

TOURISM AND MUSEUM MASTER PLAN



INDEPENDENCE
★ MISSOURI ★

OCTOBER 2023



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"THIS IS WHERE I BELONG."
– HARRY S. TRUMAN





GREAT AMERICAN STORIES

From pioneer trails to President Harry S. Truman, Independence, Missouri is home to thousands of Great American Stories. Founded nearly 200 years ago and named to reflect the spirit of our young nation, Independence has played a pivotal role in our country's history.

Today, visitors can walk the streets and neighborhoods where Harry Truman lived; follow the trails that took thousands west; explore the historic downtown; discover history in numerous museums; and find personal genealogical connections to the past.

As the oldest city in the Kansas City metropolitan area, history plays an important role in distinguishing Independence from other cities. Against the backdrop of history, Independence also offers visitors a rich array of fine arts, performing arts, shopping, dining, entertainment, recreation, and lodging amenities.

The City of Independence recognized these strengths and commissioned a Tourism and Museum Master Plan to build on them. Kansas City will host the World Cup in 2026. Our country will celebrate its 250th anniversary in 2026. Independence will celebrate its bicentennial in 2027. A proposed new "green corridor" will provide a strong link to the Kansas City metro. Each of these represent an economic development opportunity for Independence via tourism. Capitalizing on these opportunities requires decisive and immediate action.

Independence has always been a place where people embark on a journey. The Tourism and Museum Master Plan outlines strategies to entice more people to make Independence part of their personal journey of discovery, and like Harry S. Truman, will believe, "this is where I belong."

INDEPENDENCE
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MASTER PLAN PROCESS

The Independence Tourism and Museum Master Plan outlines a multi-year plan for enhancements to the City of Independence tourism strategies, products, and infrastructure. It builds on current strengths while also describing an ambitious vision for the future.

THE PROCESS CONSISTED OF THREE PHASES:

01.

Phase One: Destination Assessment consisting of stakeholder engagement, market research, and assessment of current tourism conditions.

02.

Phase Two: Product Development consisting of a vision for a new Museum and Cultural Center and enhancement of key tourism hubs and connectors.

03.

Phase Three: Implementation Plan providing a road map for the multi-year plan.

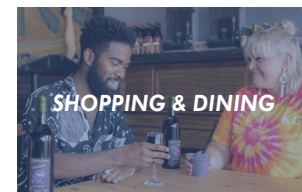
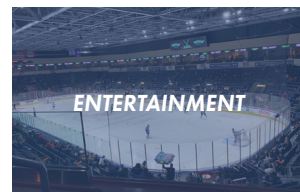


THE PROCESS INCLUDED EXTENSIVE STAKEHOLDER ENGAGEMENT

- + Amtrak Station
- + Arts Council
- + Bingham-Waggoner Estate
- + Cable Dahmer Arena
- + Chicago and Alton Depot
- + City of Independence Theatre
- + Community of Christ
- + Community of Concerned Citizens
- + Encore Theatre
- + Englewood Arts District
- + Fire House 1 and Independence 76ers
- + Friends of the National Frontier Trails Museum
- + Greater Kansas City Attractions Association
- + Harry S. Truman Presidential Library and Museum
- + Hotel & Lodging Association of Greater Greater Kansas City
- + Independence Chamber of Commerce
- + Independence Children's Performing Theatre
- + Independence Parks, Recreation and, Tourism
- + Independence School District
- + Independence Square Association
- + Independence Tourism Commission
- + Jackson County Historical Society (Jail and Courthouse)
- + McLain Enterprises
- + Mid-Continent Public Library and Midwest Genealogy Center
- + Metropolitan Community College
- + Metropolitan Community College Students
- + Mormon Visitors Center
- + Oregon-California Trails Association
- + Peace Pavilion
- + Pioneer Trails Adventures
- + Puppetry Arts Institute
- + Santa Fe Trail Association
- + Truman Depot
- + Truman Home and Visitor Center
- + Vaile Mansion
- + Visit KC

INDEPENDENCE TOURISM TODAY

The City of Independence covers a large geographic area—over 78 square miles. The city offers a diverse array of cultural attractions, lodging, dining, shopping, recreation, and entertainment amenities. Most of these offerings are located in concentrated areas or “hubs.”



VISIT INDEPENDENCE

Within the Kansas City metropolitan area, Independence has many unique offerings. No other community can boast a presidential library; concentration of religious organizations; premier genealogy center; and trails history celebrated in popular culture (Oregon Trail video game).

Independence Square and the downtown area are most identifiable as being within Independence. However, many people visit Independence without knowing it—attendees to a concert at the Cable Dahmer Arena, shoppers at Bass Pro Shops and Cargo Largo, or nature enthusiasts along the Little Blue Trail.

Independence is somewhat unique in that the city owns, and in some cases directly operates, some

of the attractions. The city also directly manages and markets tourism. Independence tourism today consists almost entirely of leisure visitors. The city has over 1,788 hotel rooms, but those are spread out over many small to medium size hotels and boutique lodging offerings. The city has struggled to attract group business without a larger hotel and meeting space.

Independence has numerous cultural attractions, but attendance to most is low. Only the Truman Library and Museum and the Midwest Genealogy Center draw more than 50,000 visitors annually. Cable Dahmer Arena and SantaCaliGon Days attract significantly larger crowds from the Kansas City metro, suggesting people will visit Independence for the right product.

EVENTS

Various organizations in Independence actively develop and promote special events to encourage visitors to Independence. Events vary, both free and paid, attracting people of all ages, with a wide range of interests.

The Independence Square Association hosts many of these events. This organization is comprised of businesses located on the Square who are dedicated to ensuring the downtown is a "financially stable historic district, preserving the area's historic resources and contributing to the enrichment of the larger Independence community."

January

13 - 22: KC Restaurant Week
28: Chocolate Walk
HeART to HeART Promotion
(Partnership with West iNd Connection)

February

HeART Display
Powerhouse Foundation: Powerpalooza

March

9: Sip n Shop
11: Zombie-Leprechaun Bar Crawl

April

22: Earth Day Cleanup Day and Recycle
Art Tree Plantings in Liberty Lounge
27: Realtor Tour

May

6: Harry S. Truman's Birthday Celebration
(Actual May 8)
20: Hidden Places Secret Spaces
Thursdays: Night Bike Rides (Peddlers)

June

3: Wine and Brew Walk
22: Sip n Shop
24: Pride Walk
Thursdays: Moonlight Movies
Saturdays: Music on the Square

July

1: Pop Festival
20-22: Summer Sales
Thursdays: Moonlight Movies
Saturdays: Music on the Square

August

16: 816 Day
Saturdays: Music on the Square

September

1-4: SantaCaliGon Days Festival
9: WineFest
14: Doggie Date Night and Fort Waggin' Tail
21: Sip n Shop

October

7: Square Table
12: Ghouls Night Out
28: Halloween Parade
Weekends: Ghost Tour

November

9-11: Open House
11: Veterans Day
17: Square Lighting
25: Shop Small Saturday

December

1: Living Windows

HISTORY

Independence has a rich and fascinating history unequalled in the Kansas City metropolitan area—history of the Frontier Trails, Harry S. Truman, Missouri Mormons, African American history, Civil War, and the personal history of genealogy. Multiple museums, historic homes, historic sites, and visitor centers in Independence interpret this history. The new Museum and Cultural Center will complement the current offering and increase awareness of all the destinations and historic trails.



Personal history is important to Independence. The city is home to the Midwest Genealogy Center, the nation's largest free-standing public family history library in the nation, and was the starting point for millions of pioneers heading West. Independence is a gold mine to learn family history information.



ENTERTAINMENT

A rich variety of sporting events, concerts, and shows can be enjoyed by visitors at many venues throughout the city. Including the Cable Dahmer Arena, Englewood Arts Center, Sermon Center, Independence Square, Main Event, Diamond Bowl, and Pharaoh 4 Cinema. The Museum and Cultural Center will increase the visibility of Independence as an entertainment destination.



5,800

There are 5,800 seats in Cable Dahmer Arena.

1949

The historic Englewood Theater was built in 1949.

14,000

The Independence Uptown Market spans over 14,000 square feet.



PERFORMING ARTS AND FINE ARTS

Multiple venues in Independence offer robust seasons of fine and performing arts. The diversity of offerings from the City Theatre of Independence, Englewood Arts Center, Powerhouse Theatre, Cable Dahmer Arena, Puppetry Arts Institute, Encore Theatre, Children's Performing Theatre, and others means an arts patron of almost any taste and age can find a show. A new Museum and Cultural Center will provide a major boost to the arts in Independence.



5 PLAYS

City Theatre of Independence hold five plays annually in: September, November, January, March, and June.

6 SHOWS

Each City Theatre performance occurs six times.

75 GUESTS

Each City Theatre performance can accommodate 75 patrons.



SHOPPING AND DINING

Independence offers a full spectrum of dining options, from award-winning fare, to grab and go. Dining can be the reason for the visit or the place to eat after the show, museum, or hike. Dining reflects the diversity of culture within the city.



Shopping offers similar diversity and broad appeal including one-of-a-kind shops around Independence Square and Englewood Arts District, branded retailers at Independence Center, destination shopping at Bass Pro Shops, or a shopping adventure along the Noland Road Corridor. Development of a new Museum and Cultural Center will generate more nightlife and boost business, especially downtown.



RECREATION

Independence offers a wide range of sports and outdoor adventure opportunities for visitors. The addition of an Independence nature area and cycling corridor connection to Independence Square can help elevate recreation as a visitor draw.



Multiple golf courses, tennis courts, and the Independence Athletic Complex host organized sports and competitions. Outdoor adventure seekers can find extensive hiking through forested areas such as the George Owens Nature Park, fishing in multiple lakes, and cycling on the 14-mile Little Blue Trace Trail.

