



# INDEPENDENCE TOURISM & MUSEUM MASTER PLAN UPDATE CITY COUNCIL WORK SESSION

OCTOBER 9, 2023

**PGAV**ARCHITECTS

**PGAV**DESTINATIONS

**PGAV**PLANNERS<sup>LLC</sup>

A large group of people is posing for a group photo in front of a large model of the Space Shuttle Atlantis. The shuttle is positioned diagonally across the frame, with its nose pointing towards the top left. The background is a dark blue space with stars and the Earth's horizon visible. The shuttle's name "Atlantis" is visible on the side of the orbiter. The group consists of many people of various ages and ethnicities, some wearing blue t-shirts with a logo. The overall scene is celebratory and professional.

Founded in 1965

**More than 150 creative professionals** from many disciplines

Offices in Saint Louis,  
Kansas City, and Orlando

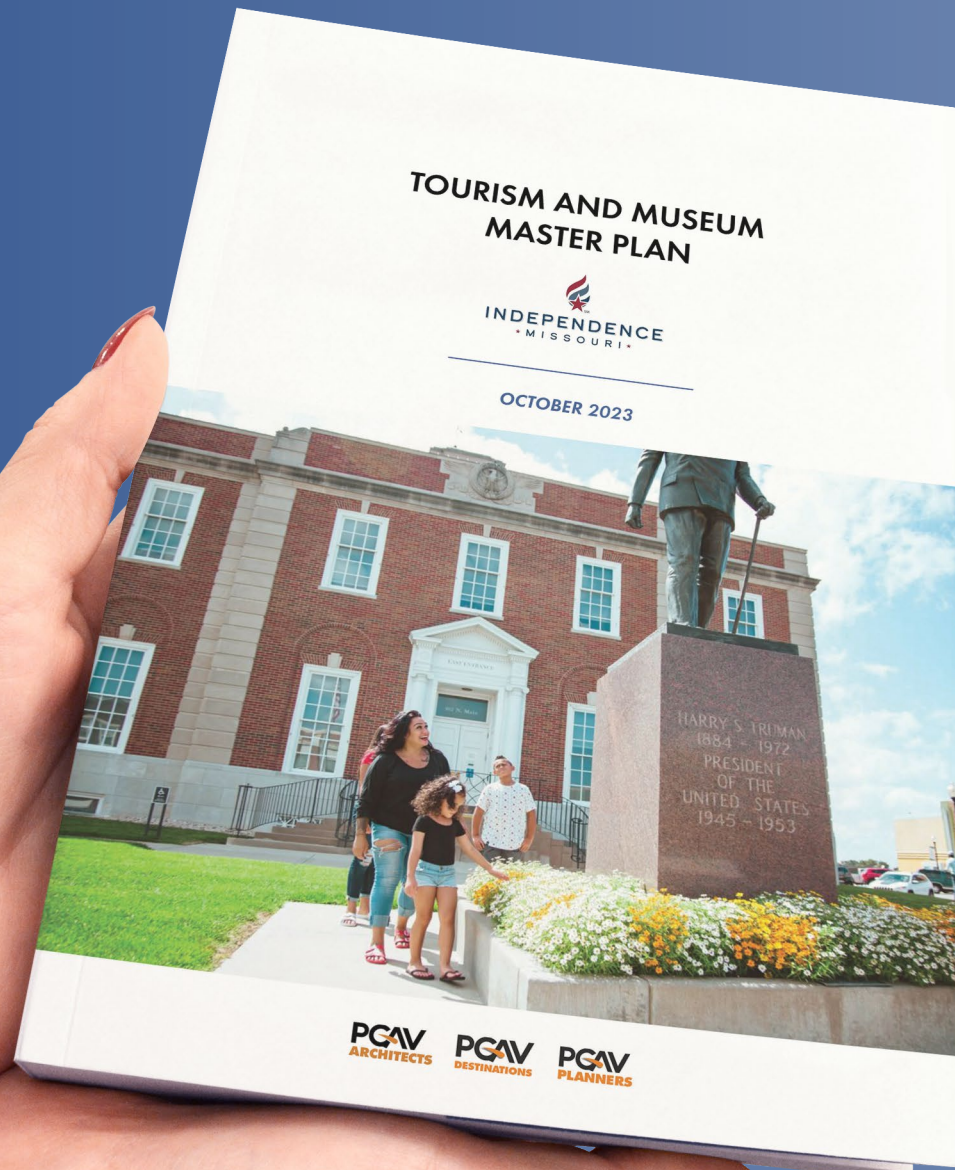
A global practice, **with projects on four continents and in forty states**

**PCAV**

**PCAV DESTINATIONS**

**PCAV ARCHITECTS**

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**The Tourism and Museum Master Plan** will provide a vision for Independence **to fulfill its potential** as a **tourism destination** through a major new museum and strategic alignment of other new and existing assets.

# STAKEHOLDER ENGAGEMENT

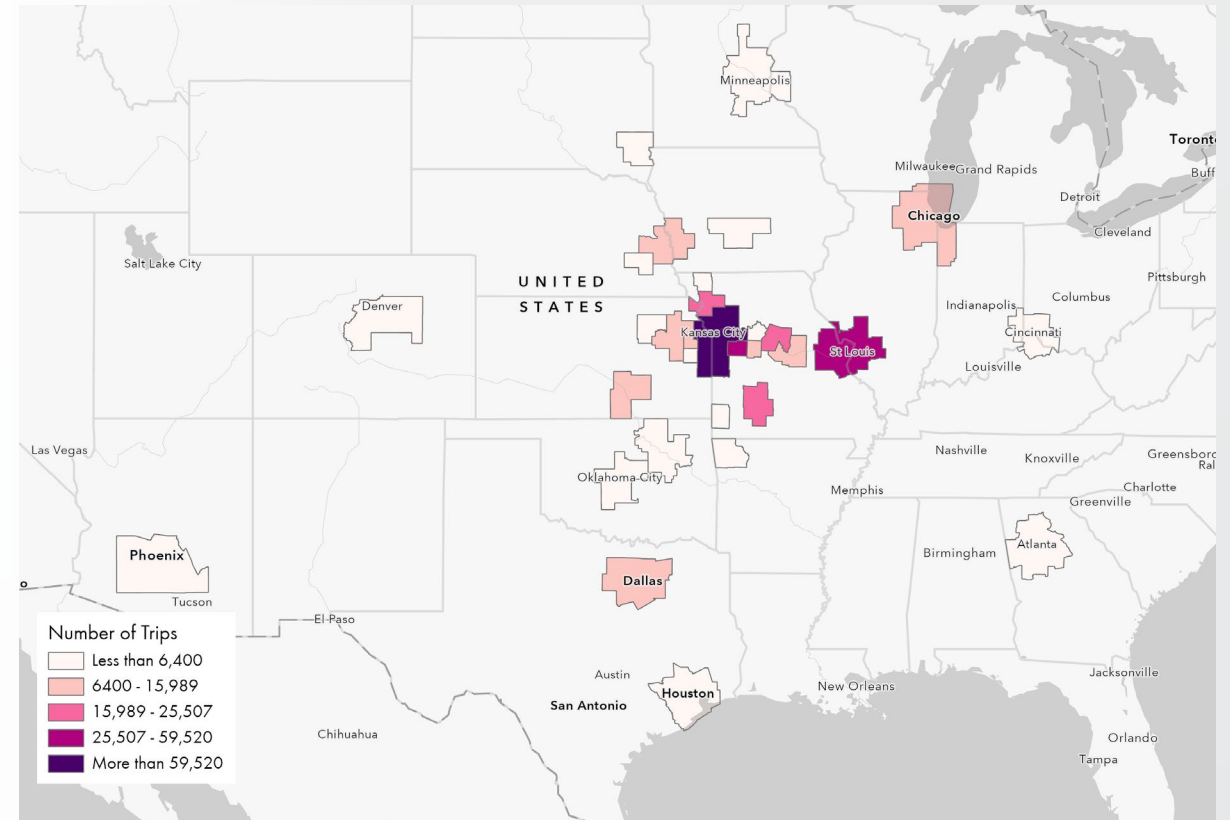
- Amtrak Station
- Arts Council
- Bingham-Waggoner Estate
- Cable Dahmer Arena
- Chicago and Alton Depot
- City of Independence Theatre
- Community of Christ
- Community of Concerned Citizens
- Encore Theatre
- Englewood Arts District
- Fire House 1 and Independence 76ers
- Friends of the National Frontier Trails Museum
- Greater Kansas City Attractions Association
- Harry S. Truman Presidential Library and Museum
- Hotel & Lodging Association of Greater 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

