

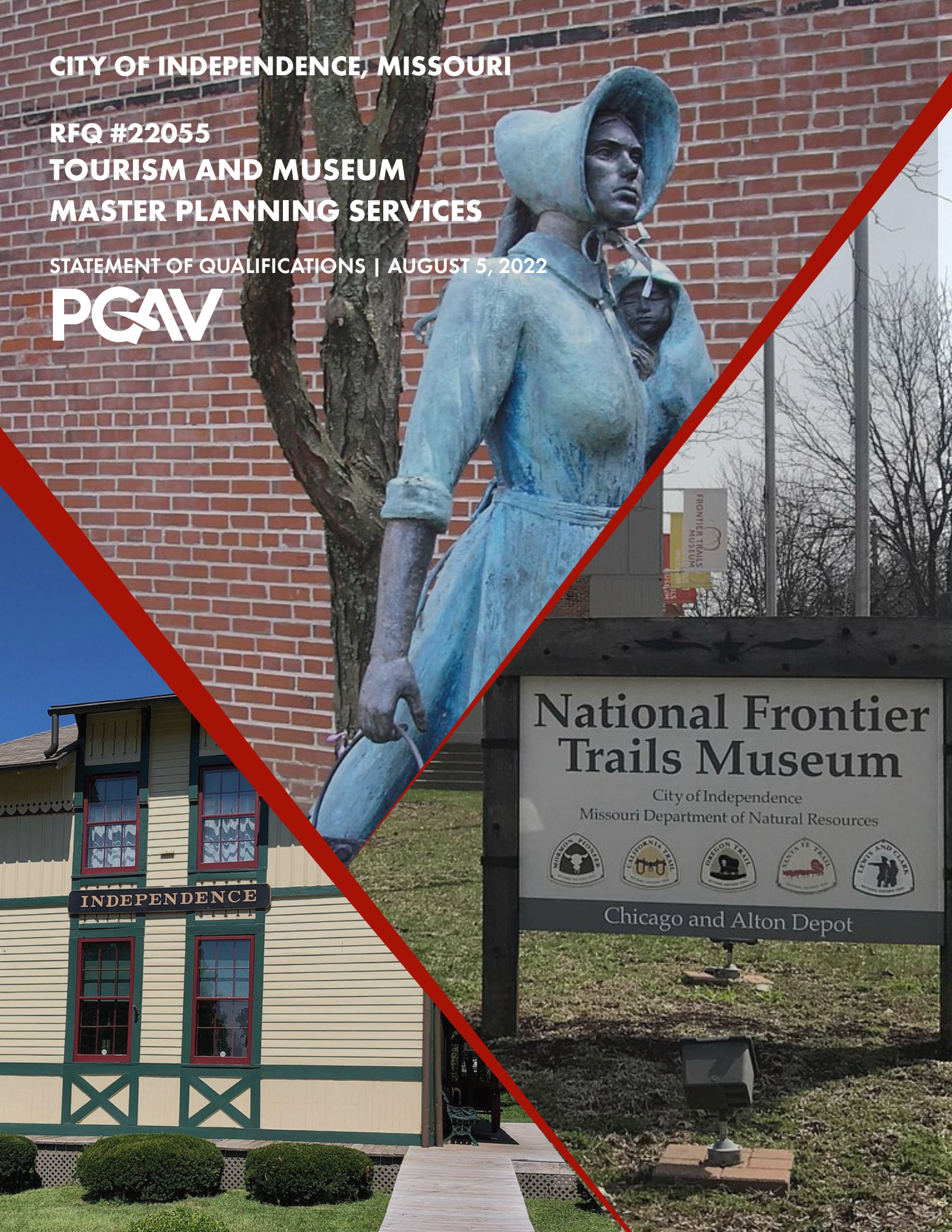
**CITY OF INDEPENDENCE, MISSOURI**

**RFQ #22055**

**TOURISM AND MUSEUM  
MASTER PLANNING SERVICES**

**STATEMENT OF QUALIFICATIONS | AUGUST 5, 2022**

**PGAV**



**National Frontier  
Trails Museum**

City of Independence  
Missouri Department of Natural Resources



Chicago and Alton Depot







5 August 2022

City of Independence, Missouri  
Procurement Division  
111 E. Maple, P.O. Box 1019 | Independence, MO 64051-0519  
[www.publicpurchase.com](http://www.publicpurchase.com)

Re: RFQ #22055 | Tourism and Museum Master Planning Services

Dear Members of the Selection Committee,

The City of Independence's Request for Qualifications for Tourism and Master Planning Services represents an exciting opportunity for your community. Leveraging tourism assets is an excellent way to infuse new dollars into a community, while providing a higher quality of life for residents. A common vision and well thought-out plan owned by the community and tourism stakeholders will provide the foundation for Independence's continued evolution as a community of choice for residents, visitors, and businesses.

Since our founding in 1965, PGAV has developed a solid reputation as experts in destinations, community planning and development, and project implementation. We bring these three pieces to every project, ensuring that you have a plan that is rooted in the desires of residents, aspires to your community's full potential, and has the needed support to be sustainable in the long-term.

Our expertise has led us to work with many industry leaders including the Biltmore Estate, The Alamo, National Geographic, SeaWorld, the Smithsonian Institution, and many others, as well as communities both near and far. With offices in Kansas City and St. Louis we have been honored to work on many similar tourism and museum planning projects throughout the United States as well as closer to home in both metropolitan areas and the broader region. We believe this experience and insight gives us the ability to start running on day one, with an awareness of your community and its assets and challenges.

For this planning effort, we will utilize our expertise in community development, visitor understanding, tourism strategy, and museum studies to plan for Independence's future. Understanding the competitive landscape, analyzing current assets and potential challenges, considering the long-term tourism strategy, and engaging with key stakeholders will all be part of our approach to help chart a course to harness the power of the Independence story.

**SOMETHING NEW. SOMETHING HUMAN. SOMETHING WITH UNBELIEVABLE IMPACT.**

At PGAV, that's the dream we share. A dream of vibrant cities and experiences. Of creating a sense of history that people can feel – and a future they feel empowered to shape. We'd like to join you on this journey of creating an extraordinary future for Independence.

Sincerely,

A handwritten signature in black ink that reads "Steve Troester". The signature is fluid and cursive, with the first name "Steve" and last name "Troester" clearly legible.

Steve Troester, AIA, LEED AP  
Principal







## **SECTION ONE**

FIRM  
PROFILE



## **SECTION TWO**

RELEVANT  
EXPERIENCE



## **SECTION THREE**

PROJECT  
TEAM



## **SECTION FOUR**

UNDERSTANDING &  
APPROACH





WE BELIEVE IN THE POWER OF DESTINATIONS  
TO ENRICH LIVES, ENHANCE COMMUNITIES,  
AND CELEBRATE THE WORLD AROUND US.



# SECTION 1 ► FIRM PROFILE

PGAV is a nationally and globally recognized multidisciplinary planning and design practice specializing in architecture, destination consulting, and urban planning. PGAV was founded in 1965 in the City of St. Louis and, throughout our more than five decades of practice, we have worked on thousands of projects in more than 30 states and on five continents. Our staff of more than 140 full-time professionals includes architects, urban planners, community development specialists, financial analysts, policy experts, destination specialists, marketing and branding specialists, interior designers, graphic designers, and artists.

