



St!Louis  
Perfectly Centered. Remarkably Connected.

# Investor Insights

I N V E S T O R R E P O R T

## In Full Swing

The close of 2007 marked the mid-point of the RCGA's five-year regional campaign — and finds the region's comprehensive marketing initiative in full motion. This was also the year we were consistently competitive for some very significant prospects — many of which would not have considered the St. Louis region without this effort.

### KEY CAMPAIGN PRIORITIES 2005 – 2009

- Renewed emphasis on branding, marketing, deal flow, deal making
- Competitive funding of \$4 million+ annually
- Streamlined governance structure
- Rigorous performance measures and regular communication with investors
- Revitalized regional economic development network

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### 2007: A YEAR OF SUCCESSES

Since the launch of this economic development campaign in March 2005, our efforts have been successful at promoting the business and development opportunities throughout our region. In that time, our team has also gained a reputation as professionals truly vested in the promise of region-wide success, and we've become known for our ability to add value to any prospect's deal, whether leading the effort or supporting our vital state and local partners.

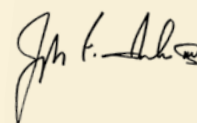
### 2005-2007 BY THE NUMBERS

We've been involved in **41** successful deals resulting in **4,574** new jobs for the region, **\$1.3 billion** in net new capital investment, and over **\$243 million** in new annual payroll. These projects have accounted or will account for the construction or absorption of over **1.6 million** square feet in office space and **4.1 million** square feet in industrial space.

These successes, as well as other prospect deals that were either never executed or went to other locations, taught us that:

- ▶ **Growth is Tough.** The business of economic development continues to be increasingly competitive, possibly more than ever due to the growth of viable international opportunities.
- ▶ **Image Matters.** On issues like crime or the ability to recruit talent, perception sometimes trumps reality, making obvious the need for sustained branding, marketing and image building.
- ▶ **People are Key.** Having a talented, engaged workforce in the area (as well as talented, engaged people here) will be crucial to remaining competitive.

Thank you for your continued investment in *Greater St. Louis Inc.*, the RCGA's regional economic development initiative. We're pleased to share with you this 2007 Annual Report, letting you know how we've deployed the resources you entrusted to us and demonstrating how this initiative is making a tangible difference for the St. Louis region.



Joseph F. Imbs, III  
Chairman



Joseph P. Castellano  
Vice Chairman

## BUILDING THE REGIONAL BRAND

Thanks to our strategic branding campaign — a combination of national media relations and print and satellite radio advertising — our region has benefited from high profile national exposure. This trend continued throughout 2007, as we delivered consistent messages designed to emphasize our primary brand pillars:

**St!Louis**  
Perfectly Centered. Remarkably Connected.

### Quality of Life

People live where they work

### Location/Economic Diversity

Fast, convenient reach

### Work Force

Broadly skilled, highly competitive

### Business Friendly

Pro-growth culture

### NATIONAL MEDIA RELATIONS

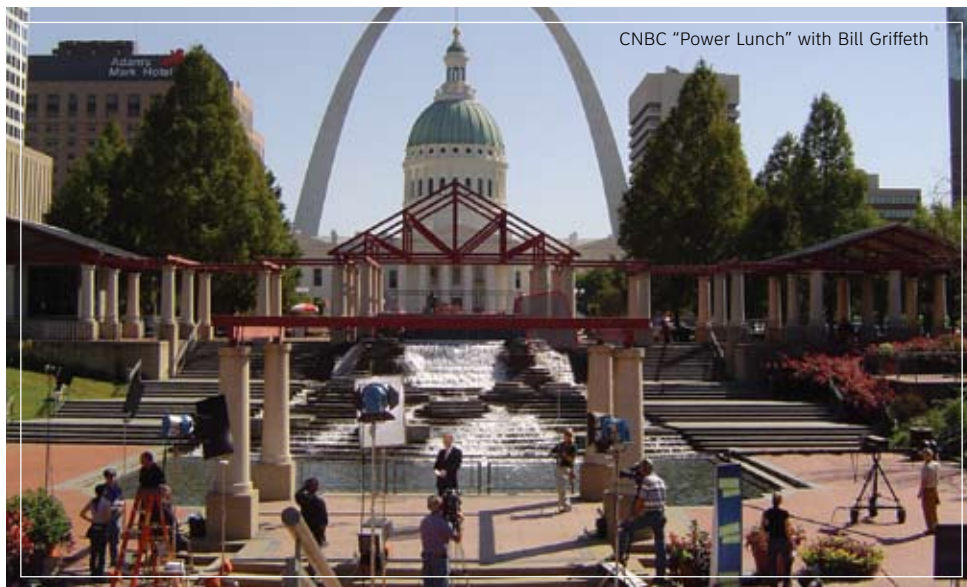
Working with our media partners at Fleishman-Hillard, we developed a range of positive, third-party news stories promoting the St. Louis region, resulting in coverage by media outlets such as **CNBC**, *The Wall Street Journal*, *Forbes*, *Los Angeles Times*, *Boston Globe*, *Women's Wear Daily*, *Entrepreneur*, *Architect* and the **Associated Press**.

The major "hits" of the year included **CNBC's "Power Lunch,"** broadcasting live from Kiener Plaza in September for its **"Making Money Across America"** feature. **CNBC** also highlighted St. Louis earlier that

month, airing a piece on its **"On the Money"** program featuring Express Scripts and University of Missouri–St. Louis collaboration—a follow up to *The Wall Street Journal* piece, **"Campuses, Companies Cozy Up."** *The New York Times* also ran a major story, **"Keeping the Fruits of Research Close to Home in St. Louis,"** on the emerging BioBelt and the CORTEX life sciences district.