# MARKET POTENTIAL

**Tourist Market:** Most multi-day trips to Independence originate in the state of Missouri, with Kansas being the second highest state of origin.

In 2022, more than **4.1 million** multi-day trips (over 24 hours) were made to Independence by **residents** of the Kansas City metropolitan area.

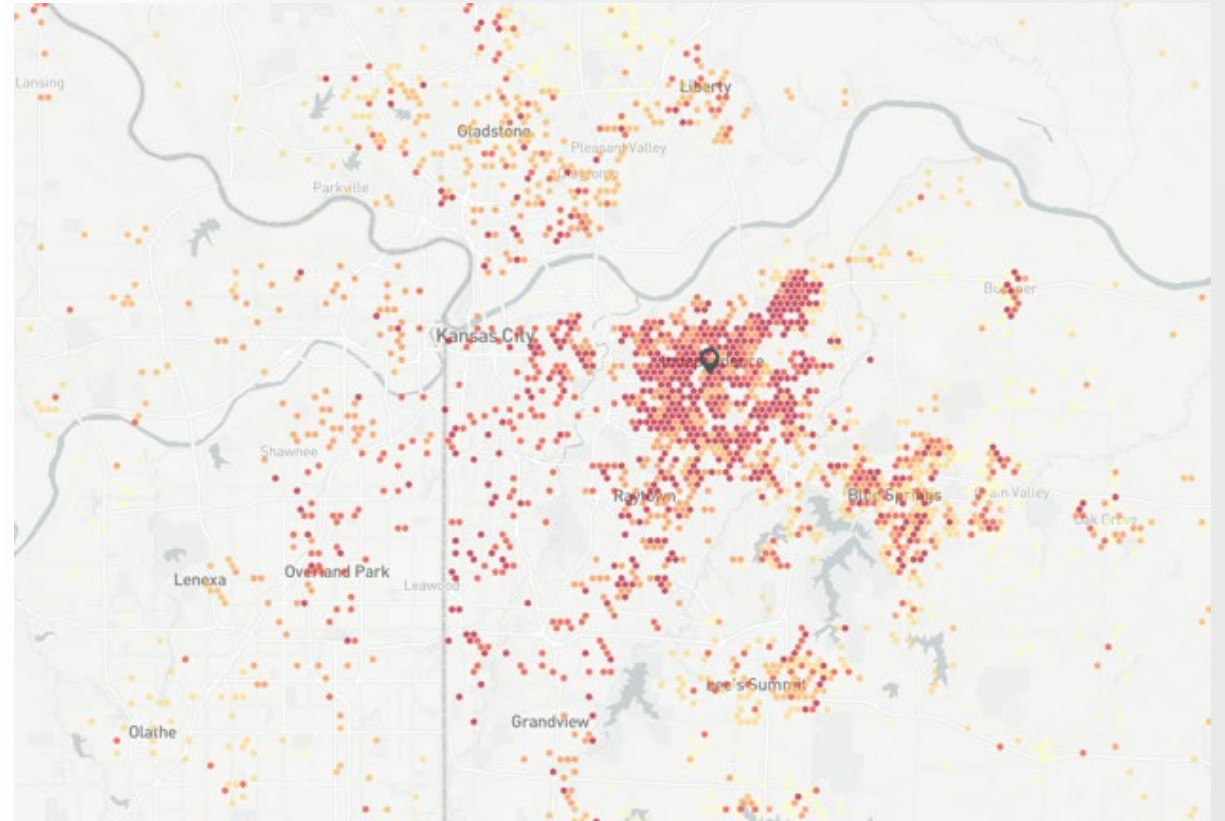
Metropolitan Statistical Area	Multi-Day Trips
Kansas City, KS/MO	4,137,159
Warrensburg, MO	59,520
St. Louis, MO	46,032
Springfield, MO	25,507
Columbia, MO	21,121
St. Joseph, MO-KS	21,113
Omaha-Council Bluffs, NE/IA	15,724
Topeka, KS	15,724
Dallas/Fort Worth/Arlington, TX	13,950
Wichita, KS	11,764



