winner – Customer Service Technology Innovation, Digital Directories

Airport Revenue News' Director of the Year/ Medium Airports Division

Rhonda Hamm-Niebruegge

FAA Airport Certification Program Medal of Excellence

Discrepancy Free Annual Certification Inspection

FY2017

2016 Airport Business Top 40 Under 40

Ronald J. Stella, C.M

2016 Missouri Governor's Leader in Energy Efficiency Award

St. Louis Council of Construction Consumers' "Organizational Excellence for Inclusion" Award "Medium Hub Inclusion Champion" Award Airports Council International-North America (ACI-NA)

Concrete Council/ American Steel Fabrication "Quality Concrete"

Awards for Taxiway Echo and Taxiway Foxtrot Reconstruction Projects

Discrepancy Free Part 139 FAA Certification Inspection August 2016

FY2018

2018 Distinguished Building Award

Exceptional Stewardship of Terminal One, American Institute of Architects – St. Louis Chapter

2017 Gold Award for Water Pretreatment

Missouri Water Environments Association

St. Louis Chapter American Society Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) 2018 Technology Award – First Place

VALE & East Cooling Plant Improvements.

Airports Council International-North America, 2018 Marketing and Communications Awards

Honorable Mention, Customer Service Program, Medium Hub Airports; Honorable Mention, Public Relations Campaign, Medium Hub Airports

Ron Stella, STL's Deputy Director of Operations & Maintenance, achieves the certification of Accredited Airport Executive by the American Association of Airport Executives

FY2019

Three Kings restaurant named **Second Best Airport Bar** by USA Today's 10 Best Reader's Choice Travel Awards

Water Pretreatment Award

Missouri Water Environments Association

FY2020

STL receives ACI's (Airport Council International) Airport Health Accreditation, during the COVID-19 pandemic

Angel Ramos, STL's Assistant Director of Engineering, achieves the certification of Accredited Airport Executive by the American Association of Airport Executives

STL celebrates its Centennial Anniversary

Generate Economic Development

Strategic Objective	FY 2015 Key Initiatives	Baseline FY 2013	5-Year Target 2015-2020	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Key Observations
				Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	Target/Actual	
GENERATE ECONOMIC DEVELOPMENT	Increasing Cargo Rev as a Percentage of Total Aero Rev	3.7%	5.4% of total aeronautical rev	3.8% / 3.8%	4.0% / 3.7%	4.2% / 3.1%	4.5% / 3.3%	4.9% / 3.2%	5.4% / 4.7%	<p>STL's increase in cargo from 2015-2020 is the result of not only continued growth by cargo operators already established at STL (e.g. FedEx and UPS), but also the arrival of Amazon. Amazon operates two daily flights using Boeing 767 aircrafts.</p> <p>STL established itself as an airport that can provide livestock shippers with the facilities they need. In 2020, STL was the origination point of a shipment of breeding pigs being sent to Brazil. Similar shipments are expected to depart from STL in early 2021.</p> <p>FY2020 saw the highest amount of cargo move through STL.</p>
	Generating Annual Revenue from Underutilized Land or Space	\$262K (FY2014)	\$1M	Target - \$386,000 Actual - \$433,255 <i>See Summary</i>	Target - \$478,000 Actual - \$604,648 <i>See Summary</i>	Target - \$593,000 Actual - \$648,752 <i>See Summary</i>	Target - 728,000 Actual - \$1,362,447 <i>See Summary</i>	Target - \$868,000 Actual - \$2,738,923 <i>See Summary</i>	Target - \$1,000,000 Actual - \$3,803,560 <i>See Summary</i>	<p>Strategic goals for this initiative were established, determined and scheduled in advance. In the slide shown they are listed as target numbers in each fiscal year.</p> <p>Some highlights of revenue generated in this category include:</p> <ul style="list-style-type: none"> * \$525,844 acquired in the sale of underutilized land * \$68,629 made through events in Concourse B <p>Monies generated from Vino Volo increased from \$49,051 in FY2016 to \$301,759 in FY2020. STL's revenue from its cargo facility increased in just one year from \$415,320 to more than two million dollars between FY2019 to FY2020.</p>
	Increasing Number of Jobs from New Development	Construction Jobs=88; Permanent Jobs=22 (FY 2014)	460 new construction jobs by FY2020 and 100 new permanent jobs in FY 2020.	Construction/Permanent 62 / 146 35 / 7	Construction/Permanent 62 / 266 48 / 188	Construction/Permanent 62 / 358 61 / 66	Construction/Permanent 62 / 269 74 / 178	Construction/Permanent 62 / 138 87 / 204	Construction/Permanent 62 / 135 100 / 141	<p>HMS/Host concessions has been the primary contributor for permanent jobs at the Airport. New restaurant locations required increases in staff.</p> <p>Construction has also been a significant job creator at STL from 2015 to 2020. The greatest amount of construction openings were filled in FY2017 with a total of 358 jobs. That same fiscal year Southwest Airlines added 58 new jobs.</p> <p>Additional permanent and construction jobs were provided by various tenants. These include, but are not limited to: OHM, Hudson-STL Market, US Corps Engineering, Trans States Airlines and the FAA.</p>

Summary of Annual Revenue from Underutilized Land or Space

FY2015

- JetLinx: \$90,000
- MHS: \$196,020
- MO Army National Guard: \$22,026
- MorphoTrust: \$55,535
- Spire: \$69,674