Our partners at Fleishman-Hillard worked with editors, writers and producers on all these story successes, creating a dynamic collection of messages and CEO interviews that supported the **"Perfectly Centered. Remarkably Connected."** brand message.

CNBC "Power Lunch" with Bill Griffith



## NATIONAL AWARDS—THE "OSCARS" OF THE NATIONAL PUBLIC RELATIONS INDUSTRY

### Public Relations Society of America (PRSA)

#### June 2007, Silver Anvil Award—

"Reputation/Brand Management Associations" Category

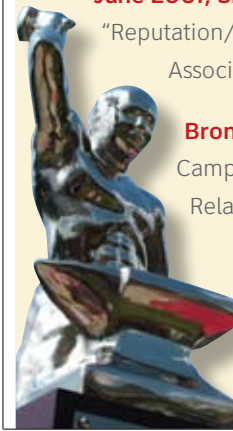
#### Bronze Anvil Award—

Campaign's Media Relations Success

#### Holmes Report, May

#### 2007 Silver SABRE—

"Superior Achievement in Branding and Reputation"



### PROTECTING THE BRAND

But success in branding isn't always just about promotion. Sometimes a strong defensive strategy is essential to protecting a reputation, as is the case with the annual **"Most Dangerous/Safest Cities"** rankings published by CQ Press (formerly Morgan-Quitno Press). These rankings, although largely disregarded by crime experts, are still so sensational they attract national media attention.

This year the RCGA and Fleishman-Hillard mobilized key national entities—the FBI, the American Society of Criminology, the U.S. Council of Mayors, the American Society of Criminology, and the Criminal Justice Journalists—to contest the validity of the rankings. As a result, the rankings were thoroughly scrutinized by the national media, including **USA Today**, *The New York Times*, *The Washington Post*, *Reuters*, and *Time*. **USA Today** also ran an op-ed piece written by Dr. Richard Rosenfeld, Criminology Professor at the University of Missouri–St. Louis, which shined a hard light on the rankings' faulty methodology.



## A SAMPLING OF ST. LOUIS HEADLINES IN THE NATIONAL MEDIA

"The two most significant stats about the St. Louis area are that household income is about \$1,300 higher than the national average. But St. Louisans pay about \$30,000 less for the average house, a great value proposition."  
— **CNBC**, September 28, 2007  
(Kevin Helliker, *Wall Street Journal*)

"A very high share of the best 400 big businesses and best 200 small businesses call St. Louis home."  
— **Forbes**, July 25, 2007

"Home to American Icons the Gateway Arch and Anheuser-Busch, St. Louis is getting a new, edgier reputation thanks to a rise in biotechnology and medical research at Washington University. But this is just one reason biotech and pharmaceutical companies are setting up shop here; there are also the area's central location, good economy, and dual appeal as college town and Midwestern urban hub."  
— **Architect**, December 2007

## NATIONAL ADVERTISING

The national advertising campaign, featuring successful St. Louis business executives telling our brand story, gave us an opportunity to shape and time our story. We built on 2006 activity by continuing to run spots on XM Satellite Radio airing during broadcasts of **CNN**, **CNN Headline News**, **CNBC**, **ESPN Radio**, **ESPN News** and **Fox News**, complementing these radio spots with print ads in key business publications.



## BUILDING THE BRAND "FROM THE INSIDE OUT"

Full-page print ads ran in *CEO* magazine and the site-selection magazine *Area Development* through 2007. Regionally, the ads appeared in the *St. Louis Business Journal*.

This year, we launched a local component of our regional branding campaign coordinated with our national branding strategies. Thanks to the "St. Louis Broadcasters Alliance," a coalition organized by EMMIS Communications Senior Vice President John Beck, this local branding effort was successfully

## THESE AREA RADIO AND TV STATIONS RAN MORE THAN 3,500 BRANDING SPOTS IN 2007:

- KDNL – ABC 30
- KFNS 590 AM
- KFTK 97.1 FM
- KFUO 99.1 FM
- KIHT 96 FM
- KMOX 1120 AM
- KPNT 105.7 FM
- KPLR – CW 11
- KRFT 1190 AM
- KSDK News – Channel 5
- KSHE 94.7 FM
- Radio Disney – 1260 AM
- WRBU-46 – My Network TV
- WSIE 88.7

rolled out in April. With the goal of reinforcing the brand within our local market, Fleishman-Hillard produced radio and TV spots that featured local business-people telling the brand story.

The buzz created has been impressive, with over **27 million** earned national media impressions in 2007 and over **200+ million** positive impressions created through earned national media and national advertising since 2005.

"St. Louis is a leader in environmentally friendly homes."  
— **Associated Press**, March 27, 2007

"The University of Missouri at St. Louis' expansion is notable for whom it attracted: Express Scripts Inc., a pharmacy-benefits manager with almost \$18 billion in annual sales. Express Scripts is among the first U.S. companies to put its headquarters on a college campus."  
— **The Wall Street Journal**, July 11, 2007

"The \$1.2 billion originally earmarked for improvements by the city has ballooned to \$4 billion, resulting in widespread and dramatic change. Since 2000, more than 6,600 apartments and condominiums have been built or are in the planning stages, and thousands more people are projected to live downtown by 2008."  
— **The Boston Globe**, March 18, 2007

"Thanks in part to tax credits, developers have taken a liking to a downtown filled with beautiful old buildings that had fallen into disrepair. Five years ago, many were boarded up and vacant. Today, those buildings house condos, boutiques, restaurants and nightclubs."  
— **Associated Press**, January 31, 2007

"Now, driven by as much as \$4 billion in private and government investments along with Baby Boomers seeking convenience, culture and community when their children leave home, and young professionals craving urban life and the opportunity for relatively cheap residential and retail space, downtown has gotten an injection of energy and promise."  
— **Women's Wear Daily**, February 26, 2007

## DEAL FLOW

Since the start of this campaign, every business recruitment effort has been designed to stimulate deal flow. These efforts began to pay big dividends in 2007, as the St. Louis region regularly competed for very significant projects.