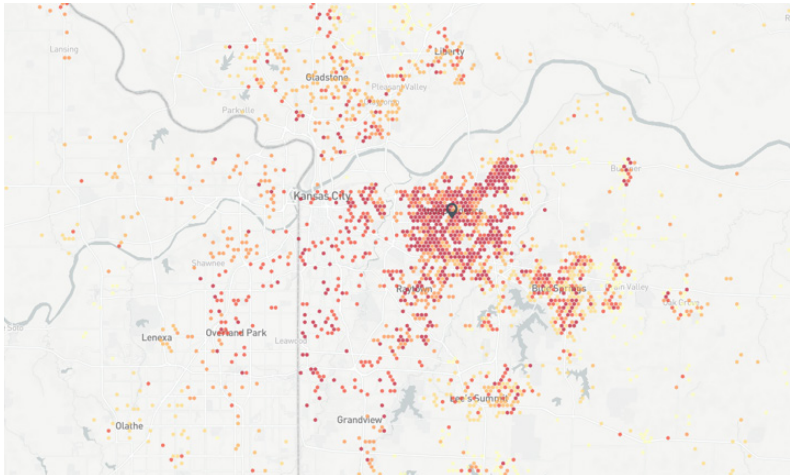


THE ANNUAL SANTACALIGON DAYS FESTIVAL

The annual SantaCaliGon Days Festival is a signature tourism offering for Independence. It is a celebration commemorating the origin of the Santa Fe, California and Oregon trails during the country's westward expansion. It is also a celebration of Independence's roots as the "Queen City of the Trails." The four-day event draws visitors from all over the Kansas City metropolitan area, as shown on the geofencing heat map.

Home Location of Visitors

Geofencing heat map shows the home location of visitors to the 2023 SantaCaliGon Days Festival. According to this information, 88.12% of visitors came from more than 30 miles away in order to attend the event.

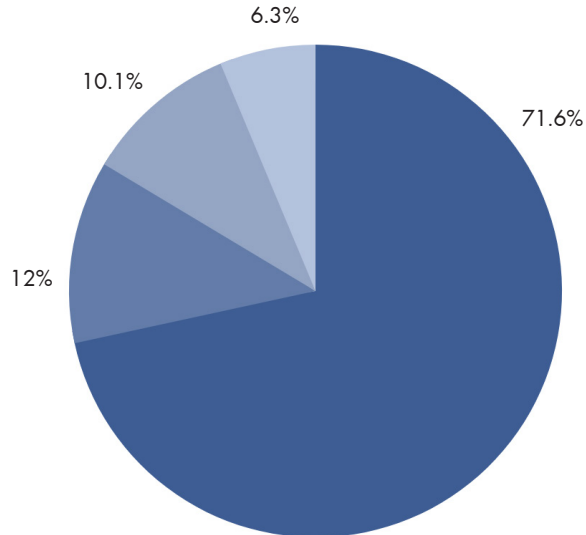


Geofencing collects cell phone data to determine the total number of visitors with cell phones that attend an event and where they came from. The number does not include visitors without cell phones such as children under 12-years-old. Data indicates 117,000 people with cell phones

attended SantaCaliGon Days in 2023. The yearly success of SantaCaliGon Days demonstrates the willingness of people from across the Kansas City metropolitan area to travel to Independence for an experience that appeals to them.

Ethnicity of Visitors

- White
- Black
- Hispanic
- Other



88%

88% of SantaCaliGon Days guests come from more than 30 miles away.

113 MINUTES

The average stay of a guest at SantaCaliGon Days is 113 Minutes.

69%

Saturday and Sunday are the most popular days of the event with 69% of attendees coming then.



CURRENT ATTENDANCE IN INDEPENDENCE

This table highlights attendance to current attractions in Independence. Collected figures provided by the attractions or public sources. The figures represent a typical attendance pre-COVID.

Attraction in Independence, MO	Attendance
Chicago & Alton Depot	2,050
Bingham-Waggoner Museum and Estate	4,312
1859 Jail	4,517
Pioneer Trails Adventures	5,474
Puppetry Arts	6,075
Vaile Mansion	6,368
National Frontier Trails Museum	12,157
Community of Christ	13,581
Truman Home	29,267
Mormon Visitors Center	39,911
Midwest Genealogy Center	50,789
Truman Library and Museum	67,317
SantaCaliGon Days Festival	120,00
Cable Dahmer Arena	500,000
Average	61,558

COMPARABLE ATTENDANCE IN THE MIDWEST

This table provides a general overview of attendance at comparable museums located in the Midwest. Selected attractions share similar trade areas, focus on regional history, and are in rural locations.

Midwest Attraction	Location	Attendance
Mark Twain Boyhood Home and Museum	Hannibal, MO	50,000
Old Cowtown Museum	Wichita, KS	51,890
Ralph Foster Museum	Point Lookout, MO	60,000
Battle of Pilot Knob State Historic Site	Pilot Knob, MO	63,147
Dacotah Prairie Museum	Aberdeen, SD	76,024
Great Lakes Maritime Heritage Center	Alpena, MI	80,000
National Eagle Center	Wabasha, MN	83,000
National Railroad Museum	Green Bay, WI	86,000
Confederate Memorial State Historic Site	Higginsville, MO	90,000
Bonanzaville	West Fargo, ND	100,000
Historic Deadwood	Deadwood, SD	100,000
Lake Superior Railroad Museum	Duluth, MN	100,000
Missouri Sports Hall of Fame	Springfield, MO	100,000
National Agricultural Center & Hall of Fame	Bonner Springs, KS	100,000
National Mississippi River Museum & Aquarium	Dubuque, IA	100,000
Minnetrissa Museum and Gardens	Muncie, IN	104,278
Strategic Air Command and Aerospace Museum	Ashland, NE	117,000
Shawnee Town 1929	Shawnee, KS	120,000
SPAM Museum	Austin, MN	125,000
Kenosha Public Museum	Kenosha, WI	130,151
Frontier Village	Jamestown, ND	150,000
Oregon Trail Museum & Visitor Center	Gering, NE	150,000
U.S. Army Engineer Museum	Ft. Leonard Wood, MO	150,000
Putnam Museum of History & Natural Science	Davenport, IA	160,000
Great Plains Nature Center	Wichita, KS	160,702
The Durham Museum	Omaha, NE	161,000
North Dakota Heritage Center and State Museum	Bismarck, ND	250,000
Wilson's Creek National Battlefield	Republic, MO	300,000
Illinois State Museum	Springfield, IL	323,650
Missouri State Museum	Jefferson City, MO	458,746
Average		135,978

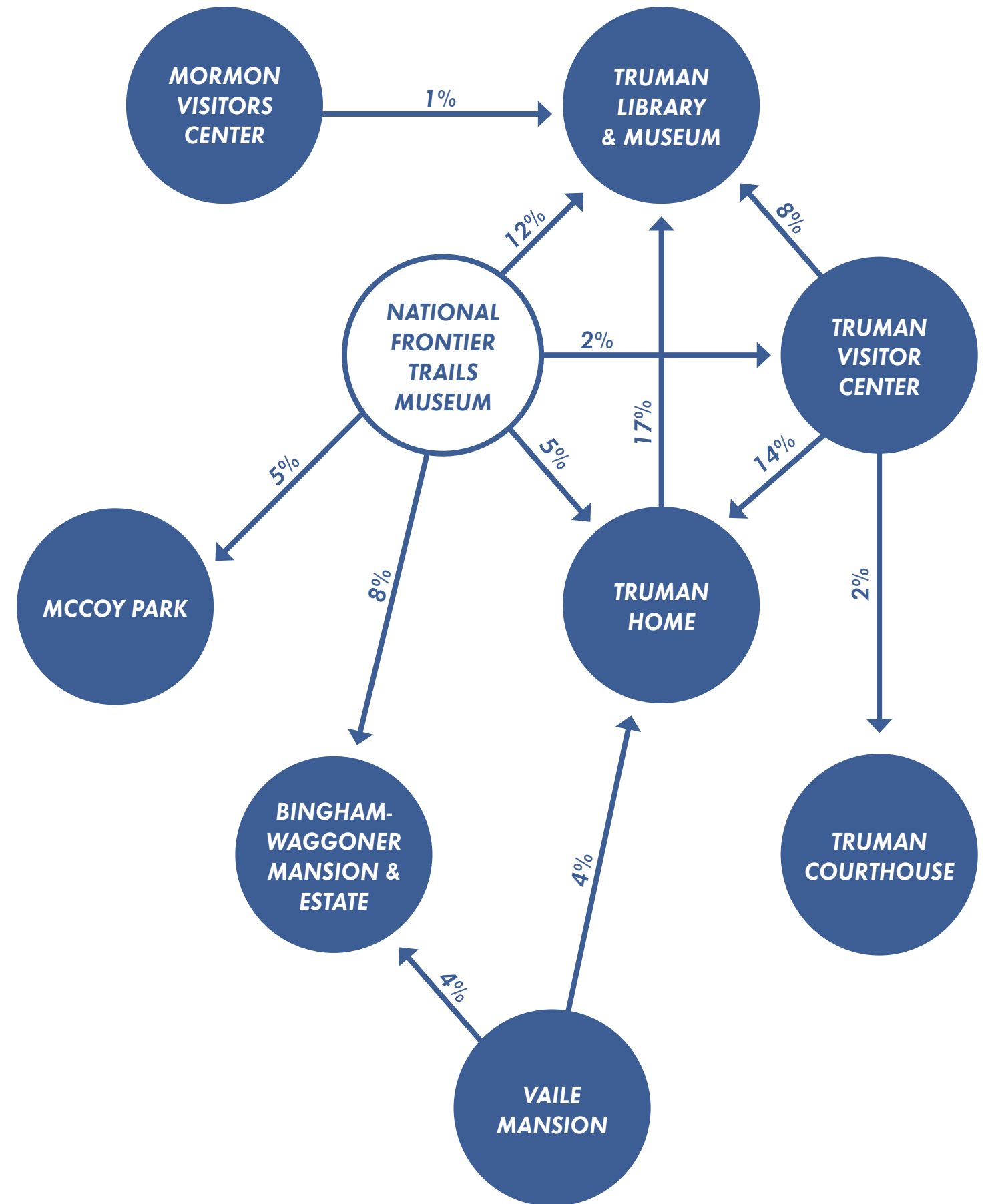
DOWNTOWN ATTRACTION CROSS-VISITATION

The City of Independence has several tourism attractions throughout the city. Connections between the different sites can be made based on the theme the site relates to, such as Truman history or historical sites, or by geographic proximity which facilitates visitors going back and forth between sites.

When looking at the overlap in visitation across sites, unexpected patterns or trends can also emerge. Of the sample of tourism sites analyzed in Independence, visitors to the National Frontier Trails Museum visited a greater variety of sites in Independence on the same day compared to visitors at other sites. This presents an opportunity for the National Frontier Trails Museum to bridge gaps between tourism sites to help tell a unified story of the City of Independence.



THE NATIONAL FRONTIER TRAILS MUSEUM IS AN OPPORTUNITY TO BRIDGE GAPS ACROSS TOURISM SITES TO HELP TELL A UNIFIED STORY OF THE CITY OF INDEPENDENCE.



