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Letter from the Honorable Francis G. Slay
Mayor-City of St. Louis

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Lambert-St. Louis International Airport is vital to our region's economic health, connects St. Louis to the rest of the world, and contributes to our quality of life.

It is often the first and last impression our friends, family, and business associates have of us. It brings tourists and conventioners to our City. Conversely, many of us depend on Lambert to connect us to family and vacation destinations, and business people to their customers.

More than 12 million people travel through Lambert annually. Our airport generates \$3.6 billion in economic impact, making Lambert one of the area's greatest assets. The stronger Lambert is, the stronger the St. Louis region will be.

The demise of TWA and the American Airlines pullout from St. Louis dealt a well-documented blow to Lambert, through no fault of the people of St. Louis. Since then, Lambert has steadily grown and improved by returning service to many of the travel markets that were lost in the last decade or more, adding more non-stop destinations, and spending more than \$150 million to upgrade facilities. I am very proud of how far we have come and how resilient we have been, but I strongly believe that we can do even more -- more flights, a better customer experience, better facilities, and more jobs.

So, how do we get there? I strongly believed that it was important that the people who use Lambert and the people who depend on Lambert help us answer that question.

So, we embarked on a strategic planning process, which has given us this road map. We will focus on four strategic objectives: grow passenger service, generate economic development, create a positive and lasting impression for the region, and strengthen the airport's finances.

I want to thank everyone who has been involved in formulating the plan, especially Civic Progress and the Regional Business Council. Now the real work begins, building on our progress to create a stronger Lambert Airport.

Respectfully, *Francis G. Slay*

Honorable Francis G. Slay – Mayor-City of St. Louis



LAMBERT-ST. LOUIS
INTERNATIONAL AIRPORT®

5 YEAR STRATEGIC PLAN

2015 - 2020





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Letter from the Director
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This is an exciting story of change, of progress and a glimpse of what the future holds for Lambert-St. Louis International Airport. Nearly a decade ago, Lambert started going through a dramatic downturn in flights and passenger activity that left this region feeling uncertain and somewhat bitter about what our airport meant, and the value it brought to this region. The need to reshape, rebuild and set a strategic plan that would lead us through the decades to come became our mission.

In 2007, plans were undertaken for a major transformation of our iconic Terminal 1. Designed by famed architect Minora Yamasaki and built in 1956, it was in dire need of updating. In 2009, bonds were sold and the plans for renovation were coming to fruition. The historic interior vaulted domes became the first visible undertaking. Yellowed and stained over the years, scaffolding covered our lobby for almost a year as each section was carefully restored. Soon to follow were the phases to brighten and open the concourses, the terminal's lower level and the baggage claim area, which truly exhibited a cave-like experience with dark and low ceilings. With new lighting, raised ceilings, and a more open-air feeling, the transformation was taking shape. On April 21, 2011, an F4 tornado hit our iconic building. For many that would have set in another round of despair. Instead, it became our shining light to a resilient region and a revitalized effort to forge ahead with our plans of making Lambert great again.

Over the next four years, continued renovations, a robust art program, community engagements and new partnerships formed a vision of hope and a sense of pride. In 2014, the icing on the cake came when the original copper roof, worn and damaged after nearly 60 years, was replaced with a new shiny copper roof. Just recently completed, it became the dramatic closure for so many of us who have been involved in this transformation.