At the close of 2007, RCGA and our regional partners were working with 86 active prospects, representing the potential for over 14,000 new jobs and more than \$3 billion in new capital investment in the region.



### SALES CALLS

Strategically nurturing relationships with national site location consultants, corporate real estate directors, and national brokerage firms continued to expand the deal flow pipeline. Our team traveled to 17 major business centers in 2007, conducting 135 executive briefings and sales calls.

This year, we added another tactic to our new business recruitment efforts by meeting with executives at the headquarters location of companies with major facilities already in this area. This “after care” initiative gave us the opportunity to build relationships with those headquarters and identify possible expansion opportunities within those companies for the St. Louis region.



### DIRECT COMMUNICATIONS

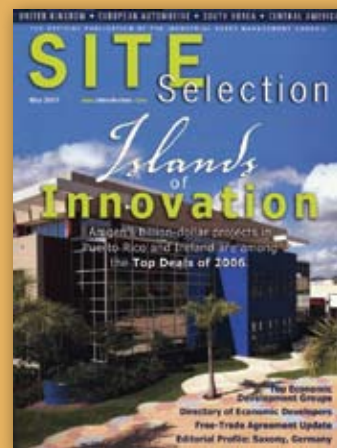
To leverage and expand the awareness created by the broad-based media campaign and sales calls, we increased the reach of our national print media stories by sending reprints to a select database of over 400 national site selection influencers. Our colorful newsletter, *Exclamation Points*, highlights the area’s development successes

and promotes the quality of life in the region. *Exclamation Points* is also distributed to key influencers. A more targeted piece, *St. Louis BioBelt News*, was distributed at the BIO 2007 international conference and was also used as a direct mail communications tool throughout the year.

## MARKETING STATISTICS

	2007	2005 THROUGH 2007
Sales Calls	135	338
Qualified New Prospects	57	153
In-market Site Visits	64	147
RFIs – RFPs	54	121
Deals Closed	19	41
Direct Jobs	2,472	4,574
New Annual Payroll	\$135 million	\$243 million
New Capital Investment	\$403 million	\$1.3 billion

RCGA was named one of the “Top 10 Economic Development Organizations in North America” by *Site Selection* magazine in its May 2007 issue.



*Site Selection* magazine recognized Greater St. Louis as 3rd in the nation for attracting new and expanded corporate facilities in its “2007 Top Metropolitan Area Rankings” March 2008 issue.



Dick Fleming (RCGA), John Bachmann (Edward Jones), Sharon Alexander, Scott Reed (Anheuser-Busch), and Jim Alexander (RCGA) helped host 400 national site consultants and Fortune 500 real estate executives at the Industrial Asset Management Council (IAMC) annual meeting held in St. Louis in early October.

### EVENT-BASED MARKETING

Marketing events provided opportunities to build relationships and “soft sell” the advantages of operating a business in the St. Louis region. Activities included:

- ▶ **Hosting** corporate executives and site selection consultants to St. Louis Cardinals games in Atlanta and Chicago and a St. Louis Blues game in Detroit,
- ▶ **Exhibiting** at industry trade shows such as BIO 2007, CoreNet Global, and Council of Supply Chain Management Professionals, and
- ▶ **Capitalizing** on the Saint Louis Symphony’s Carnegie Hall performance by hosting a pre-concert dinner for New York-based prospects and key contacts.

The highlight of our 2007 event-based marketing program came in the fall, when two premier professional associations held annual conferences in St. Louis. The Industrial Asset Management Council (IAMC) annual gathering brought 400 *Fortune 500* real estate and facility executives and national site selection consultants to St. Louis. A top-flight program and outstanding weather provided a great opportunity to showcase the St. Louis area to this important group of potential customers.

The IAMC meeting was followed by the Society of Industrial and Office Realtors (SIOR) Fall Professional Conference.

This event drew more than 800 of the association’s national and international members to downtown St. Louis.

While marketing materials, public relations efforts and national media attention are key to elevating awareness, there is no substitute for having these site selection influencers visit here to experience the region firsthand.

### BUSINESS RECRUITMENT LEAD GENERATION

In October, we engaged Clayton-based Dulle & Company International to identify companies that are in “expansion mode,” and then determine—through personal contact—whether those companies would potentially consider a St. Louis area location in their growth plans. By searching over 8,000 sources weekly, this “detective work” helped us aggressively identify potential prospects and long-term growth opportunities for the St. Louis region.

### EXISTING BUSINESS

The health of the St. Louis regional economy is dictated in large part by the health of companies already located here. One of our 2007 business platform priorities was to implement an existing business research program to provide insight into both expansion opportunities and contraction threats.



In 2007, the RCGA produced an upbeat DVD featuring young, “transplanted” professionals telling what they like about living in the St. Louis region.