## No other firm offers such an integrated approach to planning and design!

**PGAV Architects** is a nationally recognized planning and design firm specializing in next generation environments for living, learning, and working across the spectrum of community, cultural, and hospitality sectors. The firm has successfully guided its clients through the creative process of discovery, design, and implementation to create benchmark, high performance facilities, inspired by the uniqueness of each client and place, and in the firm's belief that design can be transformative—empowering people, communities, and organizations.

**PGAV Planners** creates lasting community assets through an integrated approach to planning and economic development. We answer the two pressing, intertwined questions “What does our community need?” and “How do we pay for it?” PGAV Planners is a global leader in planning, design, and development consultation to public, corporate, and institutional clients. We are experts in development finance, economic studies, community planning, and public engagement. Our dual understanding of financial intricacies and sustainable planning earns PGAV Planners renown throughout the public and private sectors, and our passion for this work drives us every day.

We support clients across the full spectrum of project sizes, from neighborhood visioning to comprehensive planning for entire communities. We design a thoughtful approach tailored to each specific client's needs; there is no such thing as a “one-size-fits-all” community plan.

**PGAV Destinations** is recognized across the world as a leading master planner and designer of museums, aquariums, heritage sites, destinations, public spaces, theme parks, zoos, retail, and brand-based celebrations. We have developed many projects—learning from each client and every project to continually innovate our practice.

Destinations and cities can only thrive through an exceptional understanding of their audience. Because of this, PGAV Destinations has become a recognized leader in the incorporation of visitor insights into the planning process. We take a holistic approach in creating places and experiences that exemplify your community, brand, and heritage, leveraging leading consumer insights to plan successful, creative, and fun places!



**PGAV is a Destination-based practice. We concentrate on improving experiences where people spend their leisure time.**

As such, we work across multiple sectors, learning from each, sharing with another, and applying those lessons across sectors—from emerging trends and ideas in tourism and revenue generation to storytelling and media, to name a few. These insights provide us an unparalleled depth of expertise and unique points of differentiation. Our broad-based view of the guest experience allows us to create unique approaches to reinventing the guest experience in all attraction venues.

PGAV is unmatched in our ability to understand our client's goals, and to skillfully create a project that is specifically tailored to meet those goals. We have a history of creating incredible guest experiences and efficient operations, while achieving financial success. This success is evidenced by the continued growth and expansion, year after year, of PGAV-designed destinations. And most of these clients have come back to PGAV for their continued expansion projects. We have designed attractions that after several years are still voted in the top 10 in the world. These projects are successful because of the way we weave an exciting story through every detail of a destination. We thematically immerse the guest until they believe they have been transported to another land or turn a stroll down a pathway into an adventure. This success is rooted in the unique approach PGAV has in:

- Defining the needs, desires, and aspirations of the guest and client.
- Understanding how a destination works from the guest as well as the operational perspective.
- Translating that information and understanding into an exciting, functional design.
- Managing the process of bringing that design to fruition from the initial Master Planning all the way through the On-Site Construction Administration.

PGAV also stands apart as a full-service firm when many designers specialize in only one area of development. We are actively involved in strategic planning and master planning through design and completion. From programming to art direction down to the smallest interpretive panel in an exhibit, we see the client's vision through from inception and ultimately to opening day and beyond, leading the team, watching the budget and schedule ensuring a highly successful project for the guest and client. The insight that comes from intimate project involvement gives us a unique perspective on master planning a project. We develop master plans that are more than pretty drawings, they are rooted in the experience of bringing them to fruition.



# SECTION 2► RELEVANT EXPERIENCE

PGAV has worked with communities, institutions, and attractions worldwide to develop and implement plans for creating dynamic places that enrich lives, enhance communities, and celebrate the world around us.

## RELEVANT PROJECT EXPERIENCE – SELECT LISTING

Buncombe County/Asheville, North Carolina  
Tourism Management and Investment Plan

Asheville African American Heritage Trail

St. Johns County Tourism Master Plan

Looking for Lincoln Heritage Trail

Marshall-Saline County (Steamboat Arabia)

Destination Analysis and Feasibility Study

Patriots Point Master Plan

Vancouver Destination Master Plan

Columbia, Carolina Museum District and  
Riverfront Master Plan

Derby, Kansas Destination  
Feasibility Market Study

Smithsonian National Air and Space Museum  
Planning and Design of the Commons

Monticello Interpretive and Visitor Experience  
Master Plan

Cincinnati Museum Center Master Plan

Mark Twain Boyhood Home and Museum

Saint Louis Science Center Master Plan

Kennedy Space Center Visitor Complex  
Master Plan

Space Shuttle Atlantis Museum and Attraction

The Alamo Master Plan

Tennessee Valley Railroad Museum Master Plan

National Medal of Honor Museum Master Plan

Inside the Economy Museum Master Plan at the  
Federal Reserve Bank of St. Louis

Museum of Ohio Master Plan

Fort Ticonderoga Master Plan

Fort Ticonderoga Museum and Visitor Center

South Carolina State Museum

Conner Prairie Living History Museum

Alden B. Dow Museum of Art and Science Master  
Plan

Cave of the Winds (Exhibit at Niagara Falls)

Queen Victoria Park Master Plan (Niagara Falls  
Ontario)

Made in America Music Festival

Kansas City Zoo Master Plan and Improvements

Kansas City Union Station Improvements

St. Louis Union Station Renovation and Expansion

Jefferson National Expansion Memorial

St. Louis Zoo Master Plan, Improvements and  
Expansion

Bass Pro American National Fish and Wildlife  
Museum and Aquarium

Anheuser-Busch Budweiser Brewery Experience

Ballpark Village St. Louis

Folly Theater Renovation

Overland Park Farmers Market

Lenexa Civic Center

St. Charles Convention Center

Overland Park Convention Center

Ameristar Casinos and Hotels Nationwide



## ASHEVILLE TOURISM MANAGEMENT AND INVESTMENT PLAN

### Asheville, North Carolina

Working with Explore Asheville and the Buncombe County Tourism Development Authority, PGAV recently completed a strategic plan for the management of tourism and investment in community assets in Asheville and Buncombe County. This project included a robust market analysis and extensive community engagement, bringing together public entities, tourism officials, and the broader public to coalesce around strategic priorities to guide tourism growth AND improve quality of life in the region. The first phase of the project was a data collection effort geared toward understanding the existing conditions and local market in Asheville. The four-month market analysis effort resulted in a comprehensive report and public presentation that painted a picture of what is happening in the County in terms of economic generation, community sentiment, and areas for growth. This data served as a baseline for the remainder of the project which included extensive design work, creating tourism management policies and urban design products that aim to resolve identified tourism-related tension in the community while also adding to the quality of life for residents. The plan included significant investment in greenways and public infrastructure including sidewalks and street amenities impacting sense of place and storytelling. The result is a strategic framework for the development of community assets, leveraging existing resources, and providing a plan that positions the community for sustainable, long-term growth.



## AFRICAN AMERICAN HERITAGE TRAIL

### Asheville, North Carolina

In 2018, the Buncombe County Tourism Development Authority (BCTDA) and its marketing organization, Explore Asheville, supported the development of an African American Heritage Trail throughout the City of Asheville. PGAV Destinations was hired to create and facilitate a community engagement process to inform the development of the trail route, its markers, and the corresponding website.

This project included four phases for the successful execution of this project:

- Phase I: Community Engagement – assess existing resources and conduct community meetings/workshops
- Phase II: Interpretive Planning – provide an understanding of the stories that need to be told
- Phase III: Concept Design – create the experiences within which the stories will be told
- Phase IV: Detailed Design Documentation – develop the details of the design so that it can be built





## MARSHALL-SALINE DESTINATION ANALYSIS & FEASIBILITY STUDY

Marshall/Saline County, Missouri

In early 2021, PGAV worked with the Marshall Saline Development Corporation and regional stakeholders to conduct a destination analysis and museum feasibility study to consider the relocation of the Steamboat Arabia Museum to the Marshall Junction area in the State of Missouri.