MARKET POTENTIAL

Market potential is the measure of the total number of people within the trade area or region around a destination. It includes data on age, race, income, education, and other factors that impact planning. Market potential—the size of the market—has a direct correlation to visitation to Independence and attendance to the new Museum and Cultural Center.

Market potential consists of the resident market and the visitor market. Most attractions define the resident market as people that live within a one-hour drive. For Independence, this includes the entire Kansas City metropolitan area. A visitor market is often defined as a drive time of up to three or five hours. Generally, the farther away, the lower the penetration.

Independence enjoys a unique situation given its proximity to Kansas City. In addition to the resident market of potential visitors, Kansas City attracts over 24 million visitors each year. Attractions in Independence can focus leisure visitor marketing within the Kansas City metropolitan resident and tourist market rather than directly to other feeder markets. Independence lodging can host guests visiting

attractions and amenities in other parts of the metropolitan area.

Attendance to museums is not a zero-sum game for potential visitors, as it is with other expenditures such as purchasing a car when customers must choose one brand over another.

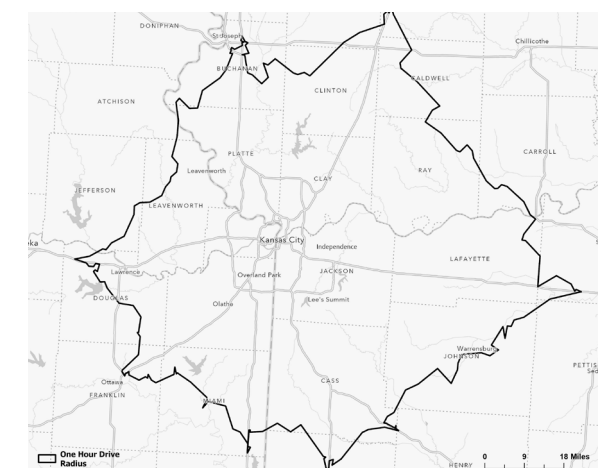
With museums, visitors can attend a museum one month and a different museum the next. In fact, one of the strongest indicators that people will visit a new museum is when they self-identify as museum-goers.

Bottom line—the overall size of the market is easily large enough to support increased attendance at existing offerings and for the new museum.



RESIDENT MARKET

From the perspective of tourism to Independence, anyone who lives outside the city limits and travels to Independence for an attraction, lodging, dining, shopping, a concert, a festival, a show, or a nature trail is considered a visitor. The resident market is typically defined as people who live within a 60-minute drive time. This means Independence enjoys a large market—over 2.3 million people—for whom the city is readily accessible and who could potentially become patrons of tourism offerings. People in the resident market can potentially visit multiple times annually.



Resident Market: Over 2.3 million people live within a 60-minute drive time of Independence.

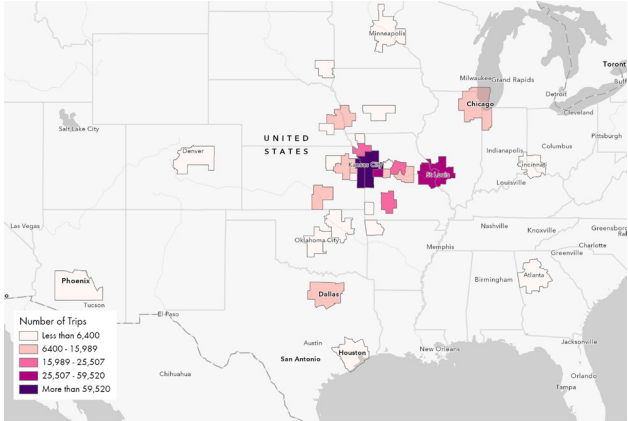
MULTIDAY VISITOR MARKET

Independence attracts visitors for both day trips and overnight stays. While day trips are an important component of tourism in Independence, multiday visitors have a larger impact on the local economy. These visitors are able to visit more sites, patronize more businesses and restaurants, and fill hotel rooms during their trip.

In 2022, more than 4.1 million multi-day trips were made to Independence by residents of the Kansas City metropolitan area. These trips lasted more than 24 hours. Of these multi-day visits, nearly two-thirds of these trips lasted one to two days. Surprisingly, only 36% of multi-day trips began on a Friday or Saturday, indicating weekday visitation is still an important component of the tourism market in Independence.

Top 10 Metropolitan Areas

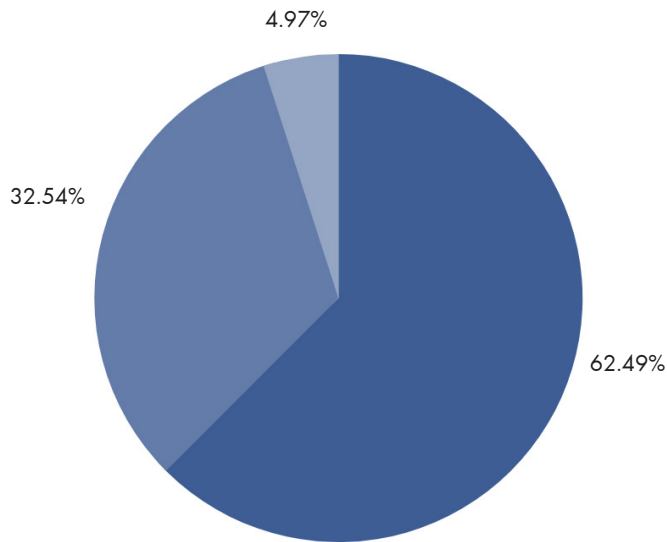
The vast majority of multi-day trips originate in the state of Missouri, with Kansas being the second highest state of origin. The metropolitan areas of Omaha-Council Bluffs and Dallas-Fort Worth-Arlington are the only metros outside of Missouri and Kansas that are in the top 10.



Metropolitan Statistical Area	Multi-Day Trips
Kansas City, KS/MO	4,137,159
Warrensburg, MO	59,520
St. Louis, MO	46,032
Springfield, MO	25,507
Columbia, MO	21,121
St. Joseph, MO-KS	21,113
Omaha-Council Bluffs, NE/IA	15,724
Topeka, KS	15,724
Dallas/Fort Worth/Arlington, TX	13,950
Wichita, KS	11,764

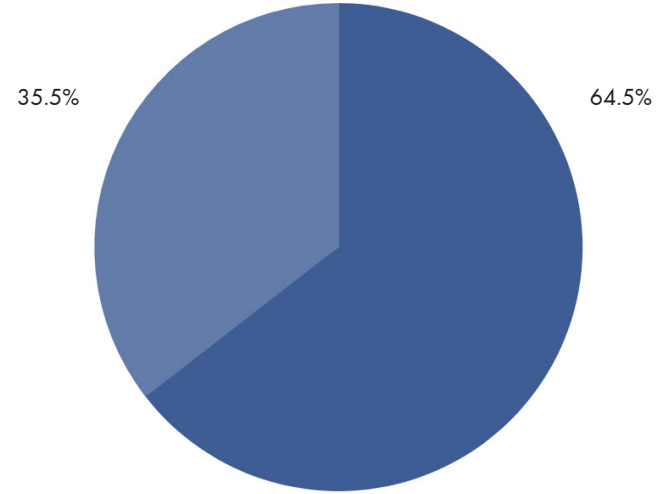
Length of Trip

- 1-2 Days
- 3-7 Days
- 7+ Days



Weekend vs. Weekday Trips

- Weekday Trips
- Weekend Trips

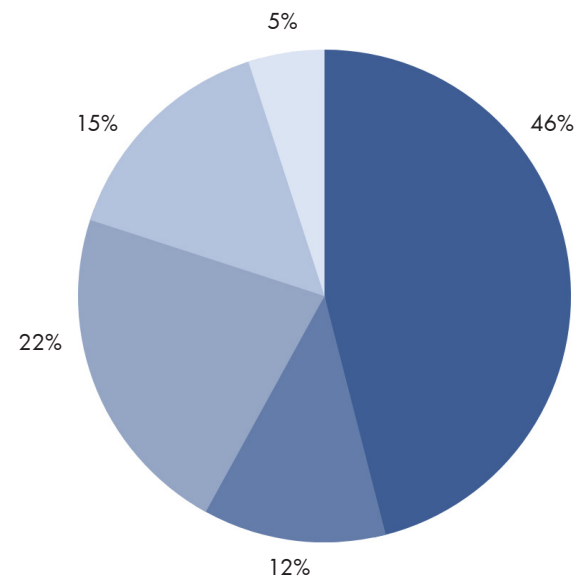


VISITOR MARKET

According to Visit KC, the Kansas City metropolitan area hosts 25.5 million visitors each year including convention and leisure. A visitor is anyone who travels to the metro from outside the resident market. Independence does not need to look any farther than the Kansas City metropolitan area. If Independence could capture 1% (245,000) of the people already in the area, the number of visitors would exceed the number currently attending all the current museums and attractions combined, excluding Cable Dahmer Arena.

Main Purpose of Trip

- Visiting Family/Friends
- Special Event
- Sightseeing/Entertainment
- Business
- Other



Visitors By Designated Marketing Areas

Designated Marketing Areas	Day	Overnight
Kansas City, KS/MO	30%	11%
Topeka, KS	11%	4%
Wichita/Hutchinson, KS	8%	9%
Columbia/Jefferson City, MO	4%	2%
St. Joseph, MO/KS	4%	-
St. Louis, MO/IL	4%	4%
Joplin, MO/Pittsburg, KS	4%	3%
Springfield, MO	3%	4%
Omaha, NE/IA	3%	5%
Chicago, IL	-	4%
Des Moines/Ames, IA	-	3%
Lincoln/Hastings/Kearny, NE	-	3%
Los Angeles, CA	-	2%

Top Activities

Activity	Day	Overnight
Shopping	41%	34%
Fine Dining	13%	17%
Museum	11%	14%
Landmark/Historic Site	6%	11%
Casino	8%	11%
Waterparks	6%	10%
Theater	5%	9%
Bar/Nightclub	4%	9%
Zoo	10%	8%
National/State Park	-	8%
Theme Park	6%	8%
Business Meeting	6%	6%
Brewery	-	6%
Pro/College Sports	-	5%
Dance	-	5%
Concerts	5%	-
Art Gallery	4%	-
Fair/Exhibition/Festival	4%	-



46%

46% of Kansas City metropolitan area visitors are in town to visit family or friends.

24 MILLION

Each year, 24 million people visit the Kansas City metropolitan area.