The RCGA team met one-on-one with representatives of 63 large employers in the area during 2007, not only to thank them for their investment in the region, but also to identify opportunities to help them expand their regional presence. In several cases, we uncovered information that will be useful in helping us improve the area’s business climate to benefit these important corporate employers.

### “WELCOMING WACHOVIA”

When the Wachovia Securities and A.G. Edwards integration was formally launched in early October, the RCGA economic development team invested a significant amount of time to welcome St. Louis’ newest corporate citizen.

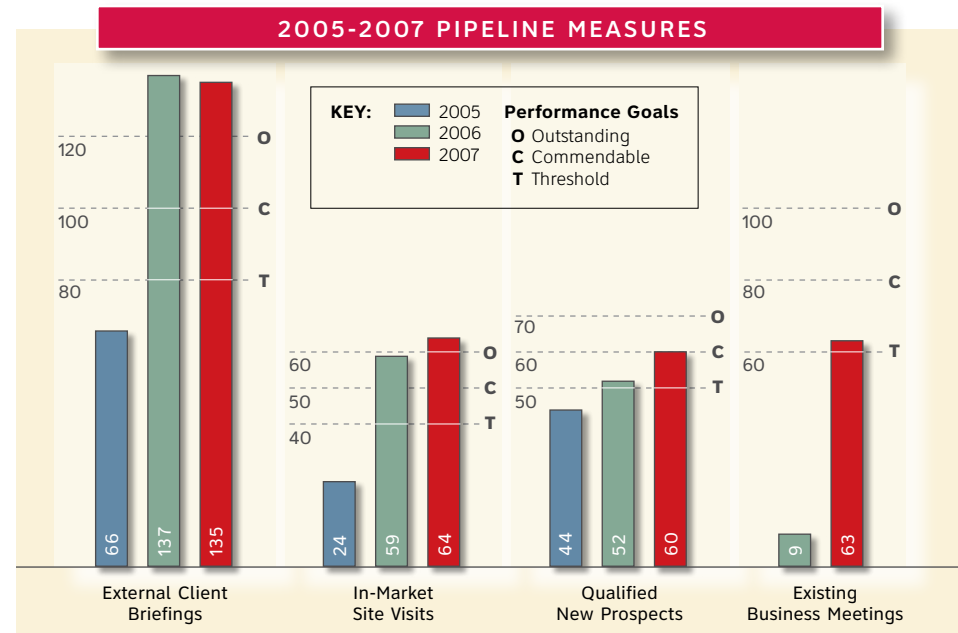
RCGA participated in nine 90-minute “Meet St. Louis” informational forums—five held in Richmond, VA, two held in Charlotte, NC, and two held in Chicago—to help Wachovia associates gain a better sense of living in the St. Louis region. Over 350 associates and their spouses and partners attended these informational sessions.



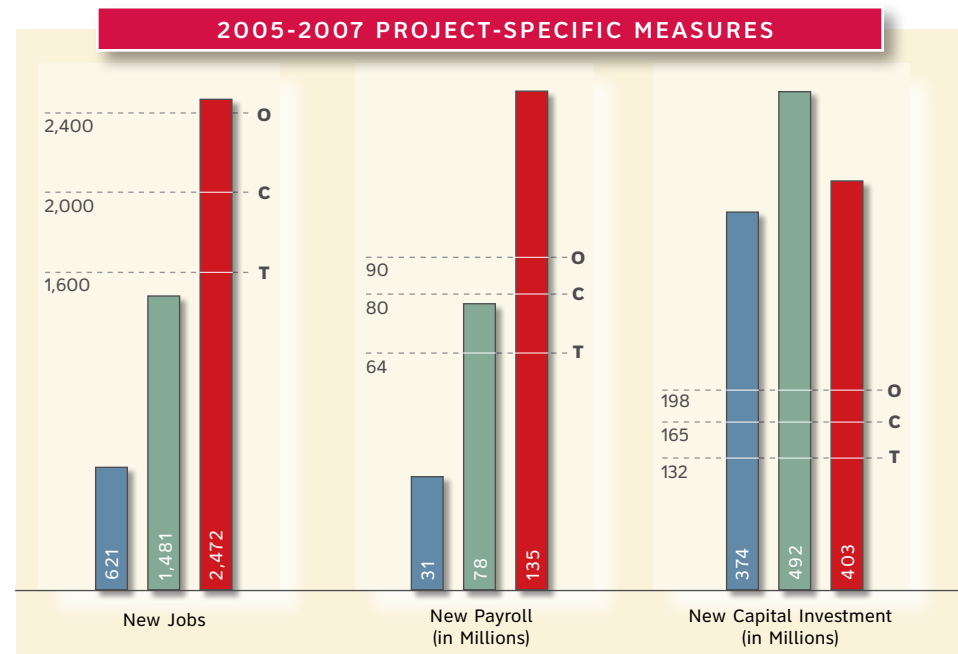
# METRICS

## METRICS

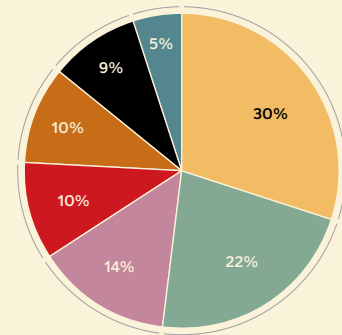
Performance metrics are approved each year and monitored quarterly by the Board of Trustees. Our team continues to meet — and in most cases exceed — these pipeline and project-specific metrics.



Also this year, we made a commendable 18 New Venture Targets and hosted our first Capital Formation Event.