FY2016

- 2.6 acres of underutilized land sold: \$152,000
- Concourse B events: \$20,481
- JetLinx: \$90,000
- MHS: \$196,020
- MO Army National Guard: \$22,026
- MorphoTrust: \$49,051
- Spire: \$26,890
- Vino Volo: \$48,180

FY2017

- 1.2 acres of underutilized land sold: \$43,182
- Concourse B events: \$21,057
- JetLinx: \$118,230
- MHS: \$196,020
- MO Army National Guard: \$22,026
- MorphoTrust: \$51,022
- Spire: \$21,148
- Springdale Lot: \$50,000
- Vino Volo: \$126,067

FY2018

- .67 acres of underutilized land sold: \$22,220
- 3 Kings: \$18,711
- Ameren Solar Farm: \$3,000
- Bi-National Gateway: \$277,325
- Concourse B events: \$4,896
- E29 Starbucks: \$84,540
- JetLinx: \$121,919
- MHS: \$196,020
- MO Army National Guard: \$21,318
- MorphoTrust: \$42,860
- Southwest Provisioning Center: \$175,156
- Spire: \$21,888
- Springdale Lot: \$120,000
- Vino Volo: \$227,594
- Wingtips: \$25,000

FY2019

- 2.76 acres of underutilized land sold: \$308,442
- 3 Kings: \$312,702
- Ameren Solar Farm: \$3,000
- Concourse B events: \$10,231
- E29 Starbucks: \$153,789
- JetLinx: \$121,919
- Idemia: \$44,322
- MHS: \$222,525
- MO Army Guard: \$21,318
- Vino Volo: \$385,297
- Southwest Provisioning Center: \$302,283
- Spire: \$19,676
- Springdale Lot: \$120,000
- St. Louis Air Cargo facility: \$415,320
- Wingtips: \$298,099

FY2020

- 3 Kings: \$284,280
- Ameren Solar farm: \$3,000
- Concourse B events: \$11,964
- E29 Starbucks: \$115,061
- Idemia: \$22,241
- JetLinx: \$121,919
- MHS: \$227,286
- MO Army National Guard: \$21,318
- Southwest Provisioning Center: \$302,283
- Spire: \$20,360
- Springdale Lot: \$120,000
- St. Louis Air Cargo Facility: \$2,106,019
- Vino Volo: \$301,759
- Wingtips: \$146,070

Summary of Revenues, Expenses and Changes in Fund Net Position

The Airport's revenues, expenses, and changes in fund net position for the fiscal years ended June 30, 2020, and 2015 are summarized as follows:

(Dollars in thousands, unless otherwise indicated)

	2020	2015	change	change
Operating revenues	\$ 125,589	140,248	(14,659)	(10.5)%
Operating expenses	146,667	124,207	22,460	18.1
Operating (loss)	\$ (21,078)	16,041	(37,119)	(231.4)%
Nonoperating revenues/(expenses), net	\$ 35,808	(7,711)	43,519	564.4 %
Income (loss) before capital contributions and transfers, net	\$ 14,730	8,330	6,400	76.8 %
Capital contributions	11,055	23,284	(12,229)	(52.5)
Transfers out	(6,279)	(6,407)	128	(2.0)
Extraordinary item - Natural disaster	—	1,737	(1,737)	(100.0)
Increase in net position	\$ 19,506	26,944	(7,438)	(27.6)%
*Net position, end of year	\$ 1,166,361	1,095,460	70,901	6.5 %

* This is a cumulative data set.

Airport Operating and Non-Operating Revenues

The following table summarizes *Airport operating and non-operating revenues*, and their percentage share of *total Airport operating and non-operating revenue*, for the year ended June 30, 2020:

(Dollars in thousands, unless otherwise indicated)

	2020	Percentage of total	Dollar change from 2015 *
Operating revenues:			
Aviation revenue:			
Airfield	47,455	63.2 %	(13,603)
Airfield Cargo	3,539	4.7 %	102
Terminal and concourses	20,371	27.1 %	(4,594)
Hangars and other buildings	1,206	1.6 %	95
Cargo buildings	2,522	3.4 %	2,165
Total Aviation Revenue	75,093	100.0 %	(15,835)
Concessions	28,429	56.3	2,767
Parking, net	16,943	33.6	(1,993)
Lease revenue	5,124	10.1	402
Total Non-Aviation Revenue	50,496	100.0 %	1,176
Total operating revenue	125,589	69.6 %	(14,659)
Non-operating revenues:			
Intergovernmental revenue	1,095	0.6 %	(182)
Investment revenue	9,487	5.3	6,946
Passenger facility charges	23,150	12.8	(1,038)
Other nonoperating revenue, net	20,900	11.6	20,755
Gain (loss) on sale of land	308	0.2	144
Total non-operating revenue	54,940	30.4 %	26,625
Total revenues	180,529	100.0 %	11,966

Note:

Fiscal year 2020 operating revenues decreased 10.5 percent or \$14,659 primarily due to the decrease in enplanements and lower concession revenues from COVID-related travel restrictions. Also, non-operating revenues increased 94 percent or \$26,625 primarily due to an increase in investment income due to market valuation and STL meeting eligibility requirements for \$20,190 of the CARES Act grant to mitigate the broad disruptive effects of the COVID-19 pandemic.

* This data is a direct 2015 to 2020 comparison.

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