64.5%

Out of all overnight trips to Independence, 64.5% of them are during weekdays.

BRAND STRATEGY

What is the essence of Independence that would motivate someone to visit? Brand is about how people perceive the city. Brand strategy is what Independence can do to shape those perceptions.

THE BRAND STRATEGY INCLUDES 4 PILLARS:

PILLAR 1

Create a strong sense of place so people know when they are in Independence having a great experience.

PILLAR 2

Communicate the brand essence clearly and consistently.

PILLAR 3

Make a direct investment in a product that will demonstrate the transformation.

PILLAR 4

Create a brand environment that encourages investment from others such as hotel developers.



Anecdotal evidence from extensive stakeholder engagement suggests Independence has strong name recognition. The annual SantaCaliGon Days Festival attracts people from across the region, supporting the claim. Few communities have a presidential library and museum. Even fewer connect the president to the place the way that Truman and Independence are connected.

Stakeholder engagement and the tourism assessment process revealed several perception

problems. The city had problems with crime in the past and the negative perception persists. Only Independence Square has a strong sense of place that is identifiable—people often visit Independence for positive experiences without even knowing it. Several people offered that Independence feels “tired.” Perhaps most concerning, residents of the city, while still expressing an emotional connection to the community, voiced concerns and a loss of pride. In short, Independence needs some love.

“MAKE A PLACE THE LOCALS LOVE AND THEN IT WILL BE AN ATTRACTION TO TOURISTS AS WELL.”

This stakeholder’s suggestion expresses a theme—history may be the backdrop, but the focus of this plan is about creating a positive future for the city’s residents.

This plan is called a Tourism and Museum Master Plan, but the recommendations will serve residents even more than tourists. City leaders have an opportunity to demonstrate that Independence can accomplish great things. Citizens can feel

proud and want others to know Independence is a special place.

As a destination, Independence is authentic. It offers hometown hospitality. It is about families and neighborhoods and the opportunity of America—all set within the oldest history in the region. It is a city of Great American Stories—the ones already written, the ones happening today, and the ones in the future.

AUDIENCE STRATEGY

Residents of Independence will make up an important audience segment for tourism destinations. Their support will help make individual destinations vibrant. In order to entice repeat visitation, the museum will apply programs such as interactivity, the youth explorer area, changing exhibits, performing arts, fine arts, and changing workshops.



SantaCaliGon Days



Vaile Mansion



Independence Square

AUDIENCE

For residents of the Greater Kansas City metropolitan area, Independence will be a destination within the region. It will be a center of arts, entertainment, culture, recreation, dining and shopping. For the museum specifically, repeatability will be equally important to the Independence audience.

Independence and the museum must be seen as one of the great neighborhoods of Kansas City and among the top destinations in the metropolitan area. Independence should be a place where Kansas City residents take their

visiting family and friends to show off their favorite places.

Independence can boast an array of experiences to appeal to diverse audiences—cultural attractions, lodging, dining, shopping, recreation, and entertainment. The Museum and Cultural Center will introduce a new must-see offering that will complement the existing assets and broad appeal. Together, they will change the narrative and help to make Independence a place where not only people want to be, but also an idea that people want to be a part of.

TOURISM INFRASTRUCTURE

As a tourism and museum master plan, recommendations focus mostly on visitors and ways to improve the visitor experience. Tourism infrastructure is the backbone that supports the ongoing marketing, sales, and servicing of the tourism industry.



TOURISM

Tourism consists of both leisure visitors and group visitors.

Leisure visitors would benefit from a strong visitor website and social media to communicate options, including an interactive map and a website optimized for mobile. Free Wi-Fi in key locations can support the visitor experience and collect important data. Wayfinding, improved comfort incorporated into the streetscape, and parking are among the things the city can do that individual attractions cannot do on their own.

Group visitors for conferences, reunions, or other gatherings where an organizer is making the purchase decision on behalf of others require staffing and technology capacity. Groups also require lodging capacity and meeting spaces. The city can make direct investments in group sales and to some degree address meeting space as new facilities, such as the Museum and Cultural Center by including meeting spaces in those facilities. For lodging, the city can create a positive investment environment for hotel development.

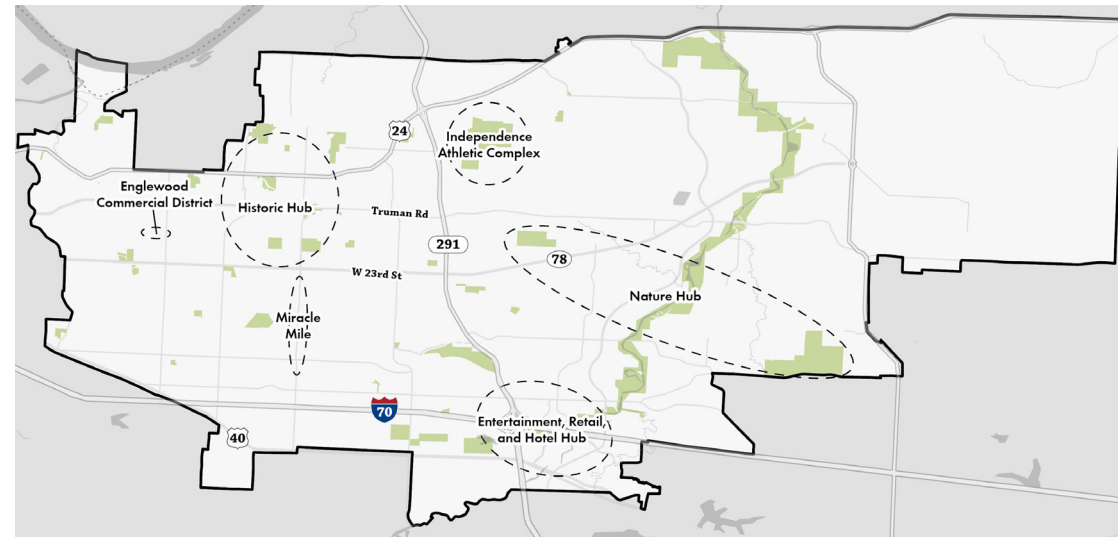


HUBS AND CONNECTORS

The City of Independence covers a large geographic area—over 78 square miles. The city offers a diverse array of cultural attractions, lodging and dining, shopping, recreation, and entertainment amenities. Most of these offerings are located in concentrated areas or “hubs.”

A key strategy of the Tourism and Museum Master Plan is to build on the strengths of the existing hubs by helping visitors see them as distinct and unique places. Branding, identity, and wayfinding will reinforce the sense of place for each one.

The plan defines hubs as areas with synergy between offerings, but also distinct character. For example: the Historic Hub has a very different aesthetic and character than the Miracle Mile. Hubs would have walkability and pedestrian friendly features. Maps and wayfinding can use hub identification to help visitors have a clear understanding of areas within Independence.

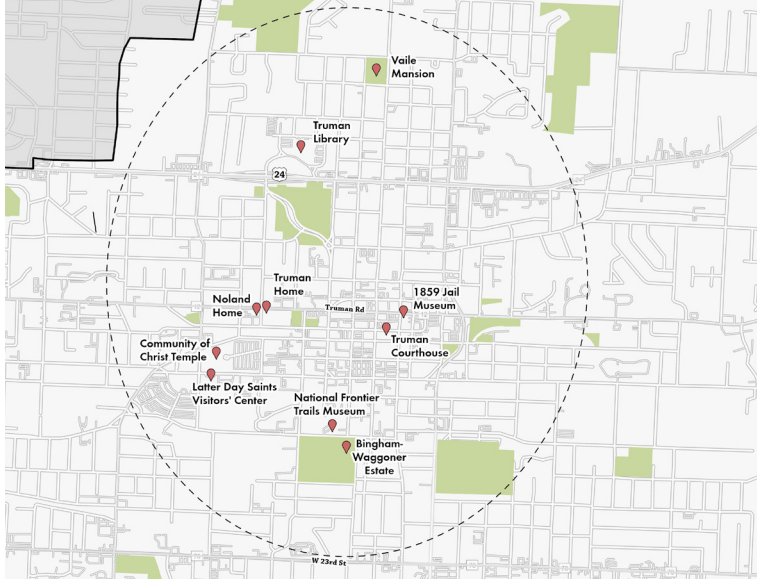


HUBS IDENTIFIED FOR THE PLAN:

- + Historic Hub
- + Nature Hub
- + Englewood Commercial District
- + Entertainment, Retail, and Hotel Hub
- + Independence Athletic Complex
- + Miracle Mile

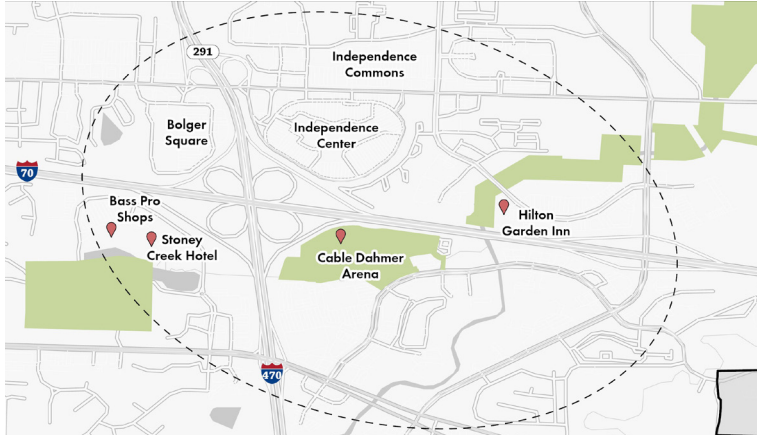
* The list represents working names, not final ones.

HISTORIC HUB



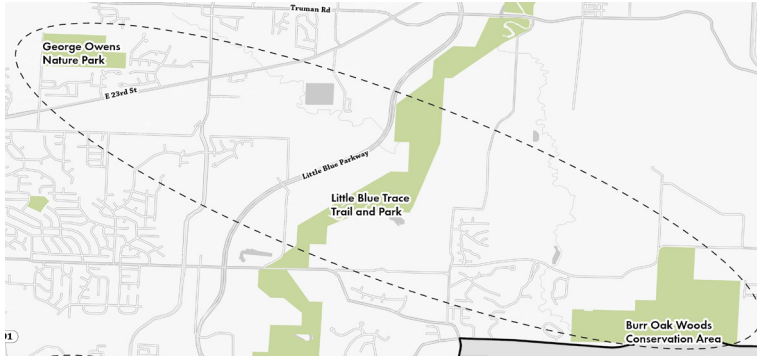
The city's numerous historic attractions are in close proximity to one another and collectively create a Historic Hub. Calling attention to the concentration of historic assets in one geographic area by designating, branding, and marketing the area as an Historic Hub helps to establish the area as a destination for history enthusiasts.