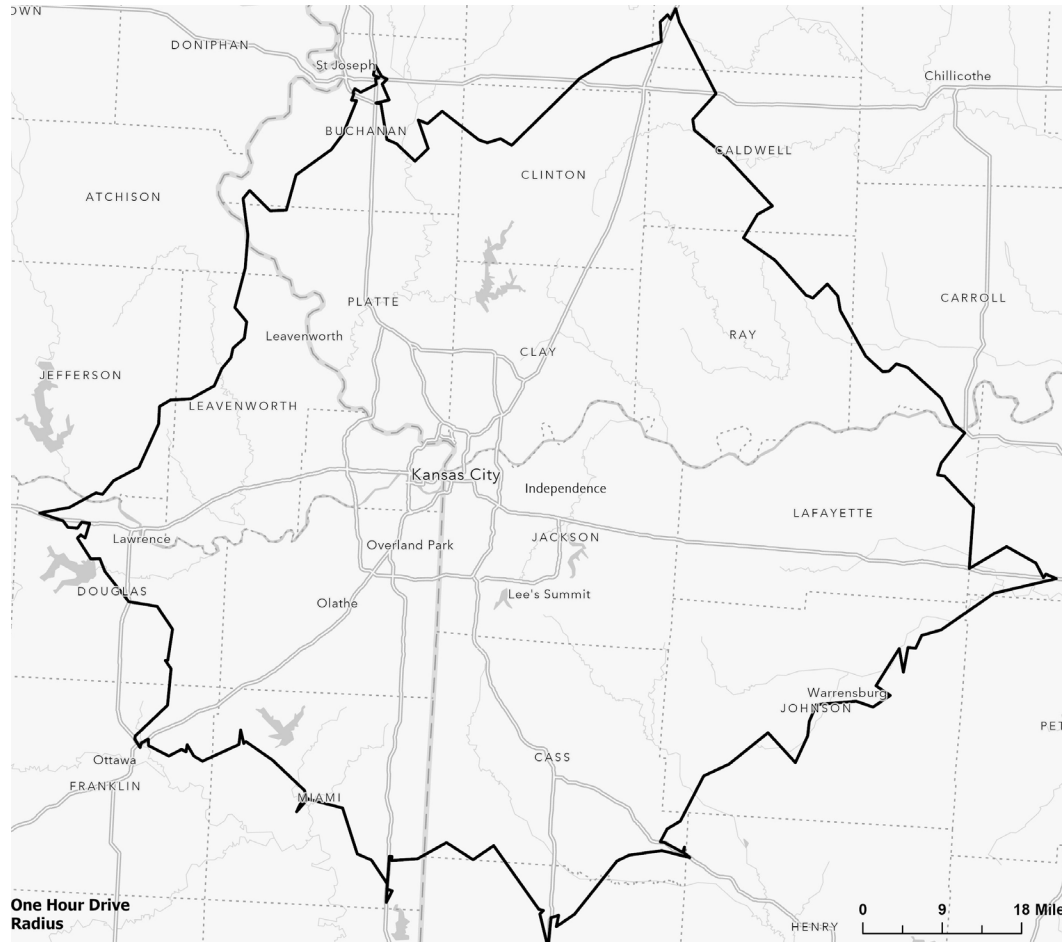
# MARKET POTENTIAL

**SantaCaliGon Days Festival:** Heat map shows the home location of visitors to the 2023 SantaCaliGon Days Festival. 88.12% of visitors came from more than 30 miles away.

Yearly success shows the willingness of people from across the Kansas City metropolitan area to travel to Independence for an **experience that appeals to them.**