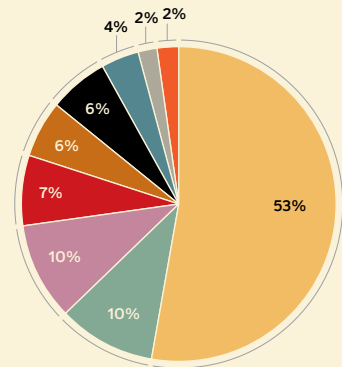


## PROJECT LEAD SOURCES



- Corporate Executive
- National Site Location Consultant
- Local Real Estate Broker
- Missouri Department of Economic Development
- Regional Network Member
- National Real Estate Broker
- Business Intelligence

## PROJECT TYPE



- Industrial – Manufacturing
- Office – Call Center
- Warehouse/Distribution
- Life Science/Biotech/Bioenergy
- Office – High Tech
- Office – Financial Services
- Office – Professional Services
- Data Center
- Office – Corporate HQ

## 2007 ACCOMPLISHMENTS

Company	Project Type/ Facility Type	Facility Size Sq. Ft.	New Jobs	New Capital Investment	Total Annual Payroll	Average Salary
American Family Insurance	Attraction/Office	44,000	200	\$4,630,000	\$7,940,000	\$39,700
AT&T Advertising & Publishing Division "Real Yellow Pages"	Expansion/Corporate Headquarters	N/A	100	\$1,600,000	\$4,000,000	\$40,000
Centene Corporation	Expansion/Office	400,000	1,000	\$250,000,000	\$74,000,000	\$74,000
Central Transport International Inc.	Expansion/Warehouse	35,000	115	\$150,000	\$3,979,000	\$34,600
Decoma International	Attraction/Manufacturing	100,000	80	\$8,000,000	\$3,040,000	\$38,000
Fairfield Processing Corporation	Attraction/Warehouse	130,000	25	\$3,175,000	\$624,000	\$24,960
Gateway Terminals LLC	Attraction/Fuel Terminal	5 acres	14	\$12,500,000	\$560,000	\$40,000
GKN Aerospace–St. Louis	Expansion/Manufacturing	N/A	120	\$15,000,000	\$5,952,000	\$49,600
GSI Commerce	Attraction/Warehouse	300,000	100	\$10,400,000	\$2,496,000	\$24,960
Ionatron Inc.	Attraction/R&D	25,000	20	\$2,190,000	\$1,800,000	\$90,000
Jambo Kenya Coffee & Tea International	Attraction/Manufacturing	12,000	9	\$1,166,000	\$280,800	\$31,200
KACE Logistics	Attraction/Warehouse	30,000	17	\$1,776,000	\$445,791	\$26,223
Laird Technologies	Expansion/Office	22,400	34	\$5,160,000	\$2,788,000	\$82,000
LM Gill	Attraction/Manufacturing	3,600	10	\$182,600	\$420,000	\$42,000
MasterCard Worldwide	Expansion/Office	25,000	200	\$3,870,000	\$12,000,000	\$60,000
Matrix Packaging	Attraction/Manufacturing	150,013	75	\$14,860,421	\$2,100,000	\$28,000
Oakley Industries, Inc.	Attraction/Manufacturing	117,600	53	\$21,500,000	\$1,839,630	\$34,710
Steel Warehouse Co.	Attraction/Manufacturing	152,000	100	\$20,432,000	\$4,160,000	\$41,600
Visteon Corporation	Attraction/Manufacturing	217,000	200	\$26,800,000	\$6,448,000	\$32,240
<b>TOTAL</b>		1,763,613	2,472	\$403,392,021	\$134,873,221	\$54,560

## NEW VENTURES AND CAPITAL FORMATION

Recognizing entrepreneurial technology-based start-up firms are critical to regional growth, the RCGA directed the new ventures and capital formation focus in 2007 toward improving the climate for entrepreneurs in the St. Louis region.

To that end, the RCGA led a statewide group serving as a steering committee for the six-month University of Missouri–Kansas City's Bloch School research project on Missouri's capital formation needs.

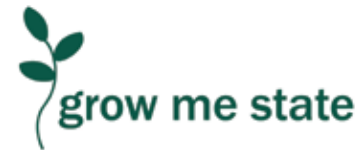
This steering committee included executives from the RCGA, Springfield Chamber of Commerce, Missouri State University, University of Missouri–Columbia, Kansas City Area Development Council, Cape Girardeau MAGNET, Prolog Ventures, Commerce Bank, Prairie Capital Management, Stifel, Nicolaus & Co., and Advantage Capital.

The resulting report, entitled **"Missouri's Need for Risk Capital: An Assessment and Recommendations,"** identified some very positive facts about Missouri's research capacities. It also detailed some troubling findings regarding Missouri's entrepreneurship levels and the state's ability to attract external risk capital.

Among the report's recommendations are that Missouri should establish a more aggressive plan for attracting technology-based economic development—more directly involving state government—and includes a proposal for making available \$17 million in seed capital annually.

Consequently, the statewide group calls for the establishment of coordinated, sustained state policies and programs to address Missouri's critical need for risk capital, including:

- ▶ A \$5 million angel tax credit program to bridge the gap in equity funding;
- ▶ Expanded funding for the Missouri Technology Corporation; and
- ▶ Seed capital funds and programs to improve the conversion rate of R&D and innovation into entrepreneurial firms and commercially viable products.



Moving into legislative action, the next steps in this five-year strategy, called the "Grow Me State Initiative," include personal testimony before state committees, and the individual education of Missouri legislators about the need for capital formation tools to support Missouri's high-growth entrepreneurs.