The work included a destination analysis, understanding what assets currently exist in the area and how those assets might create a holistic tourism market. This included a review of existing tourism attractions, current performance, visitation, and benchmarking. The work also included a market analysis to understand the readiness of the support services necessary in the area including hotel and retail analyses. This market analysis work was necessary to understand what the environment in the Marshall Junction area looks like and how that might be a suitable location for the museum itself. Upon completion of the market analysis, the work then entailed a review of the current museum operations and a potential format that would make the museum successful in Marshall Junction.

The work included a significant amount of tourism strategy and stakeholder engagement, working with local residents, business owners, and leadership to understand needs and determine whether or not the museum relocation was a logical next step that would benefit all parties.



## ST. JOHNS COUNTY TOURISM & DESTINATION MASTER PLAN

St. Johns County, Florida

Incorporating “Florida’s Historic Coast,” St. Johns County offers a rich history of exploration and discovery, including centuries-old churches, living history fortresses, beautiful golf courses, and 42 miles of pristine Atlantic Ocean beaches. St. Johns County also boasts the Ponte Vedra Beach area, home to The PLAYERS Championship at the Tournament Players Club at Sawgrass.

PGAV created a comprehensive tourism development destination master plan for St. Johns County Florida. The study outlined strategic tourism initiatives, including branding, new visitor infrastructure, and new products such as a Destination Nature Outfitter’s Center, an interactive aquarium, an Aspen-style food and wine festival, and a major cultural museum celebrating the area’s diverse cultural heritage. Highlights of the plan included nine brand strategies, six strategic growth opportunities, six infrastructure elements, marketing and promotional strategies, and more than 35 growth initiatives.





## COLUMBIA MUSEUM DISTRICT & RIVERFRONT MASTER PLAN

### Columbia, South Carolina

Cultural attractions are a key factor in recognizing and sharing the history of our communities and celebrating our cultural heritage. Through this celebration, they also possess the opportunity to inspire a greater sense of community and serve as a catalyst for stability and growth in urban environments.

In 2018, The South Carolina State Museum board took the initiative to think deeply about the future of the museum property and its surrounding properties as a potential “Cultural Campus” providing growth opportunities for local business, tourism, and community assets.

The master plan provided an aspirational vision for a future cultural campus—one that includes multiple development opportunities. Excited and energized by the concept, the South Carolina State Museum was positioned to work together under a unified, collaborative vision with Columbia’s leaders and citizens towards shaping the future of the City of Columbia. Our work included tourism development, riverfront design, and tourism infrastructure planning.

In 2020, PGAV was retained again to investigate potential development financing options to bring some of the Master Plan elements to fruition.



## LOOKING FOR LINCOLN HERITAGE TRAIL

### Springfield, Illinois

The Looking for Lincoln Heritage Coalition (LFLHC) is a consortium of Illinois communities and sites that share the legacy of President Abraham Lincoln. The purpose of the coalition is to tell the stories about Lincoln, unique to each site and each community, attracting tourism to towns across the State and, together, telling a bigger story about the role Lincoln played in U.S. history.

PGAV served as the master planner and designer of the tourism program, assisting with the overall tourism strategy and the design and experience at each site around the state.

Each site in the LFLHC program offers engaging interpretive programming that helps visitors follow the life of President Lincoln through his home state. While focusing upon President Lincoln, the coalition also encompasses the rich history of each participating community in order to create a broader context for Lincoln and his times.

The “Springfield’s Lincoln” bronze sculpture in downtown Springfield, IL was commissioned from artist Larry Anderson as one of the first results from the master plan. The sculpture features Mary Todd Lincoln adjusting President Lincoln’s lapel, son Willie Lincoln, and the President’s notes for his “House Divided” speech can be found hidden within his hat.





## FORT TICONDEROGA MASTER PLAN

### Ticonderoga, New York

Built on the shores of scenic Lake Champlain, Fort Ticonderoga has stood as a key point of military conquest for hundreds of years. This remote post originally guarded the narrow waterway connecting New France to Britain's American colonies, and went on to serve pivotal roles during the American Revolution. The site is one of America's earliest historic preservation projects, with early efforts dating back to 1820.

PGAV continues to assist Fort Ticonderoga with its Comprehensive Plan, creating the intellectual and physical plan for Fort Ticonderoga's future, focusing on sustainable growth, market need, and the mission of the organization. PGAV has conducted a thorough analysis of the site and its operations, including several stakeholder discussions to develop sufficient understanding of issues as a foundation for the planning. In addition, Fort Ticonderoga's primary themes have been identified to provide the foundation for the guest experience and economic potential of the project. A strategic plan report which focuses on five core areas of operations including preservation, operations, interpretation, marketing, and funding, has been developed. The Fort is now developing new guest offerings.



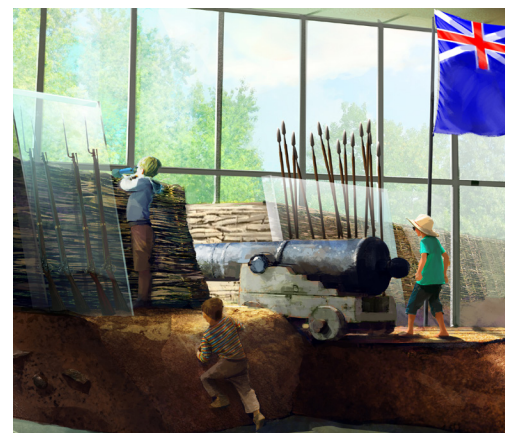
## FORT TICONDEROGA MUSEUM & VISITOR CENTER

### Ticonderoga, New York

Located near the north battery along the shoreline of Lake Champlain, the new museum and visitor center provides the starting point for exploration of the Fort and 2000 acre site. The museum and storage facility provide proper conditions for the extensive collections. The museum provides interpretive context to visitors, helping them understand why this place was the "Key to the Continent" in the 18th Century.

The visitor center helps people navigate and make the most of exploring the site. The fort is visible from the visitor center far in the distance, as it would have been to travelers and belligerents in the past. Most travelers to the fort would have arrived by water, and visitors today can get this perspective via scenic ferry rides on Lake Champlain. By land or water, both add to experiencing history first hand.

The idea and location of the museum and visitor center are products of the PGAV site-wide experience master plan that includes a new arrival location and experience, site interpretation and trails, interpretive water programming, restoration of the pavilion and garden, and a nighttime immersion media show in the fort parade ground.





## PATRIOTS POINT MASTER PLAN

Mount Pleasant, South Carolina

The master plan focused on the development of 36 acres of prime land on Charleston Harbor as a nationally prominent cultural destination. Ultimately, this destination will be comprised of multiple museums, performing arts venues, and other cultural features. Combined with these “mission direct” elements will be several “mission indirect” elements such as hotels, conference facilities, retail, and restaurants. This mix should result in an innovative approach to financial sustainability for the cultural venues. The centerpiece and key first phase of this project is a concept for the National Congressional Medal of Honor Museum, which aims to celebrate the human qualities associated with the medal. This project will also serve as the legacy of all recipients, dating back to the Civil War.

PGAV developed the master plan for Patriots Point and the concept for the National Congressional Medal of Honor Museum.