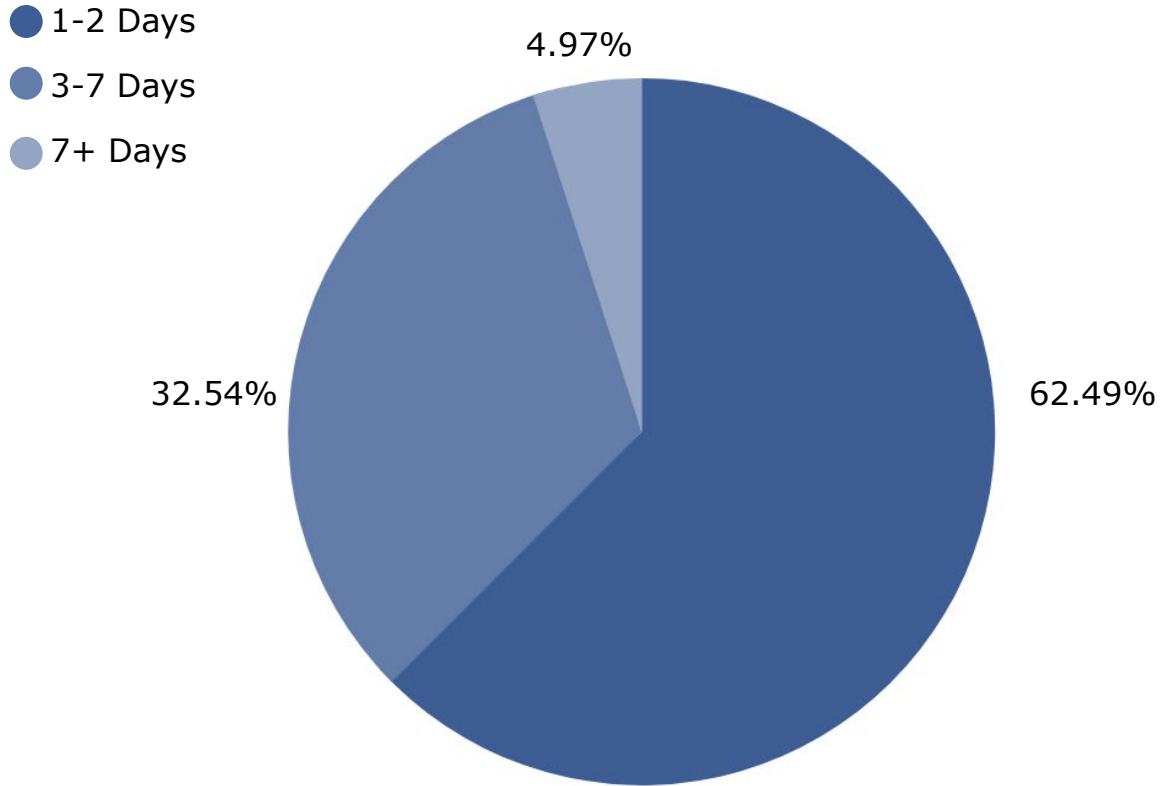
# MARKET POTENTIAL



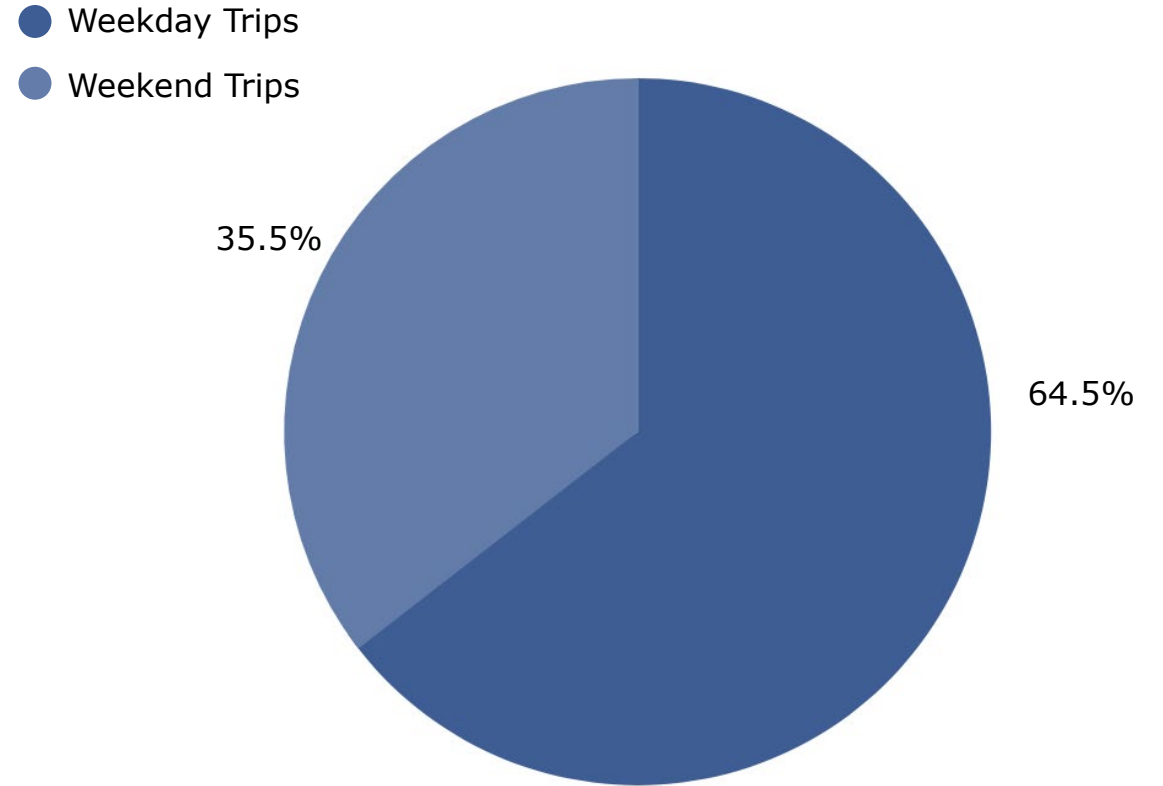
**Resident Market:** Over 2.3 million people live within a 60-minute drive time of Independence.

# MARKET POTENTIAL

## Length of Trip



## Weekend vs Weekday Trip



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

\*Data refers to 2022 trips to Independence



# TOURISM INFRASTRUCTURE

**Tourism Infrastructure:** The backbone that supports the ongoing marketing, sales, and servicing of the tourism industry.

Independence needs:

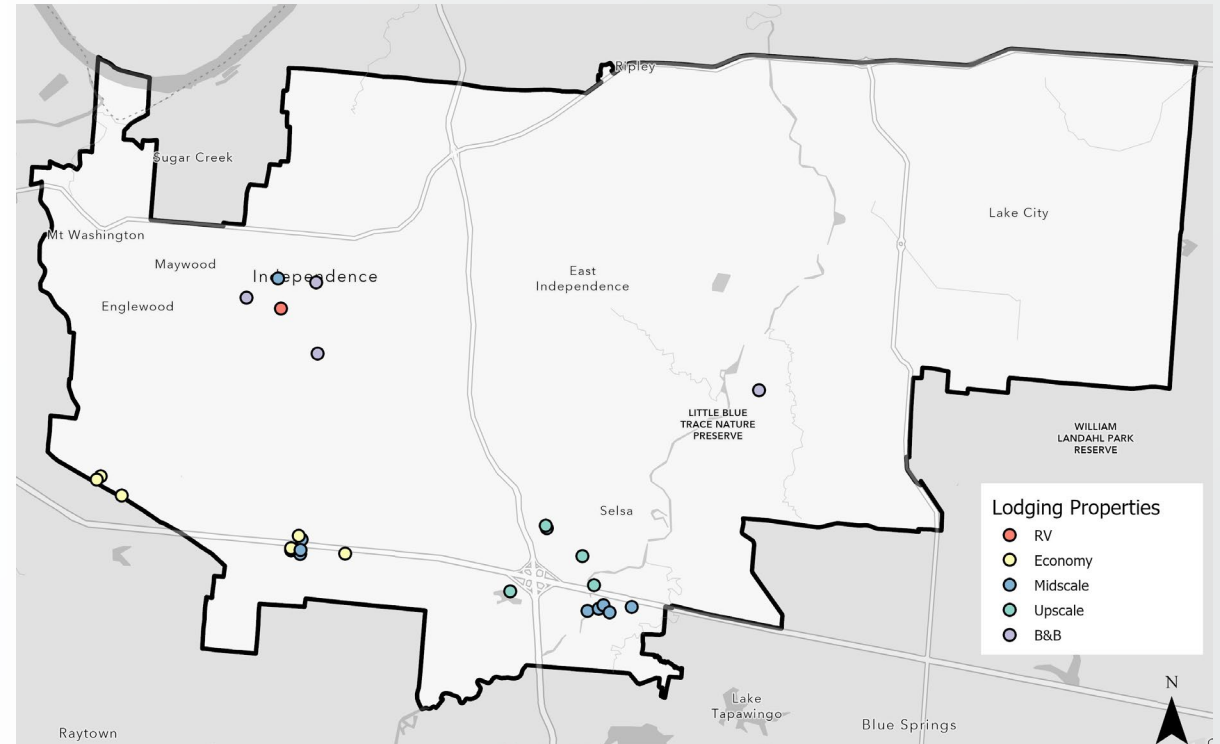
- Group visitor meeting spaces
- City wide branding and wayfinding
- Social media and web presence
- Parking



# TOURISM INFRASTRUCTURE

**Lodging:** 1,788 hotel rooms across 21 different properties.

In 2022, **less than 1% of visitors** to the Stoney Creek Hotel or the Hilton Garden Inn visited downtown tourism sites. Marketing strategies that reach hotel guests will help bridge this gap.