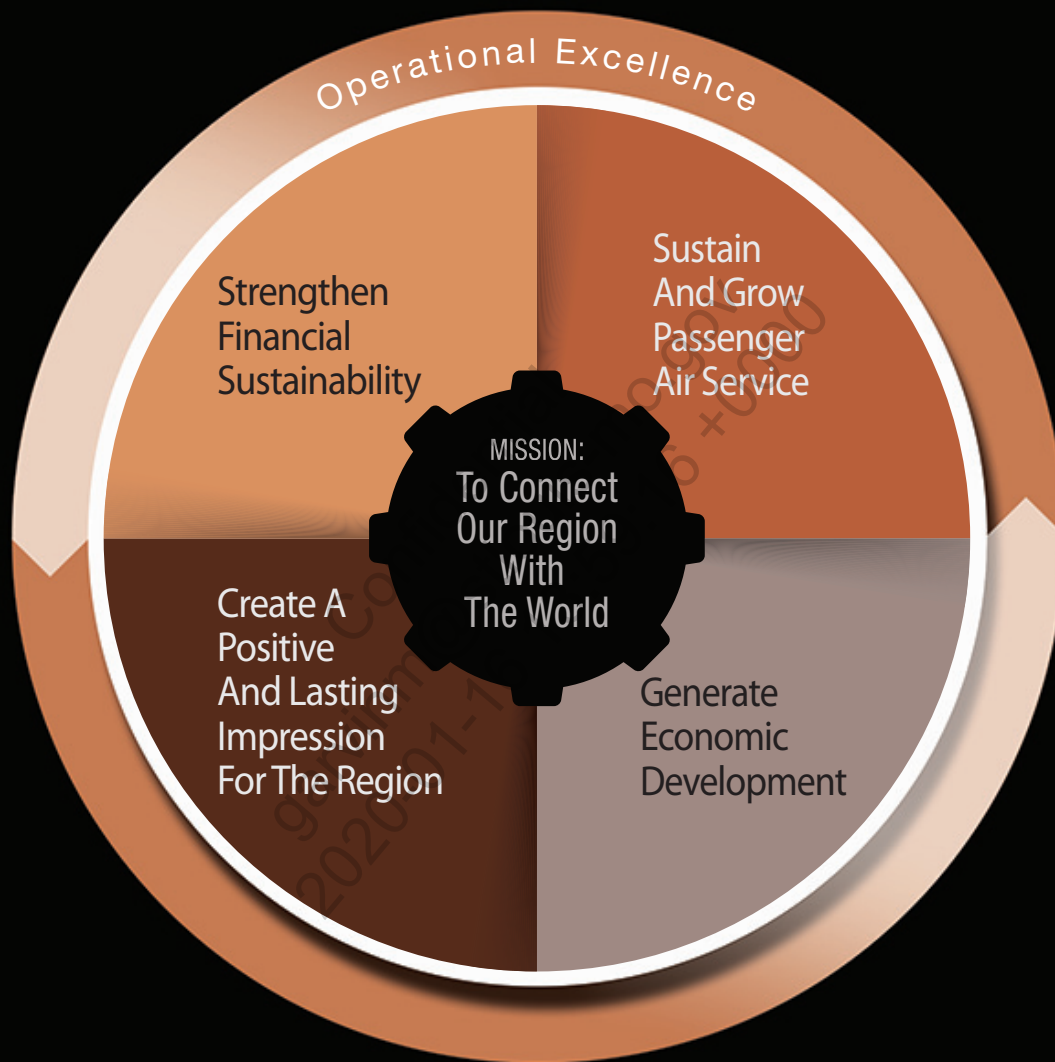
But what does the future hold and where do we go from here? Our team embarked on a five year strategic plan, thanks to the support of the Regional Business Council, Civic Progress and Collaborative Strategies. Completed in January, this strategic plan will bring a renewed focus on passenger growth, financial stability, economic development and customer satisfaction. As our community leaders, corporate partners and proud citizens of this region, I hope you take a few minutes to read about the transformation and the new Lambert Experience, so that you, like us, will be proud of how far we have come and where we are going.

Sincerely, 

Rhonda Hamm-Niebruegge / Director – Lambert-St. Louis International Airport



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**STRATEGIC
OBJECTIVES**
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STRENGTHEN FINANCIAL SUSTAINABILITY SUCCESS MEASURES AND KEY INITIATIVES

FINANCIAL SUSTAINABILITY Success Measures

Lowering Cost Per Enplaned Passenger
(does not include debt service)

Growing Non-Aeronautical Revenue
as a Percentage of Total Op Rev

Reducing Debt Service

Target and continue to pursue significant areas of cost reduction (e.g. utility consumption).

Create a short and long-term Real Estate Development Plan to explore opportunities to capitalize on our underutilized land assets.

Maximize in-terminal and additional parking revenues.

Based on the current analysis of the current debt structure, identify favorable alternatives to free up funds for strategic growth initiatives.



SUSTAIN AND GROW PASSENGER AIR SERVICE SUCCESS MEASURES AND KEY INITIATIVES

PASSENGER AIR SERVICE Success Measures

Sustained and Increasing Number
of Non-Stop Markets

Increasing Number of Non-Stop Flights
to the Top 40 Markets

Increasing Demand from the
Extended Catchment Area

Fully implement air service development
marketing programs.

Introduce new analytics into the current air service
development effort.

Attract more non-network, non-conventional
air carrier service.

Extend the reach in the St. Louis catchment area by
establishing partnerships with targeted surrounding,
originating communities and transportation providers.



CREATE A POSITIVE AND LASTING IMPRESSION

SUCCESS MEASURES AND KEY INITIATIVES

POSITIVE AND LASTING IMAGE Success Measures

Improving Overall Airport Service Quality (ASQ)
Survey Satisfaction Score

Industry Recognition

Increasing Revenue Per Enplaned Passenger
(Revenue based on concessions only)

Actively engage airline/TSA/tenant partners in improving their key areas of customer service. Create a “Go Team” customer service panel representing all partners.

Reallocate and optimize the right mix of products and concession uses based on customer demand.

Improve facilities to enhance the ambience and first impression of the Airport and St. Louis (e.g. curb appeal, St. Louis themes, Lambert Art & Culture Program, etc.).

Expand access for the community and businesses to provide feedback and input through focus groups.



GENERATE ECONOMIC DEVELOPMENT SUCCESS MEASURES AND KEY INITIATIVES

ECONOMIC DEVELOPMENT Success Measures

Increasing Cargo Revenue as a Percentage
of Total Aeronautical Revenue

Generating Annual Revenue from
Underutilized Land Assets

Increasing Number of Jobs Annually from
New Development at Lambert

Prepare and implement a phased plan to grow
international cargo and Southwest domestic cargo.

Build cold chain storage.

Create a USDA approved port of embarkation.

Create a Mexican, dual customs cargo
clearance facility.

Align with other multi-modal initiatives in the region.

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STRATEGIC ADVISORY COMMITTEE
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THE 2015-2020 STRATEGIC PLAN IS A PROJECT MADE POSSIBLE WITH SUPPORT FROM CIVIC PROGRESS AND THE REGIONAL BUSINESS COUNCIL.