## VANCOUVER DESTINATION MASTER PLAN

Vancouver, British Columbia

PGAV was hired by the community leaders at ImpactX to assist them with their goal of taking Vancouver to the next level as a world-renowned destination, while also generating positive social and environmental impacts. Building off recent city planning efforts, PGAV led extensive public engagement efforts with various public and private partners including City of Vancouver, Vancouver Parks, Port of Vancouver, Science World, and Granville Island. The team created a shared vision of providing compelling destination experiences that celebrated Vancouver’s culture and diversity which also celebrated and fostered positive relationships and value for residents. The final deliverable outlined strategies and creative development as a foundation for an integrated approach to the future growth of the city’s tourism portfolio and community assets.





## SAINT LOUIS SCIENCE CENTER MASTER PLAN & BOEING HALL

St. Louis, Missouri

The 300,000 SF St. Louis Science Center is home to more than 750 interactive exhibits and is one of the country's largest science centers. Millions of annual visitors enjoy the James S. McDonnell Planetarium, special exhibition Boeing Hall, IMAX Dome Theater and a variety of permanent and rotating exhibitions. The northern and southern sections of the Science Center are connected by a pedestrian bridge over I-64, which contains science exhibits, radar guns which visitors can use to investigate traffic patterns, and daily air-quality readouts for drivers. The Science Center also features the iconic Energizer Ball Machine, a massive Rube Goldberg-esque exhibit in the museum's lobby, and is one of only two free science centers throughout the United States. PGAV assisted SLSC in conceiving a brand image for its campus as the "Center for Science." The SLSC Master Plan outlined a campus that would blend non-profit and for-profit opportunities creating a physical and intellectual crossroads. The plan's components included development of under-utilized parcels for purposes compatible with SLSC's mission maximizing the site potential. The components would help elevate the science center as a world-class location as a business incubator, research facility, education hub, exhibitor, and conference venue. Subsequent to the master planning effort, PGAV served as architect for Boeing Hall, a two-story, 13,000 SF exhibition hall that connects to the east side of the Science Center. The hall provides an excellent venue to better accommodate traveling exhibitions, as well as a rooftop terrace, which provides a unique setting for outdoor educational programs and special events.



## TENNESSEE VALLEY RAILROAD MUSEUM MASTER PLAN

Chattanooga, Tennessee

PGAV began working with the Tennessee Valley Railroad Museum (TVRM) in 2016 on a master plan made possible by a capital grant and gifts. From a series of visits and workshops came a master plan that would guide TVRM in developing both the East Chattanooga and Cromwell Road campuses.

While working from those plans, TVRM was presented with an opportunity to purchase adjoining property and a building at Grand Junction. This would shape the museum's direction and become the foundation for TVRM's first permanent exhibit facility and educational space to inspire the next generation of railroad preservationists. A 60-year retrospective exhibit opened in May 2021. PGAV was engaged to further develop the space prior to a celebration in October 2021 and PGAV went to work with key TVRM personnel, Board Members and supporters. Additional exhibits are planned.

A multi-phase project was created to build on the existing structure and its integration into the master plan. The phased implementation plan developed by PGAV sets a path towards growth and sustainability for TVRM.



## THE NATIONAL MUSEUM OF INDIAN REMOVAL

Missouri, United States

American Indian tribes have long called for a museum to tell the story of the forcible removal of their ancestors from their homelands. Now, a feasibility study is underway to make that a reality. PGAV Destinations and the Meramec Regional Planning Commission (MRPC) are leading the effort, which will include a site plan, preliminary building design, and operational and ownership plans. The goal is to create a world-class museum that will educate visitors about this dark chapter in American history. The project has already generated significant interest and groundwork from historians, archaeologists, Native American tribes and other professionals in the humanities during the 2020 Concept Plan. If all goes according to plan, the new Museum of Indian Removal could open its doors within the next few years.

The National Museum of Indian Removal will be located in Missouri and will serve as a learning center for visitors from all over the world. It will feature the complete story of westward expansion, in this case, a tale of the loss, rather than the acquisition, of extensive lands via the massive removal westward of the American Indian. Funding for the project has been provided by Missouri Humanities under the American Rescue Plan Act.



## DESTINATION FEASIBILITY MARKET STUDY

Derby, Kansas

PGAV was retained by the City of Derby, Kansas to produce a market analysis and revenue projection study for a large-scale project within the city limits which consisted of retail development and an educational, dinosaur-themed attraction. The analysis included a thorough description of the project and how it fits in with the local economy. The report tells the story of the local retail market and the market for the dinosaur attraction, including estimates of visitation and descriptions of regional household travel activity.





## ST. LOUIS ZOO MASTER PLAN

St. Louis, Missouri

Welcoming more than 3,000,000 visitors each year, the Saint Louis Zoo is home to 19,800 wild animals spread across 90 acres in scenic Forest Park. Six hundred (600) species call the Zoo home, many of them rare and endangered. Supported by a unique city tax, the Zoo is one of the few free zoos in the nation and is renowned for its beautiful naturalistic exhibits and for its diverse collection of animals from the major continents and biomes of the world.

PGAV worked closely with Saint Louis Zoo staff and stakeholders to develop a long-term vision for the Zoo that expresses and complements fundamental strategies identified during a strategic planning process. The master plan efforts emphasized aspects of the strategic plan associated with animal care, guest experience, attendance, financial performance, and conservation messaging. Planning work flowed in three phases. Phase one consisted of analyzing existing conditions related to site, earned revenue, guest/service circulation, and messaging. Phase two consisted of developing new products to implement the strategies with an emphasis on product marketability. Phase three prioritized the implementation sequence based on animal care requirements, construction cost estimates, marketing impact, funding feasibility, and disruption of operations.



## ST. LOUIS AQUARIUM

St. Louis, Missouri

In 1894, St. Louis Union Station was the largest transportation hub in America, uniting the farthest reaches of the country. This magnificent train shed is once again a connector; but this time, it connects the world's rivers and oceans through the new St. Louis Aquarium. The Aquarium takes guests on a journey from the Mississippi and Missouri Rivers to the ocean's edge and its deepest depths. Rich and cutting-edge technology integrates with live species habitats, allowing guests to interact on multiple levels with the animals in a fun, educational way. United in the theme of, "guests come to Union Station to go on a journey through the world's waterways" and steampunk design elements, several key exhibits include the Grand Lobby Clock aquarium, touch pools, river splash tables, the Shark Canyon J-window deep water tank, and many more. The St. Louis Aquarium is one of the first components of a much larger master plan for Union Station.

PGAV Destinations provided full architectural and design services for the St. Louis Aquarium.





## UNION STATION KANSAS CITY

Kansas City, Missouri

Since 2005, PGAV has served as the primary architect for Union Station Kansas City. After the station's redevelopment and reopening, there were still significant challenges to overcome and it had yet to live up to its fullest potential as an entertainment destination.

USKC serves a broad range of functions and a diverse user group. In order to determine its optimal design, PGAV held a series of in-depth sessions with the management and stakeholders to get a firm grasp on the challenge. Following several visioning sessions and feasibility studies, a series of renovations were planned to deliver maximum impact with a minimal expense, while also dreaming big for the future.

In the years since, PGAV has helped Union Station transform into one of this region's finest educational and cultural resources committed to the preservation and interpretation of Kansas City's regional history and the promotion of innovation, research and discovery in science and technology through the development of collections, exhibitions and other educational programs for all citizens of and visitors to the Greater Kansas City metropolitan area.