[www.growmestate.com](http://www.growmestate.com)

*"Missouri's Need for Risk Capital: An Assessment and Recommendations, identified some very positive facts about Missouri's research capacities."*

### GREATER ST. LOUIS WORKS

Mid-year 2007, the RCGA — along with WorkforceStLouis2.0, the IT Coalition of Innovate St. Louis, the Workforce Investment Boards of St. Louis County, the City of St. Louis, St. Charles County, and other state and local partners — formed a regional partnership to address the evolving workforce needs of the St. Louis metropolitan area.

This partnership is managed by Blair Forlaw at the RCGA. Called Greater St. Louis Works, the partnership received first-year funding through the Missouri Division of Workforce Development to accomplish two main goals:

- ▶ **Implement** year two of Workforce-StLouis2.0, an initiative to bring St. Louis area business leaders together to establish strategy and standards for private sector investment in employee development.
- ▶ **Build** the mechanism for creating industry-specific solutions for regional workforce needs.

Although a wide range of talent is vitally important to promoting economic growth, the partners' initial focus is on Information Technology—technicians, technologists, analysts, administrators, developers, designers, specialists and more—that St. Louis area businesses need to compete in the

information-driven global marketplace. Through this effort, the partners are focused on thoroughly understanding how talent fuels the health and growth of our area-wide IT economy, and recommend specific strategies to improve the system.

The economic development sales pipeline has several active projects with strong IT workforce requirements. The solutions resulting from the Greater St. Louis Works initiative will become part of the marketing package that we present to future prospects.

[www.greaterstlouisworks.org](http://www.greaterstlouisworks.org)



### GREATER ST. LOUIS INC. LEADERSHIP INSTITUTE

The revitalization of the Regional Economic Development Network is one of the original priorities of *Greater St. Louis Inc.* The Board of Trustees and the "Network" steering committee discussed ideas to help achieve this goal, resulting in the creation of the Leadership Institute. The theme of the institute's 2007 program was "Building a Regional Team."

Six events, co-sponsored by Ameren Corp. and RCGA, brought the local economic development community face-to-face with some of the nation's most senior national site location consultants and economic development strategists. These speakers brought with them years of experience and the events provided a rare opportunity for the local community to gain insight directly from the professionals responsible for making site location recommendations.



The forums were designed to help hone our skills towards increasing our effectiveness as a regional team. Topics and speakers included:

#### "The Regional Economic Development Value Chain"

Don Iannone, President  
Donald T. Iannone & Associates  
Cleveland, OH

#### "An Insider's Look at the Site Selection Process"

Bob Ady, President  
Ady International  
Chicago, IL

#### "How to Structure and Negotiate an Effective Economic Development Incentives Plan"

Julia Hoffman, State & Local Tax Services  
Ernst & Young  
St. Louis, MO

#### "What You Need to Know to Prepare and Execute a Successful Site Visit"

Mark Sweeney, Principal  
McCallum Sweeney Consulting  
Greenville, SC

#### "Working and Winning with Prospects... the Right Way"

Jay Garner, President  
Competitive Strategies Group  
Atlanta, GA

#### "What it Means to be an Economic Development Professional"

Rick Weddle, President & CEO  
Research Triangle Foundation  
of North Carolina  
Research Triangle Park, NC

## INVESTOR COMMUNICATIONS



Above: Joe Imbs, Chair, Board of Trustees and St. Louis Market President and Regional Chairman, U.S. Bank addresses investors at the Mid-Year Update Meeting on June 27, 2007.

Producing consistent communications and engaging investors continued to be top priorities in 2007. Two all-investor meetings were held to discuss marketing and prospect activity, progress toward goals, and gain important investor input. New York-based site selection consultant Tim Nitti, principal of KLG, was the featured speaker at the End-of-Year Executive Briefing for investors.

Mr. Nitti was the lead consultant on "Project Garth," representing a major investment firm that carefully considered the St. Louis region as the location for its North American IT operations. While St. Louis did not ultimately win this project, Mr. Nitti presented valuable insights on our region, framing a broader discussion on corporate location trends and strategies.

Breakfasts were held throughout the year for small groups of investors, and the Leadership Roundtable, an advisory group of investors who have committed \$20,000 or more annually, met quarterly. The *Investor Insights*, an e-newsletter, was produced and distributed regularly to help investors stay informed.



Don Suggs, *The St. Louis American*; Joe McKee, Paric Corporation; Len Toenjes, Associated General Contractors of St. Louis; At the Year-End Investor Breakfast on December 4, 2007.

## FINANCIAL SUMMARY

Greater St. Louis Inc. is the five-year regional economic development initiative of the St. Louis Regional Chamber & Growth Association (RCGA). The RCGA has fiduciary responsibility for the receipt, disbursement and reporting of all funds related to the work of the Greater St. Louis Inc. Campaign.