ENTERTAINMENT, RETAIL, AND HOTEL HUB



The I-70/470 Interchange offers a mix of entertainment, retail, and lodging options that already draw people to the area, but that area is lacking a singular identity. Designating, branding, and marketing the area as a collective hub establishes the area as a vibrant destination with a diverse mix of offerings that appeal to people of all ages.

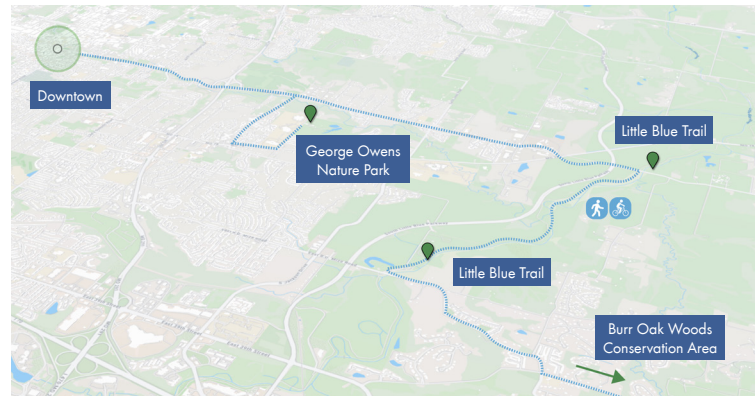
NATURE HUB



The eastern edge of Independence offers many exceptional nature experience opportunities. George Owens Nature Park, Little Blue Trace Trail and Park, and Burr Oak Woods Conservation Area combine to offer abundant outdoor opportunities for recreation, exploration, and community.

This "critical mass" of nature offering will help position Independence as a nature destination and broaden the overall perception of the city. Branding and wayfinding will help identify it as part of Independence. A hospitality station and visitor center could make it more appealing and visitor friendly. The facility could be included in the parks master plan scheduled for 2024.

CONNECTORS



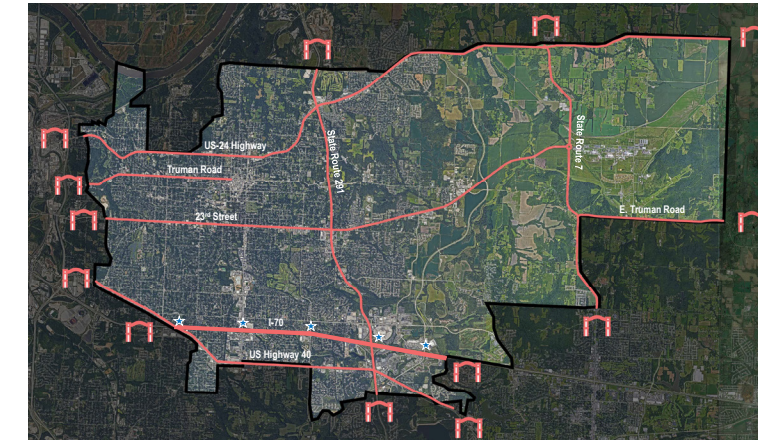
Connectors provide visitor-friendly routes that connect hubs and key destinations within Independence.

Connectors will aid visitors via improvements including branding, identity, and wayfinding.

Connectors bridge the psychological barrier visitors might have leaving one hub and traveling to another on foot, bicycle, or via car. Visual clues tell them they are going the right way.

The city was already engaged in designing improved corridors with Truman Connect and Independence Square Projects when the master planning process began. The Tourism and Museum Master Plan considered the existing initiatives and recommended additional corridors as determined through a visitor lens.

GATES TO INDEPENDENCE



Gateways strategically placed at entry points to a destination signal a visitor's arrival to that place and help to set the tone for those visiting. Visitors are likely to respond favorably to place when there are well-positioned and thoughtfully designed gateways to welcome them.

A gateway may feature an iconic structure, signage welcoming visitors to the community and expressing the city's brand, and/or a well-kept landscaping bed signifying the beauty of the place and the pride the community has for their hometown. Any way a city chooses to identify an entry point into the city, helps visitors identify with their destination.

Currently, Independence has many "entrances" to its community, but no gateways at those entries to help visitors recognize their arrival to the city and transition to their new destination. Creating gateways at the city's entry points is an opportunity to welcome visitors, strengthen brand recognition, and make a lasting and memorable impression on the visitor.

LODGING

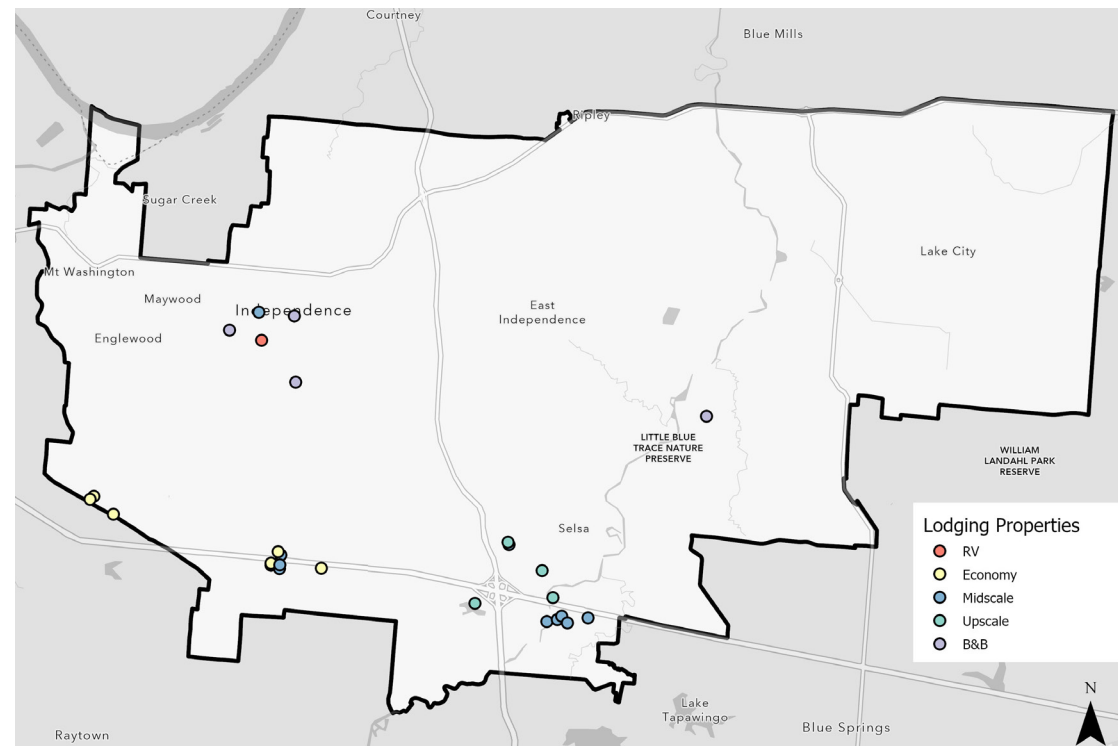
The City of Independence has 1,788 hotel rooms across 21 different properties. Approximately 20 additional rooms are available in the city at independently owned and operated bed and breakfasts. In addition to hotels and bed and breakfasts, there is an RV park, and more than 200 properties are listed on Airbnb or Vrbo, though the variability and duplication of listings common with short-term rentals make the true number of these properties difficult to quantify.



PROPERTIES

The majority of lodging options in Independence are located along Interstate 70 and in proximity to Kauffman and Arrowhead stadiums. Lodging options in and around downtown Independence are limited to smaller scale and independently run properties: three bed and breakfasts, an RV Park, and one 30-room boutique hotel.

About half of the available rooms in Independence are located in midscale properties, such as the Best Western, Holiday Inn, or Drury Inn. Upscale properties, including the Stoney Creek Hotel and Hilton Garden Inn account for 31% of rooms. Economy hotels and motels host the remaining 21% of rooms.



DRAW

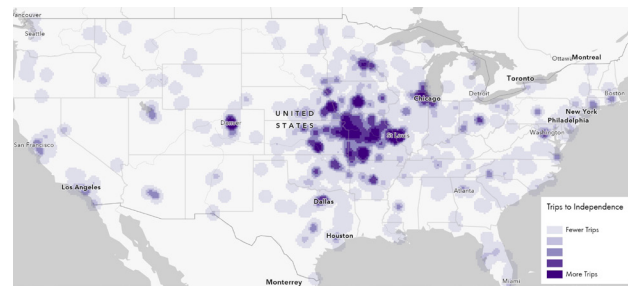
Two of Independence’s hotel anchors are the Stoney Creek Hotel and Conference Center and the Hilton Garden Inn. These hotels combined saw more than 132,000 visitors in 2022. About two-thirds of these visitors came from more than 100 miles away.

Independence hotels draw overnight stays for a variety of reasons. Many hotel nights are from

visitors attending games for the Kansas City Royals at Kauffman Stadium or the Kansas City Chiefs at Arrowhead Stadium. Other visitors are attending games, concerts, or performances at Cable Dahmer Arena. A number of visitors staying at the Hilton Garden Inn and Stoney Creek Hotel also visit Bass Pro Shops, Little Blue Trace Trail, Legacy Park in Lee’s Summit, or Hidden Valley Sports Complex in Blue Springs.

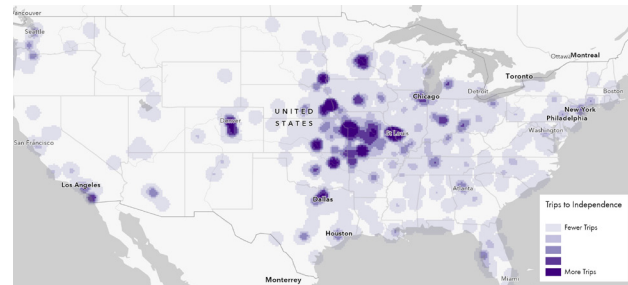
Home Locations of Visitors

This map illustrates the home location of visitors staying at the Stoney Creek Hotel in Independence.



Home Locations of Visitors

This map illustrates the home location of visitors staying at the Hilton Garden Inn in Independence.