## LENEXA CIVIC CENTER

Lenexa, Kansas

PGAV worked with the City of Lenexa to redefine its City Center project and combine a range of city operations, civic facilities, retail, and commercial properties to create Lenexa City Center — an integrated mixed-use development. At the core of City Center is the 6-acre Civic Center campus, a one-stop destination where residents can gather to enjoy amenities such as: City Hall and Public Market; Community Recreation Center; Parking Structure, including Farmers' Market; Festival Plaza and Community Gathering Spaces. Planning also took into consideration the County library recently completed on the campus. City Hall includes a 250-seat indoor community forum, art gallery, administrative offices and space for the City's higher education partner, Park University. The community forum and lobby accommodates community events, lectures, art displays, musical performances, training events, and city council meetings. Also included in City Hall is an indoor food hall – the Lenexa Public Market – which acts as an incubator space for local food artisans and small retail shop owners. The Public Market also includes a demonstration kitchen for teaching opportunities, “pop-up” restaurants, and rentable space for special events and fundraisers. Another unique feature of the campus is the inclusion of an outdoor Farmers Market embedded in the five-story, 500-car parking structure. The 98,000 GSF Recreation Center features both indoor and outdoor spaces for community interactions; rooms for group fitness, cardio and strength training; outdoor yoga terrace; two full-size gymnasium courts and multipurpose auxiliary gym; party rooms; and indoor aquatic center.





## KANSAS CITY ZOO MASTER PLAN & IMPROVEMENTS

Kansas City, Missouri

PGAV has partnered with the Kansas City Zoo through a period of unprecedented growth and continued improvement to this important community asset. The firm's initial projects, beginning in 2006, re-imagined the guest entry experience by celebrating the visitor arrival with new ticketing, entry gateway, premier animal exhibits, retail, food service, state-of-the-art classrooms, meeting and presentation rooms at the Zoo's front door. PGAV's thought leadership and focus on the guest experience has helped the Zoo to further its mission of conservation and education, increasing annual attendance from 387,000 in 2006 to more than 1 million in 2021.

After its initial work in 2006, PGAV was commissioned to provide master planning services for the century old, 202-acre complex. Working collaboratively with Zoo staff, FOTZ board members, KC Parks and Recreation staff and Board of Commissioners members, PGAV developed a 10-year master plan strategically focused upon leveraging a unique asset of the Zoo – its size – with a creative strategy for changing the public perception that the “Zoo is too big” to “The Zoo is just right for me”. Through the development of strategically located “Enterprise Zones” which become active hubs of activity providing a full spectrum of visitor experiences and amenities including powerful animal exhibits, food service, retail, education, animal interaction and children's play opportunities, the 2020 Master Plan provides the framework of ideas and implementation strategies that will set the Zoo on a steady course for its second century of success.



## OVERLAND PARK FARMERS MARKET

Overland Park, Kansas

PGAV is part of a development team currently working with the City of Overland Park, Downtown Overland Park Partnership, and community stakeholders to re-envision the future of the Overland Park Farmers Market. Through an extensive stakeholder engagement process, the team will develop a plan for the market that enhances the fabric of downtown Overland Park and builds community between the merchants and the market vendors with one shared goal of a successful market. In addition to the Market, the project team plans to provide additional office use and much-needed parking for the district. Adding private uses is essential to the rebirth of the downtown district. Private uses such as office, hotel, multifamily, and others will bring added vibrancy to this important node of the city. Our team is focused on careful introduction of these private developments as a way to create a more dense, walkable destination.



# SECTION 3► PROJECT TEAM



**PGAV is an ideas-based practice.**

*We believe in the power of leisure and travel experiences to educate, enrich lives, enhance communities, and celebrate nature, culture, and heritage.*

The following team of experienced professionals are available and ready to assist in executing this important project for the City of Independence, Missouri.



## INDEPENDENCE ★ MISSOURI ★

PROJECT TEAM LEADERS

**STEVE TROESTER, AIA, LEED AP**  
Principal-in-Charge

**JENNIFER GOEKE, RA**  
Project Leader | Day to Day Contact

INTEGRATED PLANNING TEAM

**CHRIS DAVIS, RA, LEED AP**  
Lead Architect

**ANDY STRUCKHOFF**  
Lead Planner

**TOM OWEN**  
Lead Museum Planner

**CATHERINE HAMACHER, AICP**  
Tourism Planner and  
Community Engagement

**ADAM JONES, AICP**  
Urban Planner

**CHRIS BUSCH, RA**  
Architect/Designer

**KAREN BAKER**  
Marketing Analyst

**ADDITIONAL RESOURCES**

Architects  
Interior Designers  
Urban Planners  
Community Development Specialists  
Financial Analysts  
Landscape Architects Planners  
Graphic Designers  
Branding + Marketing Specialists  
Artists

Engineers/Specialty Consultants  
will be selected in collaboration  
with the City, as needed



## STEVE TROESTER, AIA, LEED AP

### Principal-in-Charge

As Principal, Steve will provide executive leadership to the team and will be involved in all facets of your project. Steve's exceptional communication and design skills, combined with his ability to define and solve problems, allow him to effectively lead the project team and stakeholder groups through the exploration, design and consensus building process. He is an effective team leader who recognizes the importance of marshaling the creative energy, experience, and skill of his diverse project team in order to create solutions which respond to his clients' mission and strategic goals. For many years, Steve has been a member of and past chairman of the Overland Park Planning Commission. In this role, Steve has been part of the approval process for many projects and understands the dynamics that impact community development and placemaking. His passion for community is driven by an attitude toward growth, vibrancy, and relevancy.

#### Relevant Experience

- *Marshall-Saline Destination Analysis and Feasibility Study (Steamboat Arabia Museum Relocation), Marshall/Saline County, Missouri*
- *Bass Pro Outdoor World, Springfield, Missouri*
- *Ameristar Casinos and Hotels, Nationwide Locations*
- *Lenexa Civic Center, Lenexa, Kansas*
- *Overland Park City Hall Mixed-use Development Plan, Overland Park, Kansas*
- *Overland Park Farmers Market, Overland Park, Kansas*
- *Folly Theater Renovation, Kansas City, Missouri*
- *Sykes/Lady Golf Course Clubhouse, Overland Park, Kansas*
- *Kansas City Kansas Community College Downtown Campus, Kansas City, Kansas*

## JENNIFER GOEKE, RA

### Project Leader; Day-to-Day Contact

Jennifer's enthusiasm, communication skills, and Project Management expertise have been central to the success of many of PGAV's most complex and challenging projects. Jennifer's relevant experience includes serving as Project Manager on many of the firm's civic/municipal projects. She will serve as the team's Project Leader and the City's day to day point of contact for project coordination and information sharing. She will be responsible for organizing the team and making sure the project runs smoothly from start to finish.