### 2007 REVENUE RESULTS

General Investment	\$ 3,962,000	73%
RCGA Cash Investment	200,000	4%
Carry-Forward Balance	580,000	11%
In-Kind Revenue	676,000	12%
<b>Total Cash &amp; In-Kind Revenue</b>	<b>\$ 5,418,000</b>	

### EXPENSE RESULTS BY PROGRAM

Marketing & Media Relations	\$ 1,966,000	40%
Business Recruitment	973,000	20%
Existing Business	281,000	6%
New Ventures and Capital Formation	704,000	14%
Research & Analysis	283,000	6%
In-Kind Expenses	676,000	14%
<b>Total Expenses</b>	<b>\$ 4,883,000</b>	

### 2008 REVENUE AND BUDGET SUMMARY

General Investment	\$ 3,865,000	81%
RCGA Cash Investment	200,000	4%
2007 Carry-Forward Balance	540,000	11%
In-Kind Revenue	200,000	4%
<b>Total Cash &amp; In-Kind Revenue</b>	<b>\$ 4,805,000</b>	

### BUDGETED EXPENSES BY PROGRAM

Marketing & Media Relations	\$ 2,228,000	46%
Business Recruitment	1,100,000	23%
Existing Business	314,000	7%
New Ventures and Capital Formation	651,000	14%
Research & Analysis	312,000	6%
In-Kind Expenses	200,000	4%
<b>Total Expenses</b>	<b>\$ 4,805,000</b>	

## 2007 TOP RANKINGS

**4th Most Affordable Place to Live Well**  
*Forbes*, November 2007

**2nd Lowest Cost of Living Among Top 20 Metros**  
*ACCRA Cost of Living Index*  
3rd Quarter 2007

**6th Most Literate City in America**  
Annual Study by Central Connecticut State University, December 2007

**7th Most Affordable U.S. Real Estate Market**  
*Forbes*, August 2007

**14th Best City for Young Professionals**  
*Forbes*, June 2007

**2nd Best Logistics Metro, 5th Best Interstate Highway Connectivity, 5th Best Railroad Service**  
*Expansion Management*  
October 2007

**5-Star Business Opportunity, Knowledge Worker and Logistics Metro**  
*Expansion Management*, 2007

**18th Top Large County for Recruitment & Attraction**  
*Expansion Management*  
June 2007

**20 Fortune 1000 Company Headquarters**  
*Fortune*, April 2007

**19th Best City for Business**  
*Dow Jones Market Watch*, 2007

**4th Most Courteous City**  
"Driver's Seat Road Rage Survey,"  
*Auto Advantage*, May 2007

## 2007 GREATER ST. LOUIS INC. BOARD OF TRUSTEES

**Joseph F. Imbs, III**  
Chair, Board of Trustees  
St. Louis Market President  
Regional Chairman  
U.S. Bank

**Joseph P. Castellano**  
Vice Chair, Board of Trustees  
Chief Information Officer  
Anheuser-Busch Companies Inc.

**Robert M. Cox, Jr.**  
Senior Vice President – Administration  
Emerson

**Michael A. DeHaven**  
Senior Vice President  
General Counsel  
BJC HealthCare

**Hon. Charlie A. Dooley**  
County Executive  
St. Louis County

**Hon. Alan J. Dunstan**  
Chairman  
Madison County Board

**L.B. Eckelkamp, Jr.**  
Representing The Regional Business Council  
Chairman & CEO  
Bank of Washington

**Hon. Steve Ehlmann**  
County Executive  
St. Charles County

**Janet M. Holloway**  
Senior Vice President  
Chief of Staff & Community Relations  
Monsanto Company

**Stephen M. Jacques**  
Vice President – Manufacturing –  
Operations & Supplier Management  
The Integrated Defense Systems/  
The Boeing Company

**Michael S. Kearney**  
Representing the Regional Economic  
Development Network  
Manager, Economic Development  
Ameren Services  
(Ex-Officio)

**Richard H. McClure**  
Representing Civic Progress  
President  
UniGroup, Inc.

**P. Joseph McKee, III**  
Representing Associated General  
Contractors of St. Louis  
President  
Paric Corporation

**William P. McNamara**  
Chief Executive Officer  
Macy's Midwest

**Pamela M. Nicholson**  
Chief Operating Officer  
Enterprise Rent-A-Car World Headquarters

**Gary L. Rainwater**  
Chairman, President & CEO  
Ameren Corporation

**Robert A. Reynolds**  
Representing RCGA  
Chairman, President & CEO  
Graybar Electric Company, Inc.

**Richard A. Sauget**  
Representing Leadership Council  
of Southwestern Illinois  
President  
East County Enterprises Inc.

**Randall L. Schilling**  
Representing Partners for Progress  
CEO  
Quilogy Inc.

**J. Joseph Schlafly, III**  
Representing St. Louis Capital Alliance  
Senior Vice President  
Director – St. Louis Public Finance  
Stifel, Nicolaus & Co.  
(Ex-Officio)