MARKET

The performance of the hospitality market in Independence varies seasonally, with higher occupancy rates and room rates seen between April and October. In July 2023, the 12-month average daily rate (ADR) in Independence was \$94, representing the average price of a hotel room for visitors.

Hotel occupancy had a 12-month average in July 2023 of 54.4%, having decreased 2.0% from the previous year. Occupancy levels in the range of 65% to 70% are typically an indicator that a hotel is creating positive revenue flow and the hospitality market is stable. Occupancy rates above 75% typically indicate that the market may be able to support additional hotels or motels, while rates below 65% may indicate that the current supply exceeds demand. Occupancy rates in the range of 55% to 65% are typical for new hotels prior to stabilization.

RevPAR represents the revenue a hotel generates per available room, whether or not they are

occupied. RevPAR helps hotels measure their revenue generating performance to accurately price rooms. It is a widely used metric that is an indicator of a hotel’s profitability and a comparison of hotel-to-hotel performance. RevPAR is typically calculated one of two ways: Average Daily Rate x Occupancy Rate or Total Room Revenue / Available Rooms.

For hotels that have other profit centers such as bars, restaurants, or event/meeting spaces, RevPAR is not always the most accurate assessment of hotel performance. The 12-month RevPAR for Independence hotels was \$51, up 3.8% from the previous year.

The hospitality market in Independence has seen positive recovery trends since the height of the COVID-19 pandemic but hotels have not yet returned to pre-pandemic occupancy levels. However, ADR increases have resulted in hotels achieving higher RevPAR than prior to the pandemic.

HOTEL STAYS AND DOWNTOWN TOURISM

Most hotel visitors are not visiting downtown tourism attractions such as the National Frontier Trails Museum or the Truman Home. In fact, in 2022, less than 1% of visitors to the Stoney Creek Hotel or the Hilton Garden Inn visited these tourism sites. Visitation to these sites is more common for guests of the Higher Ground Hotel, at 13%. The Higher Ground Hotel is a boutique hotel located in downtown Independence, so its geographic proximity to these sites might better facilitate tourism; however, this is still lower visitation by guests than expected. Visitors to these downtown sites may be staying at other hotels or staying with friends and family, but they could also be primarily day-trip visitors. Marketing strategies

that introduce visitors at one tourism site to other things to do in Independence could facilitate longer visits in Independence and additional hotel stays.

Guests staying at Independence hotels are currently an underutilized tourism market. While these visitors are in town for Chiefs or Royals games, business travel, events and performances at the Cable Dahmer Arena, or other reasons, these guests could potentially have the time to visit other places in Independence or extend their trip. Marketing strategies that reach hotel guests could help bridge this gap.

MUSEUM AND CULTURAL CENTER

The City of Independence envisions a world-class facility that attracts tourists and instills a sense of pride in the community. The 21st century cultural institution will build Independence's fame as the Queen City of the Trails while also celebrating the people who built a life and community here. Highly interactive exhibits and experiences along with inclusive storytelling will create a museum that belongs to everyone in the community and appeals to diverse audiences, young and old. The Museum and Cultural Center provides an incubator for new generations to shine, have their voice, and make their contribution.

A modern iconic building will house the Museum and Cultural Center. It will serve as a point of civic pride in history, culture, creativity, and resilience.



KEY ATTRIBUTES

- + Driver of economic development
- + Source of community pride
- + New venue for performing arts, relocated from current location in the Sermon Center
- + Open at night to activate downtown area
- + Cover African American history in Independence including "The Neck"
- + Cover Native American history in Independence
- + Potential site for SantaCaliGon Days Festival
- + Space for traveling exhibitions
- + Includes a children's museum
- + Outdoor exhibits and site development
- + Outdoor amphitheater



FRONTIER TRAILS HISTORY



The Independence Origin Story: Visitors will step into the setting of wagons being loaded and families preparing to start their journey along one of the trails.

The backdrop is a blend of painted mural and projected video that depicts Independence circa 1820s–1840s. Video, audio, and theatrical lighting transform the space into an immersion media experience where visitors witness the early history of the city and forces that shaped its development.



Hiram Young Wagon Shop: Visitors will enter the wagon-making workshop of Hiram Young, premier wagon maker for the frontier trails.

Visitors will learn, via hands-on exhibits about how wagon travel played an important role in the westward expansion. It will tell the inspiring story of Mr. Young's trail experience—not about going west, but following his own journey of success and philanthropy in Independence.

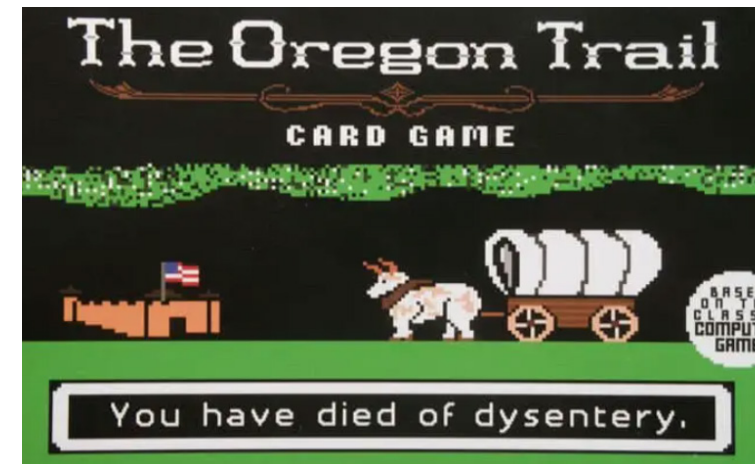
The museum will continue to identify as the National Frontiers Trails Museum. Trails history will be a major portion of the overall museum content. Immersion experiences will allow visitors to step back in time to explore Independence at the height of the trails era. Historic recreation building reveal the stories, objects and people of the day. Theatrical lighting, projected video, and soundscape bring the town to life.

POPULAR CULTURE



Popular Culture Exhibits: This types of exhibits can serve as a tool to engage visitors to convey authentic history by comparing to history seen in movies, toys, music, and video games. The immersion experience invites visitors to explore and discover.

The Popular Culture gallery provides an entertaining hook to teach authentic history.



The Oregon Trail: This popular video game is a major brand that has brought consumer awareness of Independence for decades. The museum can leverage the awareness and build on the equity through a location-based connection to the game.

Game play is a proven learning method that uses challenges and rewards to motivate behavior. It can also make learning fun and memorable.

The Oregon Trail game has been a popular intellectual property for three decades and made Independence known to a generation of players.

INCLUSIVE HISTORY



Osage Village: Independence and the frontier trails are pivotal to the American stories of Manifest Destiny and westward expansion. The vast migration caused a reverse migration as indigenous people were forced off the lands their people had occupied for millennia.

Visitors will explore an Osage village as it would have been prior to Missouri statehood and discover the impact of the frontier trails and westward expansion on indigenous people. They also discover how the resilience of indigenous people has kept their culture alive today.



Independence Story Stage: The history of Independence includes stories of African Americans. From its origin within a slave state to later injustices, such as the demolition of “The Neck” community, the history of Independence is complete only when it is inclusive.

INTERACTIVE



History Lab: Visitors will engage in interactive labs where they take on the role of history investigator. Visitors assume a profession and begin an expedition to solve a problem using their specific tools of the trade:

- + Archaeologist
- + Researcher
- + Archivist/Librarian
- + Scientist/Conservator
- + Curator
- + Forensic Pathologist



Each profession has multiple challenges to solve and as they are solved, the day’s results come together to form a larger collaborative puzzle. Visitors will:

- + Use history to understand how conditions today resulted from actions in the past.
- + Use history to shape/predict the future.
- + Use interactive technology to solve current challenges.

Interactive exhibits teach critical thinking to better understand the past and imagine possible futures. Critical thinking is required to understand history—what we can know and what we must infer.

PERSONALIZATION



Personal Trails: Visitors will use an interactive map to leave a record of where they live and where they are from originally. The interaction prompts questions about the motives for relocating to seek new opportunities and relates it to what the people on the frontier trails were seeking.



Personal Stories: Visitors will listen to and read personal accounts of people who followed one of the trails west. Historic maps, illustrations, modern maps, newspaper accounts, and objects give context to the personal stories. Oral histories invite visitors to share their modern stories of following the trails.

Personalization means every visitor has a unique experience, different from every other visitor because it connects their story with the broader story of Independence and the trails. Personalization makes it their story.

CHILDREN'S ACTIVITIES



Hands-on History: The museum will include featured areas and experiences for young explorers. Family friendly offerings will complement existing Independence destinations for visitors with children and offer a resource for residents.

For young explorers, play is learning and learning is play. The Hands-on History area uses games, physical interaction, role playing, and other child-proven activities to spark curiosity, exploration, and introduce stories of history and culture.



History Playscape: Kinetic learners will find interactive immersion experiences exploring creativity, culture, nature, and history in the History Playscape. The Frontier Trails theming will include obstacle courses, climbing, and other physical challenges that teach confidence and relate to physical challenges faced by people going west.

FINE AND PERFORMING ARTS



Arts Independence: The center will include gallery space to feature a variety of changing art exhibitions. Local artists will have a premier venue to showcase their work and have it seen by a broad range of audiences due to the synergy of offerings. The center can also bring in national art exhibitions as a resource for residents of Independence.



Independence on Stage: A new well-equipped performing arts venue will serve organizations currently using the Sermon Center as well as other theatrical performances, music performances, and guest speakers.

The Museum and Cultural Center will attract a broad range of audiences due to the synergy of complementary resources. Arts patrons will be introduced to the museum and museum patrons to the arts. Audiences are accustomed to attending performing arts at night at a time when museums are typically closed, but the museum can be open for theater patrons.

DINING AND SHOPPING



Independence Café: This café features locally inspired offerings for museum visitors and after-hours dining, potentially operated by a local restaurant company. Storytelling and thematic treatments celebrate the array of the things to do in Independence.



Shop Independence: This shop can feature items by local artists, craftspeople, and other makers providing a sales outlet and promoting local talent. Family friendly items, books, games, and Independence-branded merchandise create a shop with something for everyone.