#### Relevant Experience

- *Folly Theater Renovation, Kansas City, Missouri*
- *Bass Pro American National Fish and Wildlife Museum and Aquarium, Springfield, Missouri*
- *Bass Pro Shops White River Banquet and Conference Center, Springfield, Missouri*
- *Anheuser-Busch Tour Center Hospitality Room, St. Louis, Missouri*
- *Lenexa Civic Center, Lenexa, Kansas*
- *Overland Park Farmers Market, Overland Park, Kansas*
- *Sykes/Lady Golf Course Clubhouse, Overland Park, Kansas*
- *Ameristar Casinos and Hotels, National Location*
- *St. Charles Convention Center, St. Charles, Missouri*
- *Overland Park Convention Center Improvements, Overland Park, Kansas*



#### YEARS OF EXPERIENCE

29 years with PGAV  
4 years with other firms

#### EDUCATION

Bachelor of Architecture;  
University of Kansas  
B.S., Business Administration;  
Truman State University

#### REGISTRATION

Licensed Architect  
LEED Accredited Professional



#### YEARS OF EXPERIENCE

27 years with PGAV  
2 years with other firms

#### EDUCATION

Bachelor of Architecture;  
University of Kansas

#### REGISTRATION

Licensed Architect

## CHRIS DAVIS, AIA, LEED AP

### Vice President - Lead Architect

Chris' enthusiasm, communication skills, and design leadership have been central to the success of many of PGAV's most complex and challenging projects. Chris has successfully collaborated with municipalities, community partners and stakeholders to develop plans for creating vibrant places and spaces for enrichment, education, and entertainment.

#### Relevant Experience

- *Lenexa Civic Center, Lenexa, Kansas*
- *Kansas City Zoo 2020 Master Plan, Kansas City, Missouri*
- *Kansas City Zoo Improvements: Front Entry Plaza; Deramus Education and Zoo Learning Center; River Otter Exhibit; Polar Bear Passage; Sky Safari; Tuxedo Grill; Koala Flats; Elephant Exhibition; Red Panda Exhibit; Stingray Bay*
- *Garden City Parks Master Plan, Garden City, Kansas*
- *Lee Richardson Zoo Master Plan Update, Garden City, Kansas*
- *Ralph Mitchell Zoo Master Plan, Independence, Kansas*
- *Sea World Ocean Explorer, San Diego, California*
- *Kansas City Kansas Community College Downtown Campus, Kansas City, Kansas*
- *Johnson County Community College Campus Improvements, Overland Park, Kansas*



#### YEARS OF EXPERIENCE

16 years with PGAV

9 years with other firms

#### EDUCATION

B.A., Architecture;

University of Kansas

#### REGISTRATION

Licensed Architect

LEED Accredited Professional

## ANDY STRUCKHOFF, AICP, DFCP

### Lead Planner

Andy consults regularly with municipal clients, elected officials, staff, and private developers to develop creative planning, policy, and finance solutions. He has helped more than 100 communities across the country find planning, policy, and development solutions and has helped facilitate more than \$2 billion in development activity in the past decade. Andy has more than a decade of experience helping clients understand the market, their financial impacts, and the role they play in the economy. Whether advising developers on the best market-supported solution, or working with community leaders to define a path towards implementing major projects, Andy is able to understand complex data and interpret it for his clients. He has developed a strong reputation as an economic development consultant and serves as the on-call financial consultant for several districts, cities, and developers around the Country.

#### Relevant Experience

- *Tourism Management and Investment Plan, Asheville NC*
- *Missouri DREAM Initiative, Missouri Communities Statewide*
- *Cortex Innovation Community, Saint Louis, Missouri*
- *Ballpark Village, Saint Louis, Missouri*
- *Port Authority Strategic Plan, St. Charles County, Missouri*
- *Master Plan and Real Estate Planning, Columbia, South Carolina*
- *Olympic Park revenue Study, Goddard, KS*
- *Field Station Revenue Study, Derby, Kansas*
- *Market Study, Broomfield, Colorado*



#### YEARS OF EXPERIENCE

15 years with PGAV

2 years with other firms

#### EDUCATION

B.A. Degree in Theatre Arts

Conservatory at Webster

University in Saint Louis

#### REGISTRATION

American Institute of Certified

Planners (#263066)



**TOM OWEN****Vice President - Lead Museum Planner**

Tom is a Vice President and co-leader for the museum and culture sector at PGAV. He has provided strategic counsel and shaped successful projects for a wide range of cultural institutions in his 25 year career as a planner and designer of exhibits and shows. He has a passion for translating stories of nature, history, and culture into engaging guest experiences. Tom thrives on the challenge of helping cultural institutions fulfill ll their missions in financially sustainable ways. He knows the blending of story and economics can make a powerful combination.

**Relevant Experience**

- *Asheville Tourism Management and Investment Plan, Asheville, North Carolina*
- *St. Johns County Tourism & Destination Master Plan, St. Johns County, Florida*
- *Looking for Lincoln Heritage Trail, Springfield, Illinois*
- *Fort Ticonderoga Master Plan, Ticonderoga, New York*
- *Fort Ticonderoga Museum & Visitor Center, Ticonderoga, New York*
- *Patriots Point Master Plan, Mount Pleasant, South Carolina*
- *Vancouver Destination Master Plan, Springfield, Illinois*
- *Saint Louis Science Center Master Plan & Boeing Hall, St. Louis, Missouri*
- *Tennessee Valley Railroad Museum Master Plan, Chattanooga, Tennessee*
- *The National Museum of Indian Removal, Missouri*
- *Connor Prairie Interactive History Park, Fishers, Indiana*
- *Niagara Park Master Plan, Welcome Center and Historic Fort Erie Museum, Ontario*
- *General George S. Patton Museum, Fort Knox, Kentucky*
- *Master Plan and Visitor Center at the Federal Reserve Bank of St. Louis, Missouri*

**YEARS OF EXPERIENCE**

24 years with PGAV

15 years with other firms

**EDUCATION**

B.A. Degree in Theatre Arts  
Conservatory at Webster  
University in Saint Louis

**MEMBERSHIP**

American Alliance of Museums  
Association of Science and  
Technology Centers  
Missouri Archives and Museum  
Association  
American Association of State and  
Local History

**CATHERINE HAMACHER****Tourism Planner/Community Engagement**

Catherine brings her background in urban planning and community engagement to each project. She has organized large town halls, orchestrated social media strategies, and led strategic planning efforts for a variety of planning and organizational development projects. Her favorite projects bring together community members and traditional leaders to come to consensus about what works for everyone. Catherine often works on Destination-related projects, bringing her expertise in market analysis and community engagement together with her colleagues to lead tourism-related clients through complex planning processes. She led the Asheville Tourism Management Planning process for PGAV, working with the PGAV team and hundreds of local stakeholders for nearly two years.

**Relevant Experience**

- *Tourism Management and Investment Plan, Asheville, North Carolina*
- *Rock City Lodging Study Lookout Mountain, Georgia*
- *Port Authority Strategic Plan, St. Charles County, Missouri*
- *Valley Park Market Analysis, St. Louis County, Missouri*
- *Economic Justice Action Plan, Saint Louis, Missouri*
- *St. Louis Innovation District Continued Planning, St. Louis, Missouri*
- *Downtown Plan, Kirkwood, Missouri*

**YEARS OF EXPERIENCE**

4 years with PGAV

2 years with other firms

**EDUCATION**

M.S., Urban Planning and  
Development;  
St. Louis University  
B.A., Urban Studies & Political Science,  
Urban Issues and Policy;  
Trinity University  
Coro Fellowship in Public Affairs  
Anti-Bias/Anti-Racism, Crossroads  
Community Development Practitioner  
Training, Springboard for the Arts

## ADAM JONES, AICP

### Urban Planner

Adam is a real estate and planning expert with more than 10 years of experience planning, developing, and managing various real estate and economic development projects. Adam regularly consults with numerous government agencies and institutions in assessing, planning, and advising them on their real estate and economic development needs. Adam has played a central role on a range of design and planning projects in cities and suburbs across the country, with a particular focus on the creation of compact, walkable, mixed-use redevelopments in transitioning neighborhoods, emerging communities, and corridors. He is passionate about helping cities and towns become happier, healthier, and more resilient. He can optimize and find synergy between factors that influence the development of urban places, including quality of life, resilience, and economic development. His public sector experience provided Adam the opportunity to hone his public engagement skills when facilitating public meetings, workshops, and design charrettes for projects.