# BRAND STRATEGY

**Step 1:** Create a strong sense of place so people know when they are in Independence having a great experience.

**Step 2:** Communicate brand themes clearly and consistently.

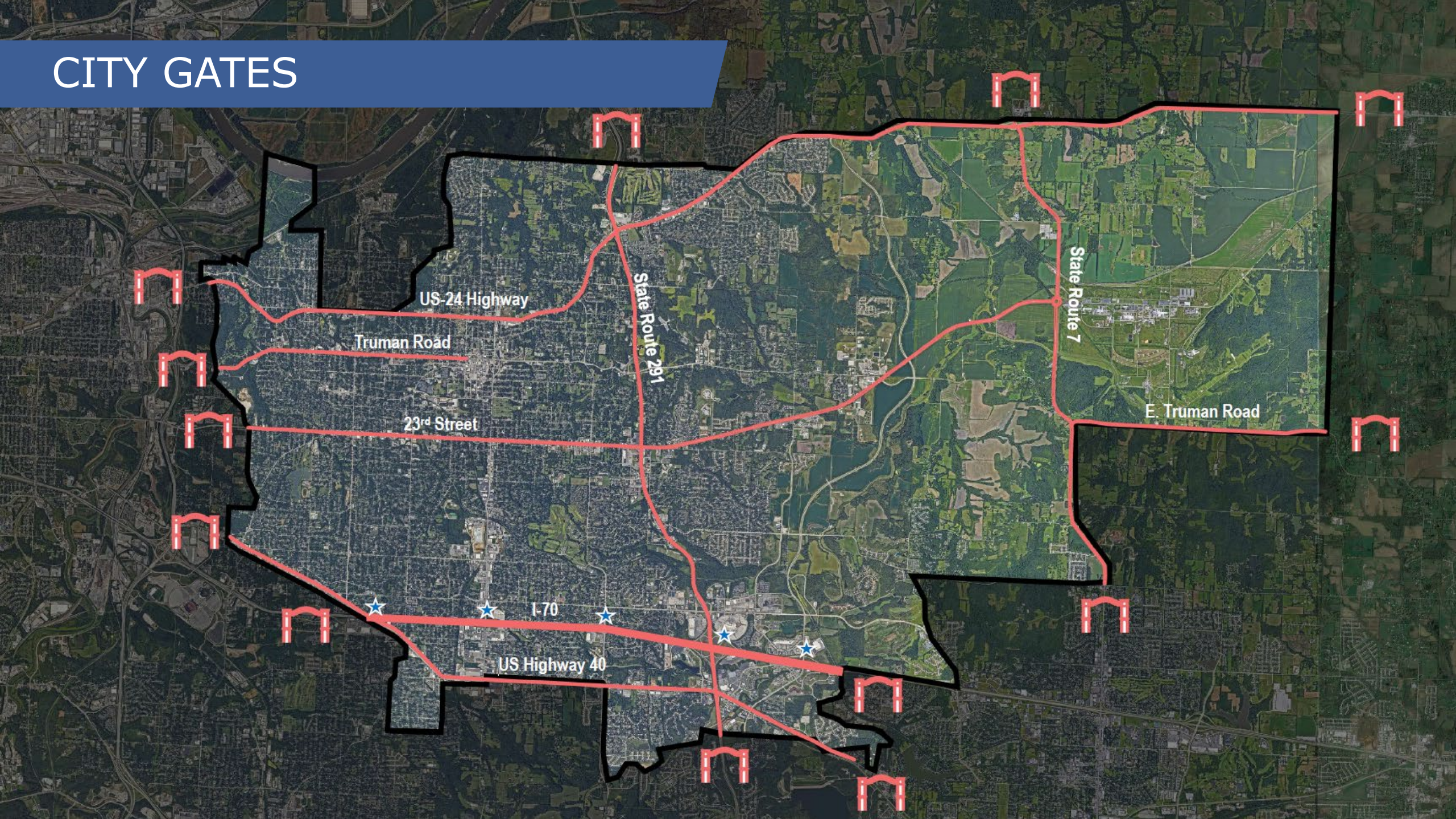
**Step 3:** Make a direct investment in a product that will show the transformation.