**Hon. Francis G. Slay**  
Mayor  
City of St. Louis

**Roger B. Walcott, Jr.**  
Executive Vice President  
Strategy & Business Services  
Peabody Energy

**Douglas H. Yaeger**  
Chairman, President & CEO  
The Laclede Group

**Larry Zarin**  
Vice President  
Brand and Corporate Development  
Express Scripts Inc.

### MANAGEMENT

**Richard C. D. Fleming**  
President & CEO  
RCGA

**Steven S. Johnson**  
Senior Vice President  
Economic Development  
RCGA

## STAFF DIRECTORY

**Jim Alexander**  
Vice President  
Business Recruitment

**Tim Alexander**  
Manager  
Business Research & Analysis

**Lori Becklenberg**  
Director  
Business Recruitment

**Jay DeLong**  
Vice President  
New Ventures & Capital Formation

**Dick Fleming**  
President & CEO

**Blair Forlaw**  
Project Manager  
Greater St. Louis Works

**Felicia Holyfield**  
Executive Assistant

**Steven S. Johnson**  
Senior Vice President  
Economic Development

**Mollie Jones**  
Administrative Assistant  
Greater St. Louis Works

**Nancy Krelle**  
Project Manager  
Economic Development

**Linda Leonard**  
Vice President  
Economic Development

**LaVonda Lesure**  
Administrative Assistant  
New Ventures & Capital Formation

**Lindsay Ochoa**  
Project Manager  
Business Recruitment

**Judy Schrum**  
Administrative Assistant  
Business Recruitment

**Ruth Sergenian**  
Director  
Economic Policy & Analysis

**Lynn Suydam**  
Director  
Talent Delivery Network  
Greater St. Louis Works

# GREATER ST. LOUIS INC. INVESTOR ROSTER *March 2008*

Advantage Capital Partners  
 Ameren Corporation  
 American Airlines  
 Ameristar Casino St. Charles  
 Angelica Corporation  
 Anheuser-Busch Companies, Inc.  
 Arch Coal, Inc.  
 ARCO Construction Company, Inc.  
 Armstrong Teasdale LLP  
 Associated General Contractors of St. Louis  
 AT&T Missouri  
 AAA Missouri  
 Bank of America – Missouri  
 Bank of Washington  
 Big Boy's Steel  
 Big League Broadcasting  
 BJC HealthCare  
 The Boeing Company  
 Brown Shoe Company, Inc.  
 Bryan Cave LLP  
 BSI Constructors Inc.  
 Build-A-Bear Workshop  
 Bunge North America  
 Carpenters' Union of Greater St. Louis and Vicinity  
 CB Richard Ellis, Inc.  
 Centene Corporation  
 Central Parking System of Missouri, Inc.  
 Centric Group  
 Charles E. Jarrell Contracting Inc.  
 Charter Communications  
 Christner, Inc.  
 City of St. Louis/St. Louis Development Corp.  
 City of Washington, MO  
 Clayco  
 Coldwell Banker  
 Commercial CRA, LLC

Colliers Turley Martin Tucker  
 Commerce Bancshares, Inc.  
 Deloitte  
 Dierbergs Markets Inc.  
 Duke Realty Corporation  
 East County Enterprises, Inc.  
 Edward Jones  
 Emerson  
 EMMIS Communications  
 Energizer Holdings, Inc.  
 Enterprise Financial Services Corp.  
 Enterprise-Rent-A-Car World Headquarters  
 Express Scripts, Inc.  
 Fleishman-Hillard Inc.  
 Fox Family Foundation  
 Franklin County, MO  
 Gateway Commercial|Cushman Wakefield Alliance  
 GKN Aerospace-Aerostructures  
 Graybar Electric Company, Inc.  
 Hardee's Food Systems, Inc.  
 Harrah's St. Louis Casino & Hotel  
 HNTB Corporation  
 HOK Group Inc.  
 Holland Construction Services  
 Home Builders Association of St. Louis & Eastern Missouri  
 Husch Blackwell Sanders LLP  
 JS Logistics  
 KDNL-TV  
 Kellwood Company  
 KFYO Radio  
 KMOX Radio/Infinity Broadcasting  
 The Korte Company  
 Kozeny-Wagner, Inc.  
 KPLR-TV  
 KPMG LLP  
 KSDK-TV

Kwame Building Group Inc.  
 Laclede Gas Company  
 Lambert-St. Louis International Airport  
 LandAmerica Commonwealth Title Insurance Company  
 Lewis, Rice & Fingersh, L.C.  
 Macy's Midwest  
 Madison County, IL  
 Maritz Inc.  
 MasterCard Worldwide  
 McBride & Son, Inc.  
 McCarthy Building Companies  
 McCormack Baron Salazar, Inc.  
 McEagle Properties, LLC  
 Missouri Growth Association  
 Missouri Research Park  
 Monsanto Company  
 Murphy Company  
 National City Bank of the Midwest  
 Nestle Purina PetCare Company  
 The Newberry Group  
 Opus Northwest, LLC  
 Pace Properties, Inc.  
 Paric Corporation  
 Partners for Progress  
 Peabody Energy  
 Pfizer St. Louis Laboratories  
 Plumbers & Pipefitters Local #562  
 Polsinelli Shalton Flanigan Suelthaus PC  
 PricewaterhouseCoopers  
 Radio Disney AM1260 St. Louis  
 Regions Bank  
 Roberts Broadcasting Co.  
 RubinBrown LLP  
 Sara Lee Foundation  
 Schnuck Markets, Inc.  
 Scottrade Inc.

Shop 'N Save Warehouse Foods, Inc.  
 Sigma-Aldrich Foundation  
 Skyline Exhibits & Graphics Mid-America  
 Smurfit-Stone Container Corp.  
 Southern Illinois Construction Advancement Program  
 Southwest Bank of St. Louis  
 SSM HealthCare – St. Louis  
 St. Anthony's Medical Center  
 St. Charles County, MO  
 St. John's Mercy Health Care  
*St. Louis American Newspaper*  
 St. Louis Association of Realtors  
*St. Louis Business Journal*  
 St. Louis College of Pharmacy  
 St. Louis County, MO/Economic Council of St. Louis County  
 St. Louis Electrical Connection  
*St. Louis Post-Dispatch*  
 St. Louis RCGA  
 St. Luke's Hospital  
 Stifel, Nicolaus & Company, Inc.  
 The Stolar Partnership  
 Tarlton Corporation  
 Thompson Coburn LLP  
 Tri-City Regional Port District  
 U.S. Bank  
 UMB Financial Corporation  
 UniGroup, Inc.  
 University of Missouri-Columbia  
 Wachovia Securities LLC  
 Washington University in St. Louis  
 World Wide Technology, Inc.  
 WSIE Radio



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