#### Relevant Experience

- *Engage O'Fallon Comprehensive Plan, O'Fallon, Missouri*
- *Sedalia 2040 Comprehensive Plan, Sedalia, Missouri*
- *Downtown Market Study and Development Plan, Kirkwood, Missouri*
- *Manchester Avenue Corridor Plan, Manchester, Missouri*
- *Lind-Litz Revenue Study, Frontenac, Missouri*
- *Field Station Revenue Study, Derby, Kansas*
- *PowerPlex Feasibility and Revenue Study, Hazelwood, Missouri*
- *Lake District, Maryland Heights, Missouri*

## CHRIS BUSCH, RA

### Architect

Chris is a licensed architect and brings a unique, creative energy to the planning team. His experience includes diverse assignments on civic, institutional and municipal projects from the project definition stage through Construction Administration. Chris explores planning ideas through various techniques including engaging the project team and client in “real time” work sessions that utilizes 3-D computer software. Chris has the ability to challenge the team to explore new possibilities and ensure planning strategies best meet the needs of project stakeholders.

#### Relevant Experience

- *Lenexa Civic Center, Lenexa, Kansas*
- *Overland Park City Hall Mixed-use Development Plan, Overland Park, Kansas*
- *Overland Park Farmers Market, Overland Park, Kansas*
- *Union Station Kansas City Improvements, Kansas City, Missouri*
- *Sykes/Lady Golf Course Clubhouse, Overland Park, Kansas*
- *Kansas State University EDGE Collaboration District Master Plan, Manhattan, Kansas*
- *Ruby Falls Chattanooga, Tennessee*
- *Kansas City Zoo Improvements: Red Panda Exhibit, Kansas City, Missouri*
- *SeaWorld Orlando, Orlando, Florida*



#### YEARS OF EXPERIENCE

3.5 years with PGAV

9 years with other firms

#### EDUCATION

CeCD - Economic Development;

University of Oklahoma

B.A., Urban Planning and Design;

University of Missouri-Kansas City

#### REGISTRATION

American Institute of

Certified Planners (#263066)



#### YEARS OF EXPERIENCE

9 years with PGAV

3 years with other firms

#### EDUCATION

B.S., Architecture;

University of Southern

California

#### REGISTRATION

Licensed Architect



## KAREN BAKER

### Marketing Analyst

Karen is Senior Director of Marketing and Branding at PGAV, and is a creative strategist with more than three decades of experience in branding, marketing, and attraction leadership. A PGAV client before becoming a PGAV teammate, she has the unique ability to understand the client perspective during strategic discussions through hands-on hospitality experience as Marketing Director, Manager-on-Duty, and Senior Leadership Team member focused on attendance growth strategies, revenue generation, and financial sustainability.

#### Relevant Experience

- *Tourism Management and Investment Plan, Asheville, North Carolina*
- *American Battlefield Trust, Washington, DC*
- *Zoo Miami, Miami, Florida*
- *Nantahala Outdoor Center, Bryson City, North Carolina*
- *Grandfather Mountain, Linville, North Carolina*
- *Florida Aquarium, Tampa, Florida*
- *Tweetsie Railroad, Blowing Rock, North Carolina*
- *See Rock City, Chattanooga, Tennessee \**
- *Blowing Springs Farm, Flintstone, Georgia \**
- *Ruby Falls, Chattanooga, Tennessee \**

\*PGAV project and prior to PGAV work experience as client Sr. Director of Marketing



#### YEARS OF EXPERIENCE

5 years with PGAV

25 years with other firms

#### EDUCATION

B.A. Communication & Psychology;  
University of Tennessee at  
Chattanooga

Tourism Management Certification  
University of West Georgia

#### REGISTRATION

IAAPA Certified Attractions

Professional

International Association of  
Amusement Parks and Attractions

## SECTION 4► UNDERSTANDING & APPROACH

### VISITOR UNDERSTANDING

***Due to our unique structure as a combination of urban planners, tourism experts, and architects, the PGAV team has honed our expertise in visitor and customer understanding, allowing our clients to more accurately understand their community and plan for the future.***

Using proprietary tools, our team will dive into what the data says about who is visiting your community. Whether they are neighbors from down the block or visitors coming from afar, our vast expertise in visitor understanding and national trends will help us to understand the customers coming to each commercial area and their behavior.

Where are they coming from?

Where do they go next?

What are they buying?

What experience are they after that led them here?

When you seek to understand your audience, be they locals, commuters, students, or visitors, PGAV brings unmatched experience to the table. We direct you to our website to view our work and publications such as *Destinology* and *Voice of the Visitor*.

<https://pgavdestinations.com/>

<https://pgavdestinations.com/insights/>



## **ECONOMIC IMPLEMENTATION**

PGAV provides communities with an integrated approach to planning and economic development. We provide both services because we know that among the first questions elected officials and staff ask themselves when the planning process is done is, “How do we pay for it?” We help our clients answer that question by looking at financial strategies, analyzing the market, and considering incentives to achieve those solutions while we plan for the future.

We serve our clients by providing insight, analysis, and vision on a range of scales: from city planning to experience design. Our projects achieve enduring success by understanding the factors that dictate success: market feasibility, consumer trends, social value, and development financing.

Understanding the impact of COVID-19 on your economy, on how the markets differ in your different commercial areas, and how implementation may come in different forms will be crucial to ensuring long-term understanding and implementation of a strategy that creates a prosperous economy for your community.