**Step 4:** Create a brand environment that encourages investment from others in the community.



**“Make a place the locals love and then it will be an attraction to tourists as well.”**

# CITY GATES



US-24 Highway

Truman Road

23rd Street

I-70

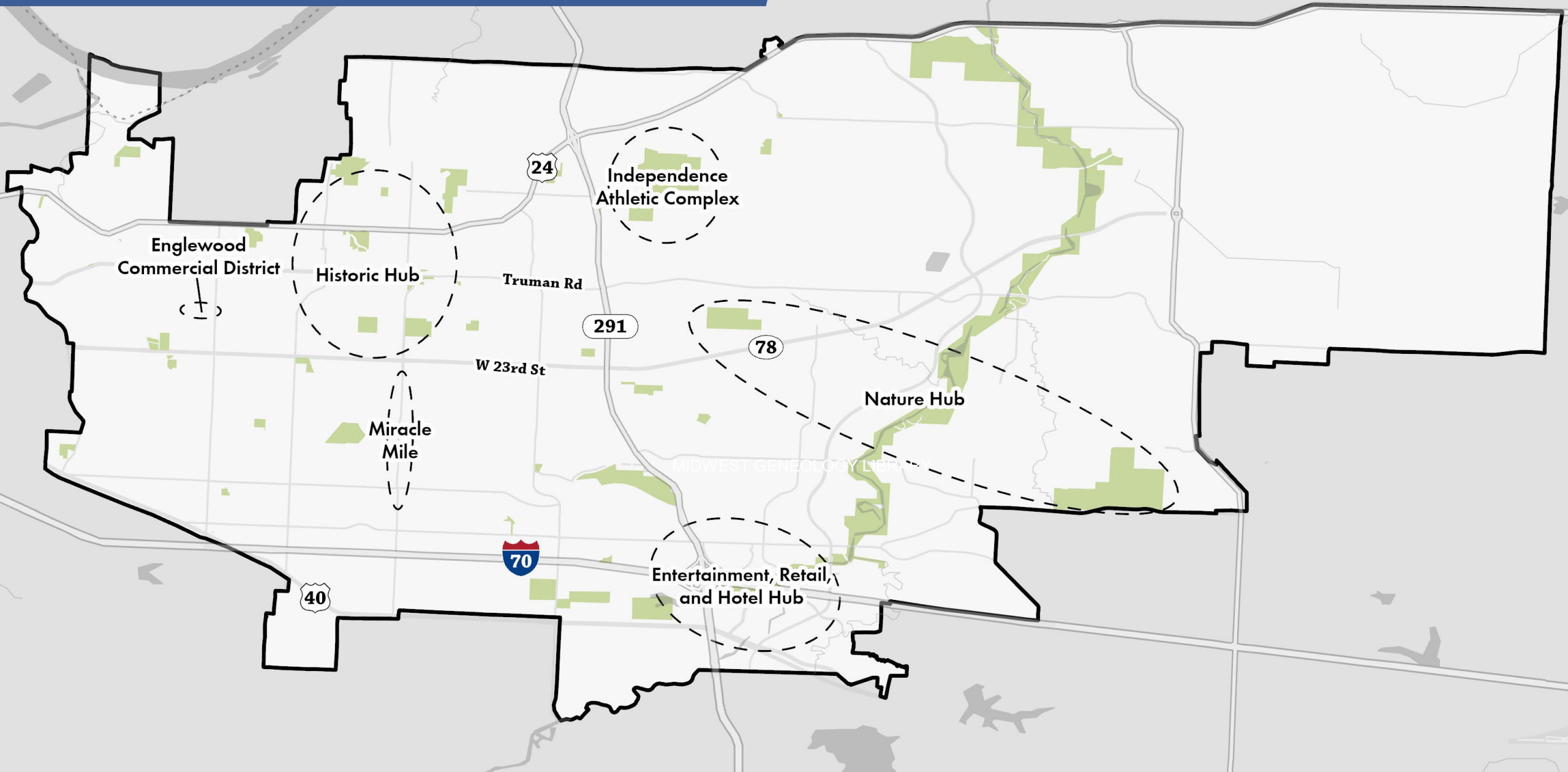
US Highway 40

State Route 291

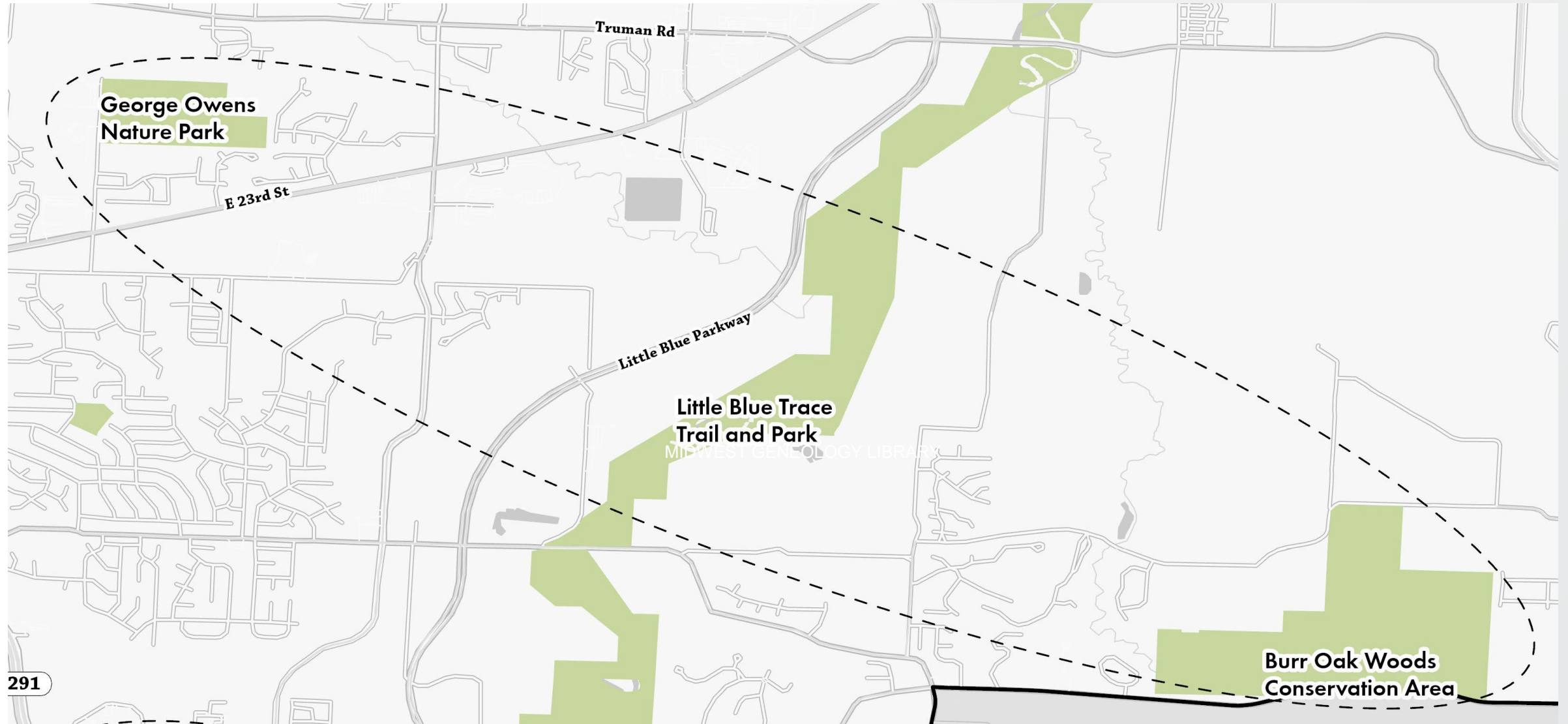
State Route 7

E. Truman Road

# HUBS



# NATURE HUB

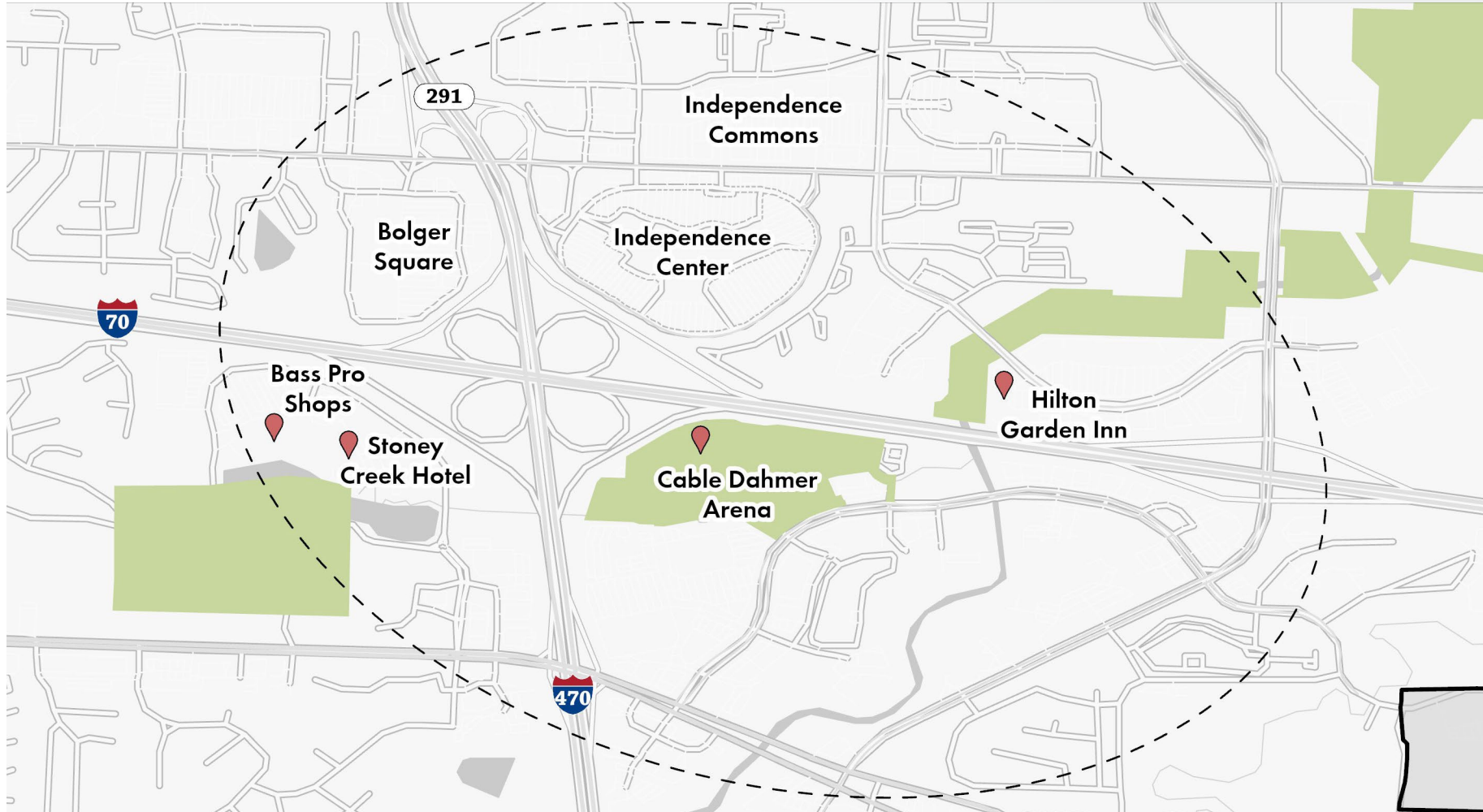


# HISTORIC HUB





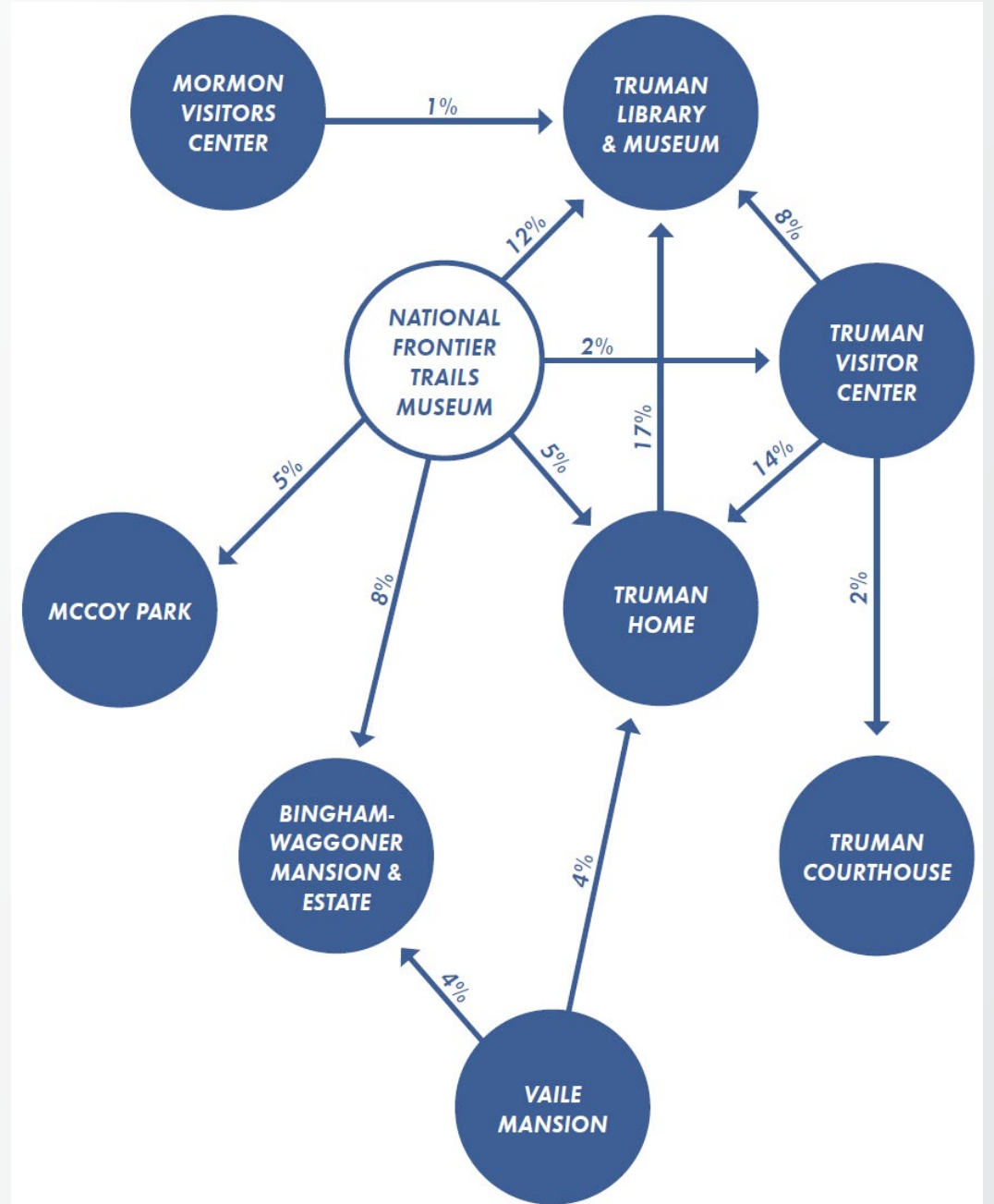
# ENTERTAINMENT, RETAIL, AND HOTEL HUB



# CONNECTIONS

Connections between different tourism sites can be made based on the theme the site relates to, such as Truman history or historical sites, or by geographic proximity.

This could facilitate visitors going back and forth between sites.



# CONNECTORS

Englewood Arts District



Green Corridor

Truman Neighborhood

Temple

Truman Library



Independence Square



# CONNECTORS



# MUSEUM AND CULTURAL CENTER

- Economic development
- Community pride
- New venue for performing arts
- Open at night
- African American and Native American history in Independence
- Potential site for SantaCaliGon Days
- Traveling exhibitions
- Children's museum
- Outdoor exhibits
- Outdoor amphitheater