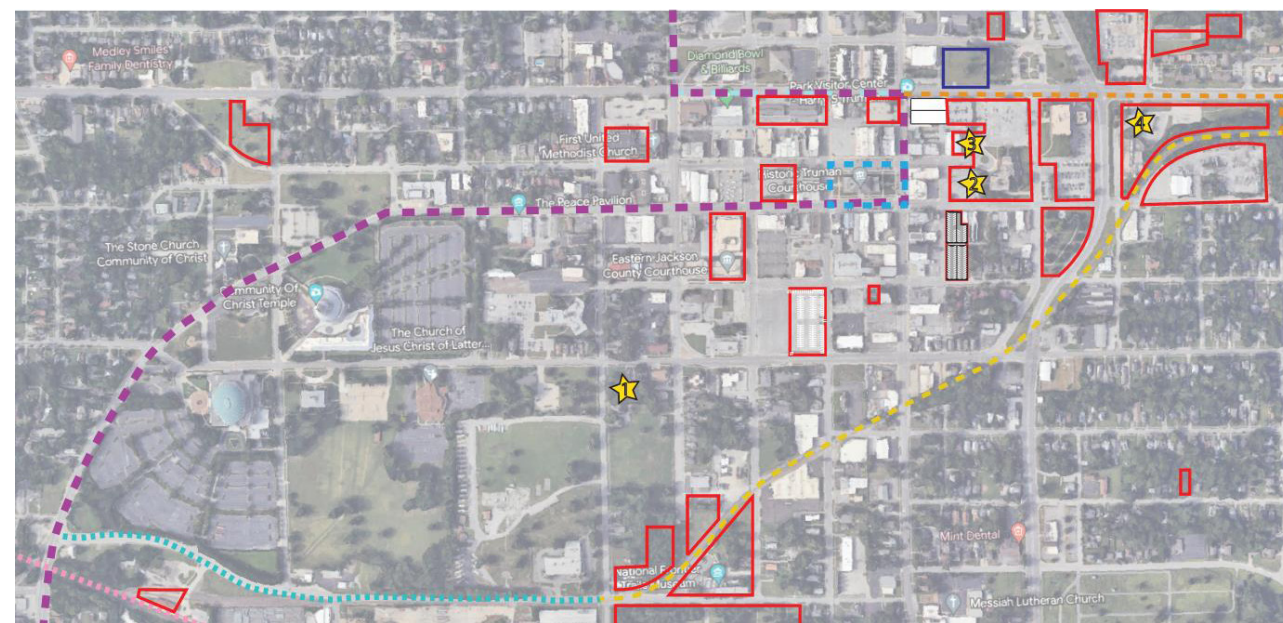
Shopping and dining are critical components of the visitor experience. Dining serves the need for guest comfort and extends length of stay. Shopping lets visitors purchase a unique item that helps them extend the memory of the experience. Both provide ideal settings to continue the storytelling of the museum.



LOCATION AND COST

A museum's location can energize and strengthen a neighborhood or a district by creating a hub of activity that helps to build community, attract new residents and visitors, and spark other development. The Independence downtown area has several existing historic assets that individually give shape to the Great American Stories embedded in the Independence community, but if considered collectively could have a much greater impact. How do we tie these assets and stories together? What connections can be made to encourage a tourist to visit more than one or two of these assets on a particular visit? Or, what experience does a tourist take away from their visit that makes them want to come back and explore another facility? These are all important considerations as we think about a location for the new National Frontier Trails Museum and Cultural Center. Our ultimate consideration will be given to understanding the opportunities presented for leveraging the location of the new museum to benefit the overall tourism industry in Independence.

Four sites in proximity to Independence's historic downtown were analyzed to better understand their suitability as the future location of the new museum.



KEY CONSIDERATIONS INCLUDED:

Land Ownership – Does the City own the property or is purchase of property required?

Visibility from Downtown – Is the property visible from downtown? Locating the Museum and Cultural Center in a prominent downtown location strengthens the connectivity among all existing assets, thus benefiting all historic sites, restaurants, and retail in the area. A close connection also enhances the walkability of the downtown area.

Parking – Is there sufficient parking? Are there opportunities for additional parking? Shared parking arrangements can benefit future development in the downtown area by providing an attractive amenity for investors.

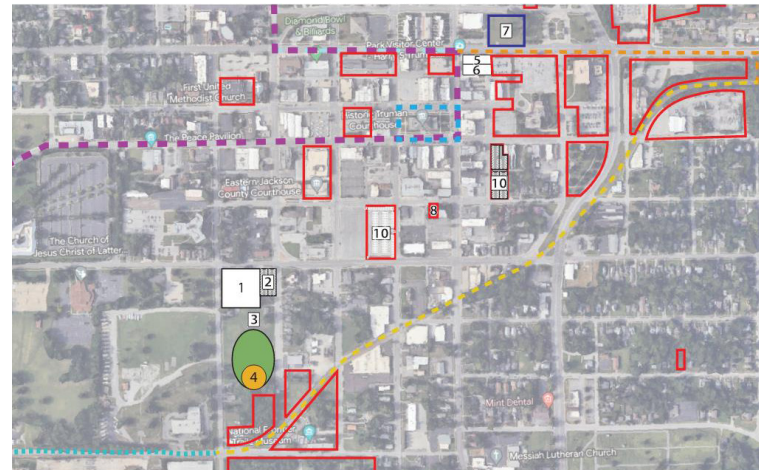
Connectivity to Truman Connected/ Independence Square Projects – What connections can be made to infrastructure projects underway in the community? Locating the Museum and Cultural Center adjacent to developing infrastructure can increase the new destination's visibility. It also offers opportunities to expand these infrastructure projects to provide better accessibility to a larger area of downtown. By creating off shoots such as a museum along a connected loop back to the Truman Connected project, other city destinations become accessible by paths for pedestrian or bicycle traffic.

Opportunities for an Amphitheater – Can this site accommodate a future amphitheater? An amphitheater that can support the city's biggest celebration each year, SantaCaliGon Days, could also be programmed for musical and theatrical groups based in the city, bringing more guests and tourists to the area throughout the year.

Proximity to Hiram Young Park – Is this site in proximity to Hiram Young Park? Hiram Young Park is an existing city asset and one of the Great American Stories embedded in Independence's history. Hiram's story, which is planned to be part of the new museum, is like the stories of many other settlers who chose to stay in Independence rather than travel the trails west in search of a new home. Hiram set up shop making yokes and wagons for travelers heading west, eventually becoming a very successful businessman and employer in the Independence community. Co-locating the museum adjacent to the park offers opportunities for expanded outdoor programming.

Phasing – What is the current condition of the site? Each site may have existing buildings that need to be vacated, demolished, and/or relocated for the vision to be achieved.

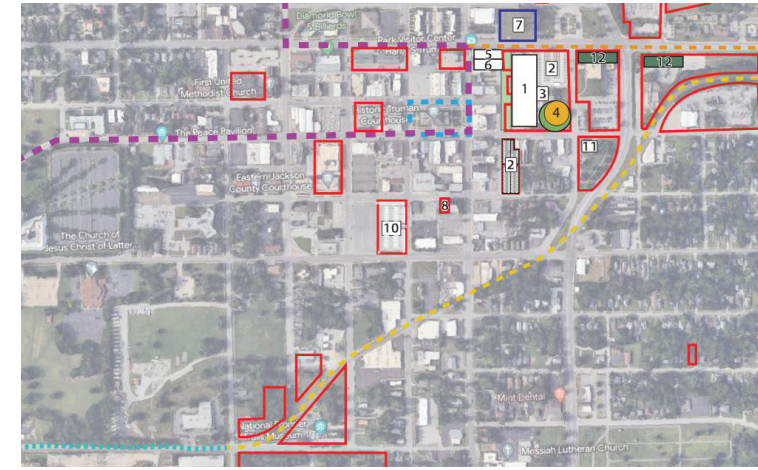
POTENTIAL SITE 1



- | | | |
|---|--------------------------------|--|
| 1. Proposed ICC & Museum - 65,000 SF footprint with 2 stories | 5. HST Visitors Center | •••• = Proposed Trail Connection |
| 2. Surface Parking & City Owned Surface Parking (360 spots) | 6. 1859 Jail Museum | •••• = Exist Railroad/Prop New Peds/Bike Route |
| 3. Proposed Outdoor Exhibit Space | 7. Future NPS Site | •••• = Truman Connected Trail |
| 4. Proposed Amphitheater | 8. 1827 Log Courthouse | •••• = Independence Square Streetscape |
| | 9. Amtrak Independence Station | •••• = City Owned Property |
| | 10. Existing Surface Parking | •••• = Amtrak Route |
| | | •••• = Truman Depot Connection |

Site 1 is in proximity to the closed National Frontier Trails Museum on the south side of downtown. The city does not own this property and the area is currently neglected. If this location was pursued, there would be ample site for a building(s), amphitheater, parking, and outdoor exhibits. Another benefit of this site is its proximity to existing city parking. Building on the south side of downtown is farther away from most of the other city assets in downtown and is less visible to the tourist. It does neighbor the new MO Model Railroad Museum and is close in proximity to the Independence Amtrak station, which is soon to be renovated.

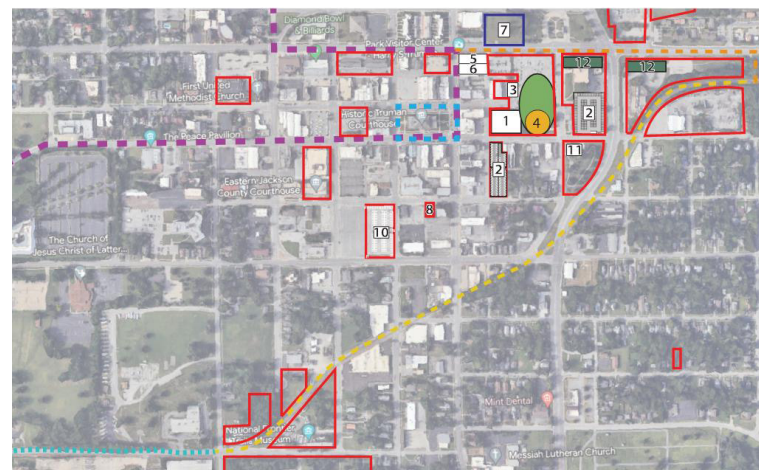
POTENTIAL SITE 3



- | | | |
|--|----------------------------------|--|
| 1. Proposed ICC & Museum - 65,000 SF footprint with 2 stories | 5. HST Visitors Center | •••• = Proposed Trail Connection |
| 2. Existing Surface Parking (92 spots) & 2 story proposed parking garage (316 spots) | 6. 1859 Jail Museum | •••• = Exist Railroad/Prop New Peds/Bike Route |
| 3. Proposed Outdoor Exhibit Space | 7. Future NPS Site | •••• = Truman Connected Trail |
| 4. Proposed Amphitheater | 8. 1827 Log Courthouse | •••• = Independence Square Streetscape |
| | 9. Amtrak Independence Station | •••• = City Owned Property |
| | 10. Existing Surface Parking | •••• = Amtrak Route |
| | 11. Proposed Hiram Young Exhibit | •••• = Truman Depot Connection |

Site 3 is similar to Site 2; however, the building is positioned to terminate at East Maple Street, with an opportunity for a front door as you walk down Maple Street. A two-story parking structure is positioned to the northeast corner of the museum, with opportunities for shared use by the future Harry S. Truman Visitors Center to the north and other future development to the east. Site 3 is also close to existing city parking to the southwest. There are two smaller buildings on the site that would need to be vacated and one of which would need to be acquired for optimal visibility and utilization of the site. Once the current city Hall is relocated, there is ample space for an amphitheater and outdoor exhibits with a close relationship to Hiram Young Park to the southeast.