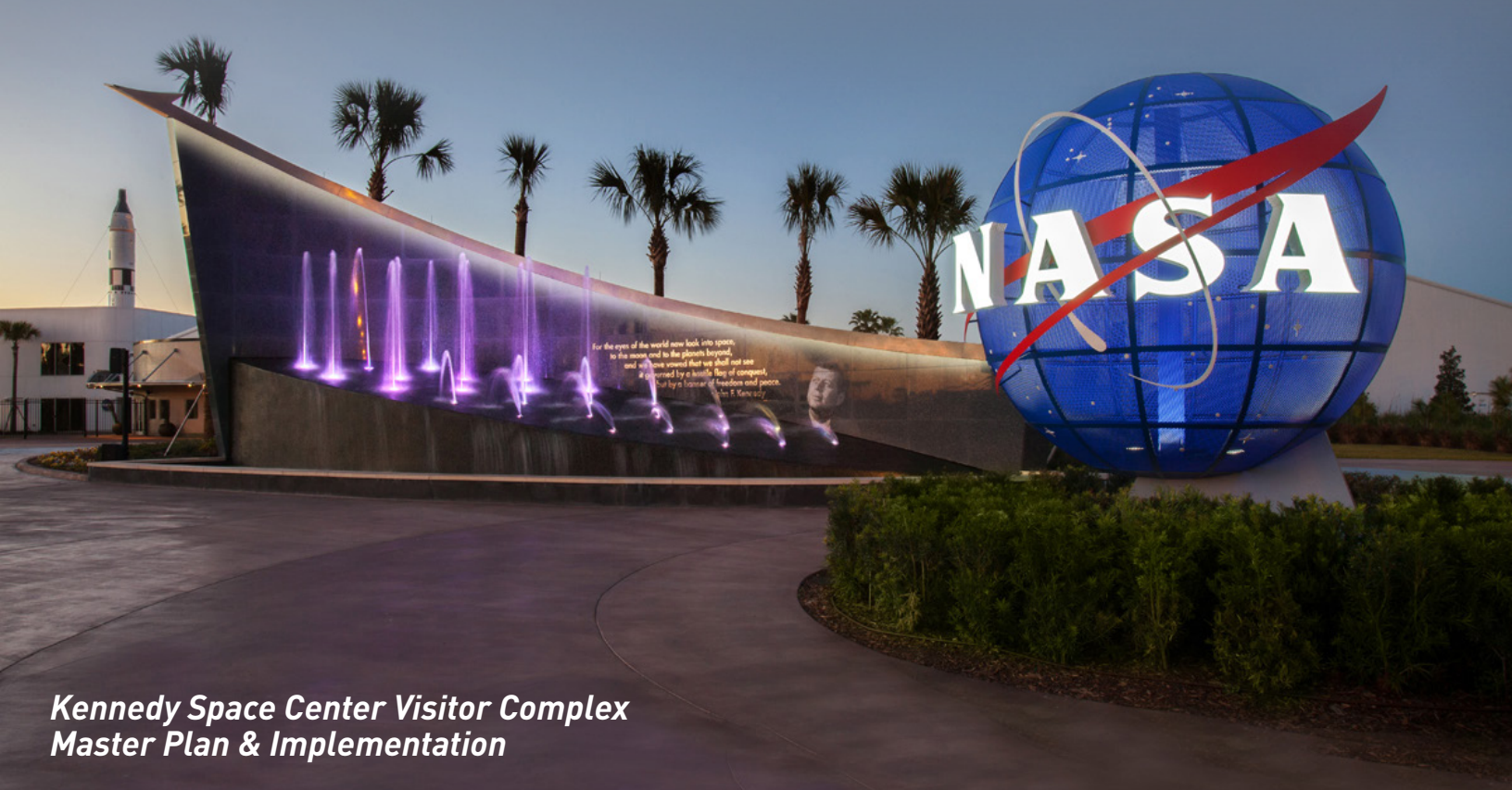
## **TRANSFORMATIONAL EXPERIENCES**

We translate immersive stories of nature, history, science, and culture into meaningful experiences for guests. Working in close collaboration with our clients, we dig into analysis of operations and market; create spot-on strategies for success; and thrive on crafting innovative solutions that keep visitors coming back. These solutions are built on the solid foundation of our core services, from strategic master planning to experience design, architecture to product development, and many more. Whether it be from the master plan kick-off meeting to overseeing the attraction during onsite art direction, PGAV is there every step of the way to help take your destination where you want to go.

## **CREATIVE ENGAGEMENT**

PGAV brings substantial experience in creating exciting, engaging, and creative opportunities for people to be involved in planning and design processes. Beyond typical charrettes and community surveys, our team has utilized more innovative processes in recent years to meet people where they are, engaging a variety of folks along the way.

Our team has hosted several pop-up biking or walking events to engage people on the ground in their community. This allows for casual engagement with a low barrier to entry and is often a good way to engage children and folks less familiar with planning processes. This also allows for more engagement with the project team in a way that builds trust and allows for community building.



## Kennedy Space Center Visitor Complex Master Plan & Implementation

### TOURISM & MUSEUM STRATEGIC MASTER PLANNING

*Finding and unlocking the potential in your destination.*

Where are you in your current tourism strategy?

Where do you want to go?

How can you grow and evolve?

What will it take to get there?

#### PLANNING OBJECTIVES

The strategic master plan process for tourism for the City of Independence will begin with the development of a long-term vision for tourism, museums and cultural attractions to fulfill their missions through new partnerships, new exhibits, new programs, visitor amenities, operations, marketing, attendance growth, revenue growth, and financial sustainability. At the conclusion of the planning process, the City of Independence will have a clear strategic direction and key insights into critical success factors, including:

1. Destination analysis and how these assets might create a holistic tourism market.
2. Market analysis to understand the environment of Independence
3. Review of current museum operations and a plan for a successful new museum including site analysis for locating the museum
4. Sufficient understanding of its potential visitor base to plan with reasonable accuracy.



Specifics include:

- a. Audience segmentation
  - b. Visitor motivations/emotional benefits/barriers to visitation
  - c. Visitor demand on resources/zones
  - d. Capacity analysis/project right-sizing
  - e. Potential for attendance growth
5. Analysis and strategies for the destination brand and core essence, including audience expectations, attitudes, and beliefs.
  6. Development of story and experience zones for the interior and exterior zones.
  7. Development of high-level strategies for wayfinding and visitor understanding of place around Independence and between historic sites. This will relate closely to the branding and story zone tasks.
  8. Development of new entrepreneurial products—food, retail, exhibits, and attractions—for the destination, developed with a foundation of strategic analysis, capacity analysis, brand strategy, and storylines.
  9. Development of a timeline and roll out plan for new products, including financial models.

## COMMUNITY ENGAGEMENT STRATEGY

To the extent determined necessary by the City of Independence, the PGAV team can work with local residents, business owners, and tourism stakeholders to better understand needs and develop strategies for improving tourism in Independence.



*St. Louis Science Center  
Master Plan & Implementation*

## MASTER PLAN PROCESS

At PGAV, we organize interpretive planning, experience planning, and architectural planning into a multidisciplinary, integrated strategic master planning process consisting of three phases: Destination Assessment, Product Development, and Implementation Planning. At each phase, we will test decisions against the pillars of your strategic plan.

**Phase One: Destination Assessment** *is about searching for potential.*

Potential is often found in connecting with your audiences in deeper, more meaningful ways. Our process includes assessment of attractions, stories, collections, and interpretive opportunities; analysis of audience segments to identify potential for growth; analysis of facilities related to visitor experience and flow; and assessment of your brand and public perception, measured by testing across a representative cross section of the regional and tourist populations. Together, the data and observations help identify specific strategies for growth and improvement—the necessary foundation for subsequent phases.

**Phase Two: Product Development** *is about making creative leaps to imagine unique, compelling visitor experiences.*

Developing a comprehensive tourism plan uses the destination's unique strengths, mission, and brand. After developing an interpretive outline, our team will work with the client team to conceive a diverse range of visitor experience options including attractions, immersion settings, virtual environments, architectural icons, shops, restaurants, or other means to create WOW factors to fulfill the mission in exciting and sustainable ways. We incorporate formalized testing of interpretive potential and market potential to existing and potential future visitors through third-party firms to validate concepts and contribute to refinement of the approach.

As the interpretive plan and experience design begin to take shape, we begin to develop the overall organization of the visitor experience. Architectural planning works in support of the visitor experience, taking advantage of unique opportunities offered by existing conditions of context, site, and architecture. We stress the importance of the arrival experience as key to a great overall visitor experience, and give as much care to security, ticketing, retail, accessibility, visitor services, and hospitality as we do to exhibit galleries. At this point in the process, a good picture of the whole plan has come into focus, allowing for development of high-level capital cost estimates.

**Phase Three: Implementation Planning** *sets the stage for making the plan a reality.*

PGAV will develop, in collaboration with destination leadership, a prioritized implementation phasing strategy that aligns recommendations based on, but not limited to, furthering the contribution to long term strategic initiatives, programmatic goals, revenue increases, and roll out of new products to drive continued new interest. A final report will include: a summary of analysis and strategies; how the defined goals will be achieved while still remaining true to the core mission; a plan for the new museum and site; and the prioritized implementation plan and schedule. The strategic and creative narratives, illustrations, and 3D visualizations produced by the end of the process will become essential tools used to implement the master plan.