# EXPERIENCES



Hiram Young Wagon Shop



Children's Museum



Community Theater



Pop Culture

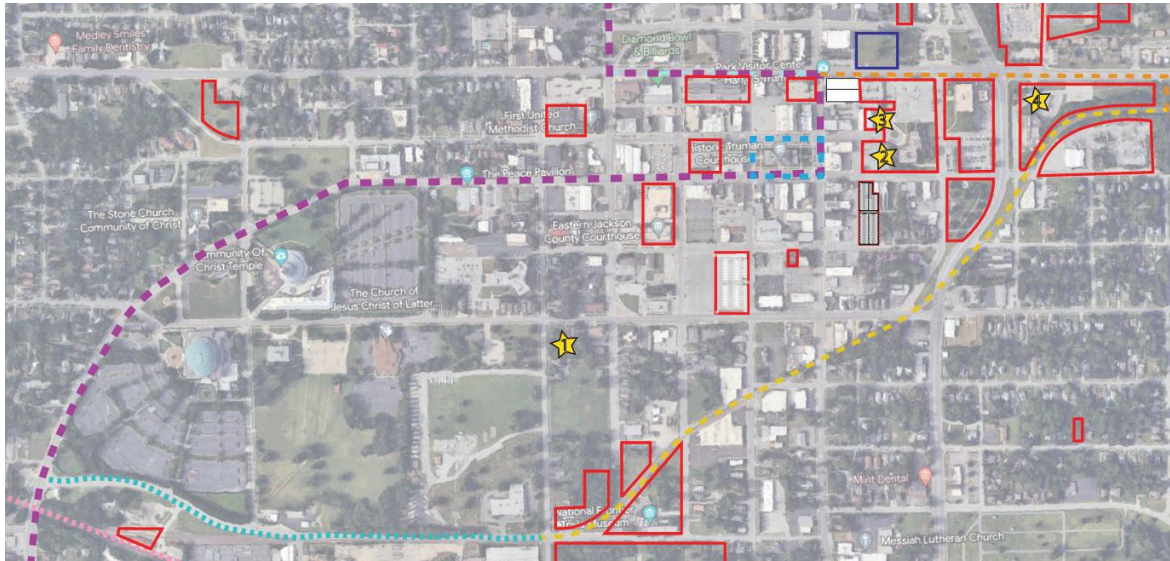


History Lab



The Neck Neighborhood Story

# POTENTIAL SITE OPTIONS



## Key Considerations:

- Land Ownership
- Visibility from Downtown
- Parking
- Connectivity to Truman Connected and Independence Square Projects
- Opportunities for an Amphitheater
- Proximity to Hiram Young Park
- Phasing

# POTENTIAL SITE OPTION 1

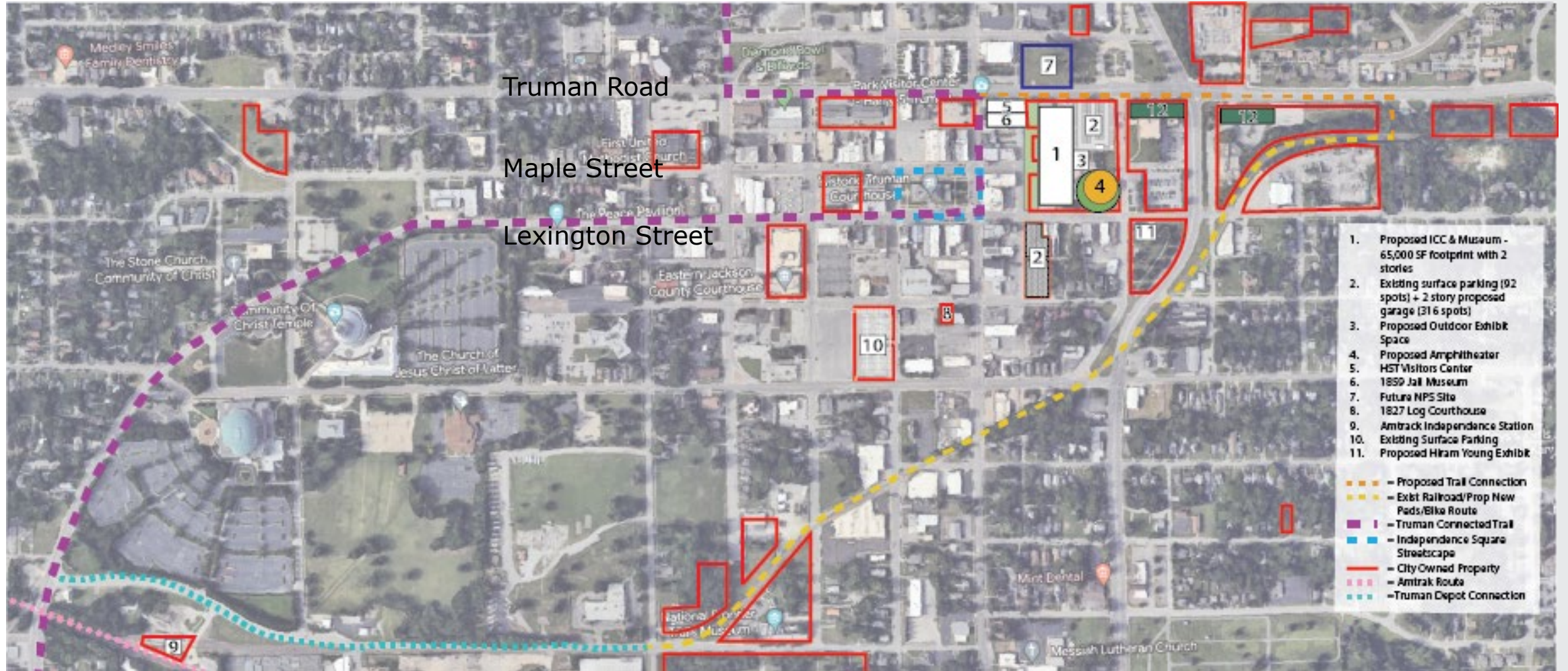




# POTENTIAL SITE OPTION 2



# POTENTIAL SITE OPTION 3



# POTENTIAL SITE OPTION 4



# ARCHITECTURAL PROGRAM

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

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
	<b>Subtotal</b>	<b>12,493</b>	<b>50,100</b>

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
	<b>Subtotal</b>	<b>4,151</b>	<b>14,300</b>

## Event Space

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

## Other Space

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

## Total Proposed Center

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

# FUNDING POTENTIAL

## 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
<b>Total Project Cost</b>	<b>-</b>	<b>\$120,097,252</b>

## 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
<b>Total Project Cost</b>	<b>-</b>	<b>\$156,963,111</b>

# FUNDING POTENTIAL

Project would likely be a public-private partnership

- **Capital funding potential:**

- Private contributions from individuals and foundations
- Corporate giving
- Public Sources
  - Federal Grants
  - State of Missouri
  - Jackson County
  - City of Independence

- **Operating Funding:**

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

# TIMELY ACTION

- KC host the World Cup in 2026
- USA celebrate 250th anniversary in 2026.
- Independence will celebrate bicentennial in 2027
- New “green corridor” will provide strong link to the Kansas City metro

Each of these events represent an economic development **opportunity** for Independence via tourism. Capitalizing on these opportunities requires **decisive and immediate action.**

## IN SUMMARY

- Focus marketing efforts on the 2.4 million residents and 24 million annual visitors from KC
- Establish tourism hubs with branding, identity, streetscape, and wayfinding for each
- Establish branding to key roads as “connectors” within the city
- Promote development of new lodging in downtown area
- Establish a new facility around Little Blue Park to help create a Nature Hub
- Addition of a new world-class museum, with a fine and performing arts center
- Recommendation of timely action on these items to derive the benefit of potential visitors for the world cup, America’s 250th, and the Bicentennial of Independence.

**November:** We will be submitting proposals for the Wayfinding plan to implement some of these brand strategies and an Interpretive plan to advance development of programmatic content and learning objectives in preparation for the new Museum.



A family consisting of a man, a woman, and a young child are walking across a grassy area in the foreground. In the background, there is a large, multi-story brick building with a classical facade, including a central entrance with a pediment and columns. A statue of a man in a suit stands on a pedestal in front of the building. To the left, an American flag flies on a tall pole. The sky is overcast with soft, diffused light.

# ANY QUESTIONS?

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