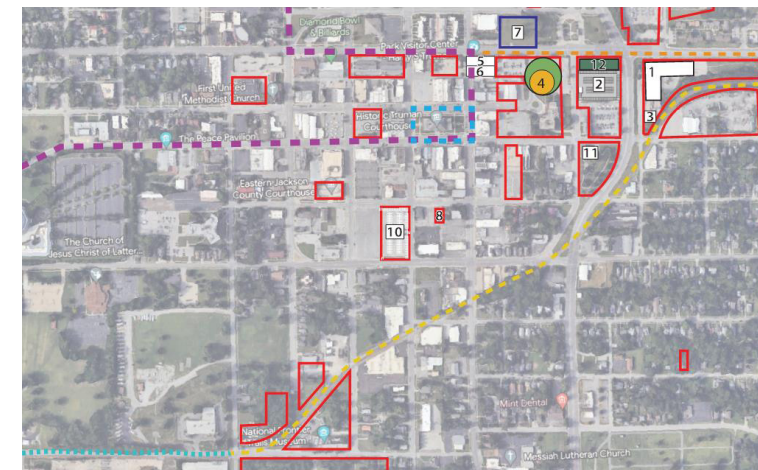
POTENTIAL SITE 2



- | | | |
|---|---|--|
| 1. Proposed ICC & Museum - 48,000 SF footprint with 3 stories | 6. 1859 Jail Museum | •••• = Proposed Trail Connection |
| 2. Surface Parking & 2 story parking garage (316 spots) | 7. Future NPS Site | •••• = Exist Railroad/Prop New Peds/Bike Route |
| 3. Proposed Outdoor Exhibit Space | 8. Jackson County Courthouse | •••• = Truman Connected Trail |
| 4. Proposed Amphitheater | 9. Amtrak Independence Station | •••• = Independence Square Streetscape |
| 5. HST Visitors Center | 10. Existing Surface Parking | •••• = City Owned Property |
| | 11. Proposed Hiram Young Exhibit | •••• = Amtrak Route |
| | 12. Potential future hotel development (~120 rooms) | •••• = Truman Depot Connection |

Site 2 is located west of Independence City Hall at the east end of East Maple Street. The city has plans to relocate City Hall, however, a timeline for that project has not been established. Site 2 has great visibility from Independence Square and is a relatively flat site. The City Hall relocation project could be independent of the Museum and Cultural Center timeline. Once the City Hall is relocated, its site could be used for an amphitheater or outdoor exhibits, with additional parking to the east. It is also close to Hiram Young Park to the southeast and city parking to the southwest.

POTENTIAL SITE 4



- | | | |
|---|---|--|
| 1. Proposed ICC & Museum - 65,000 SF footprint with 2 stories | 6. 1859 Jail Museum | •••• = Proposed Trail Connection |
| 2. 3 Story Parking Garage (400 spots) | 7. Future NPS Site | •••• = Exist Railroad/Prop New Peds/Bike Route |
| 3. Proposed Outdoor Exhibit Space | 8. Jackson County Courthouse | ••~•• = Truman Connected Trail |
| 4. Proposed Amphitheater | 9. Amtrak Independence Station | ••~•• = Independence Square Streetscape |
| 5. HST Visitors Center | 10. Existing Surface Parking | ••~•• = City Owned Property |
| | 11. Proposed Hiram Young Exhibit | ••~•• = Amtrak Route |
| | 12. Potential future hotel development (~120 rooms) | ••~•• = Truman Depot Connection |

Site 4 at the corner of Noland Road and East Truman Road, is the current home of the Sermon Center. Although this is a prime corner for development, Site 4 is more removed from other downtown activities and businesses. The city has discussed options for relocating the Sermon Center but there are no plans in place currently, which impacts the availability of the site and schedule. A unique characteristic of this site is its adjacency to the existing railroad. This adjacency provides an opportunity to create a pedestrian and bicycle trail that runs parallel and connects to other sites including to Truman Depot, where the Amtrak Station is located, and back to the Truman Connected closer to the Englewood Arts District.

ARCHITECTURAL PROGRAM

The architectural program describes the vision for the future Museum and Cultural Center in terms of functions and area requirements. It reflects the initial understanding of the project at the master plan level to provide the information required to develop a high-level opinion of construction costs.

Entry Space

Space	Existing SF	Proposed SF
Lobby	845	5,000
Guest Services/Ticketing/Security	-	1,500
Subtotal	845	6,500

Museum Space

Replaces National Frontier Trails Museum	Existing SF	Proposed SF
Interpretive Area	-	40,000
Permanent NFTM Gallery	5,771	-
Children's Experience	-	-
People of Independence Gallery	2,000	-
Changing Exhibit Gallery	-	-
Minor Theater	1,633	-
Retail, Including Storage	-	3,000
Merrill J. Mattes Research Library	1,244	3,000
Artifact/Archival Storage	1,000	2,000
Exhibit Staging/Conservation	-	1,000
Exhibit Shop	-	500
Loading/Receiving Area	-	600
Subtotal	12,493	50,100

Performing Arts Space

Replaces Sermon Center	Existing SF	Proposed SF
Theater	3,397	5,000
Theater Stage/Back of House	-	1,000
Theater Storage	-	800
Theater Scene Shop	-	500
Green Room	284	400
Dressing Room	470	500
Dance Studio	-	2,500
Rehearsal Studio	-	2,000
Classrooms	-	1,600
Subtotal	4,151	14,300

Event Space

Space	Existing SF	Proposed SF
Large Meeting Room	-	5,000
Table/Chair Storage	-	200
Food Prep	-	200
Subtotal	-	5,400

Other Spaces

Space	Existing SF	Proposed SF
Restaurant/Cafe	-	2,500
Kitchen/Support	-	2,500
Offices/ Administration	-	4,000
Conference Room	-	240
Subtotal	-	9,240

Total Proposed Center

Space	Proposed SF
Entry	6,500
Museum	50,100
Performing Arts	14,300
Event Space	5,400
Other Areas	9,240
Subtotal	85,540
Circulation for Functional Space (35%)	13,644
Grossing Factor (15%)	14,881
Building Total GSF	114,085

FUNDING POTENTIAL

The Museum and Cultural Center will be a major investment for the community. Funding encompasses the capital cost—design and construction—as well as the ongoing cost of operation.

No specific funding plan strategies are identified in the master plan study, but based on industry experience, funding will come from a wide range of public and private sources.

Capital cost funding typically happens with the support of professional fundraising consultants and staff.

This may include:

- + Private contributions from individuals and foundations
- + Corporate giving
- + Public sources

- + Federal grants
- + State of Missouri
- + City of Independence

Operational cost funding for staff, marketing, program development, and maintenance typically occurs via a range of sources:

- + Earned revenue from tickets sales, rentals, membership, and sponsorship.
- + Contributed revenue from individuals and foundations
- + Federal and state grants
- + Sales tax

Low End Cost Estimation

Building Cost/SF	\$500	\$57,042,300
Site Cost/SF	\$75	\$8,556,345
Exhibits	–	\$20,000,000
Amphitheater	–	\$7,500,000
Subtotal	–	\$93,098,645
Soft Costs	20%	\$18,619,729
Subtotal	–	\$111,718,374
Inflation to 2026	7.5%	\$8,378,878
Total Project Cost	–	\$120,097,252

High End Cost Estimation

Building Cost/SF	\$525	\$59,894,415
Site Cost/SF	\$125	\$14,260,575
Exhibits	–	\$30,000,000
Amphitheater	–	\$10,000,000
Subtotal	–	\$114,154,990
Soft Costs	25%	\$28,538,748
Subtotal	–	\$142,693,738
Inflation to 2026	10%	\$14,269,374
Total Project Cost	–	\$156,963,111

REPORT SUMMARY

Extensive community engagement, market research, and assessment of potential, the Independence Tourism and Museum Master Plan includes the following key recommendations summarized here and expanded on throughout the report.

+ The plan recommends focusing marketing efforts on the 2.4 million residents and 24 million annual visitors within the Greater Kansas City area.

+ The plan identifies tourism hubs and recommends branding, identity, streetscape, and wayfinding for each.

+ The plan identifies enhancements of branding to key roads as “connectors” within the city.

+ The plan recommends an expansion of the tourism infrastructure such as marketing, groups sales, staffing, and a wayfinding program needed to operate a successful tourism organization.

+ The plan recommends promoting development

of new lodging in downtown and creating a setting conducive to investment by developers.

+ The plan recommends a new facility in the area around Little Blue Park to help create a Nature Hub near the eastern edge of the city. Specifics can be addressed in the parks master plan in 2024.

+ The plan recommends a new world-class museum to replace the National Frontier Trails Museum, combined with a new fine and performing arts center, to be located within the historic district.

+ The plan recommends timely action on these items to derive the benefit of potential visitors for the world cup, America’s 250th, and the Bicentennial of Independence.

ACKNOWLEDGMENTS

+ Mayor **Rory Rowland**

+ **John Perkins**, Councilperson District 1

+ **Brice Stewart**, Councilperson District 2

+ **Michael Steinmeyer**, Councilperson District 3

+ **Dan Hobart**, Councilperson District 4

+ **Jared Fears**, Councilperson At-Large

+ **Dr. Bridget McCandless**, Councilperson At-Large

+ **Zach Walker** – City Manager

+ **Adam Norris** – Deputy City Manager

+ **Morris Heide** – Director, Independence Parks/Recreation/Tourism

+ **Frank Buhro** – Assistant Director, Tourism Services

+ **Jennifer Kim** – Staff Assistant

+ **Kimberle Franks** – Fiscal Administrator

+ **Pele Schuster** – Promotion Services Representative