Grant's Fairm.

MASTER PLAN 2023

UPDATED NOVEMBER 2023







ACKNOWLEDGMENTS

Prepared By: GLMV in partnership with Canopy Strategic Partners











TABLE OF CONTENTS

I : Executive Summary

II: Introduction

Brief History

Overview of Project

Objectives and Purpose

Chapter 1: Site Assessment and Context

Site Orientation

Existing Conditions Observations and Analysis

Chapter 2: Site Programming Recommendations

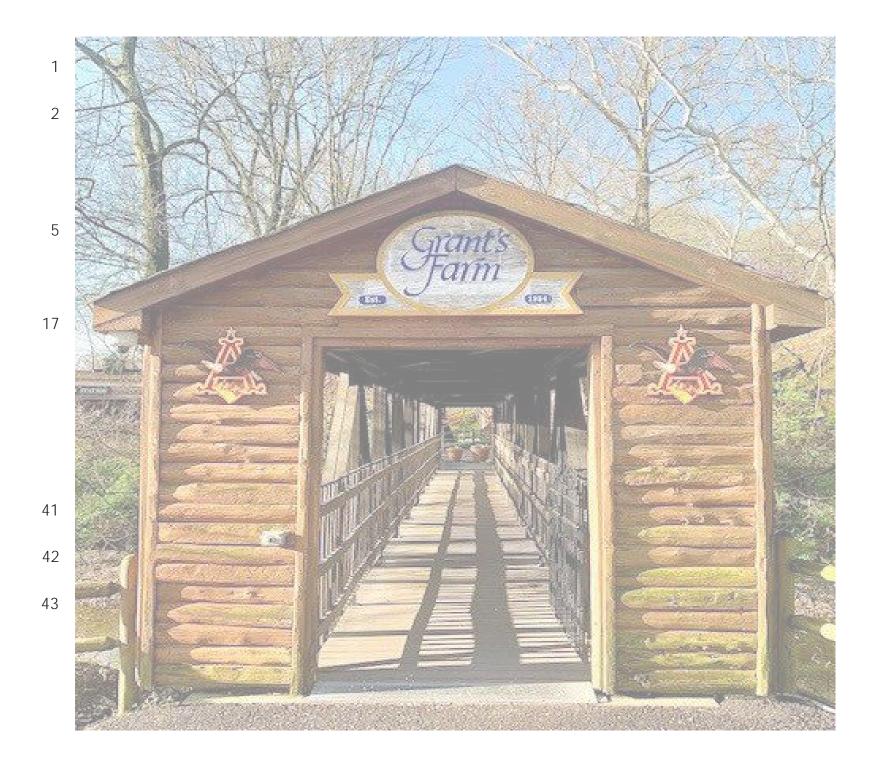
Overall Program, Operations & Management Improvements
Site Improvements

- A. Overall Site Improvements
- B. Entry Sequence
- C. Tier Garten
- D. Event Center

Chapter 3: Conclusions

R: References & Credits

A : Appendix









EXECUTIVE SUMMARY

The proposed master plan represents a visionary blueprint for the future development and enhancement of Grant's Farm, a cherished landmark deeply rooted in the historical fabric of St. Louis. This comprehensive plan draws upon the rich legacy and the stewardship of the Busch Family, envisioning a dynamic and sustainable destination that seamlessly integrates history, conservation, and education. The plan embodies a commitment to preserving the historical essence of Grant's Farm while introducing innovative elements that resonate with modern audiences. It balances the safeguarding of key heritage structures with the infusion of new interventions to meet the present challenges and operational needs. It also ensures an authentic experience that honors the legacy of Grant's Farm and embraces its future while remaining financially sustainable.

Furthermore, the master plan envisions the continued expansion of animal conservation efforts, enriching the existing collection, and fostering a deeper connection between visitors and wildlife. Grant's Farm will become a vibrant center for learning, offering transformative experiences that ignite curiosity, inspire lifelong connections, and cultivate a sense of pride in our shared heritage. Through collaborative efforts, we will honor the past, embrace the present, and create a legacy that resonates for generations to come to Grant's Farm – a living testament to history, conservation, and the legacy of the Busch Family.













INTRODUCTION

BRIEF HISTORY

Grant's Farm is a historic farm property and landmark attraction located in Grantwood Village, Missouri, just outside of the city of Saint Louis. The property comprises approximately 198 acres and hosts a myriad of activities and uses. Its rich history dates back to the 19th century when it was originally established by Ulysses S. Grant, the 18th President of the United States and former General-in-Chief of the Union Army during the American Civil War.

In 1855, Ulysses S. Grant purchased a tract of land known as "White Haven" for himself and his family. In 1907, the Busch family, known for their brewing business, purchased the property and incorporated it into their Anheuser-Busch operations. They continued to expand the animal collection and opened the farm to the public in 1954. Over the years, Grant's Farm became a popular tourist attraction, showcasing a diverse range of animals, including bison, elephants, camels, and more.

The Busch Family also preserved the historic aspects of the property, including the original Grant-Dent cabin and the main house, known as White Haven, where Ulysses S. Grant lived for a period of time. The farm offers guided tours, animal shows, and even features a tram ride through the property.

In 2019, Anheuser-Busch announced that it would be selling Grant's Farm to the St. Louis Zoo, ensuring the preservation of the historic site and its animals for future generations, but was instead purchased by several members of the Busch Family who continue to own and operate it to this day.

Today, Grant's Farm remains a popular attraction in St. Louis, offering visitors the chance to learn about the history of the property, connect with nature through animal encounters, and explore the beautiful grounds. It stands as a testament to both the historical significance of the Grant Family and the conservation efforts of the Busch Family and is destined to remain a treasured community asset for generations.







PROJECT BACKGROUND

Grant's Farm is a privately-funded enterprise supported by the Busch Family, who are dedicated to preserving its legacy and operation as a free-admission asset to the community. As with any successful operation, it is critical that the costs of operation and upkeep are met or exceeded through other sources of revenue and funding. To ensure that Grant's Farm can remain financially sustainable for generations to come, several efforts were commissioned to determine the necessary steps forward.

In November of 2021, a market study and analysis of Grant's Farm was conducted by the consultant, PGAV, to examine the current and potential market share, identify needs for increasing attendance, and identifying opportunities for improvement to meet the goals. Several planning sessions and stakeholder meetings were held and the data from those sessions is being used to guide the planning process. Building from this foundation, GLMV in partnership with Canopy Strategic Partners, was commissioned to develop a Master Plan for Grant's Farm in 2023. This endeavor identifies viable options for future development of the property, programming, and operations. The project synthesizes the data, goals, and objectives into a master plan demonstrating the most viable areas for investment, their locations and spatial needs on the campus, and their expected financial impacts; or including consideration for expected costs and generated revenue. The plan also identifies a prioritization "road map" for implementation based on the expected financial forecast and feasibility outlined within.

As part of the integrated master and business planning process, Canopy Strategic Partners (Philadelphia, PA) represented the economic interests of Grant's Farm throughout the project. This responsibility included evaluations of existing programming and financial trajectory, assessments of the greater market region, and analysis of the likely fiscal impacts of component projects within the larger overall master plan. Canopy's primary aim throughout the process was to ensure that the organization will remain sustainable into the future and support its financial foundation against potential changes in future economic conditions, both internal and external. As such, discussions were guided towards early-phase projects with strong capacity for return-on-investment (ROI) that • will help fund more significant site improvements in the future.

MASTER PLAN GOALS AND VISION

The GLMV team worked directly with the Busch Family owners and the Grant's Farm leadership to refine the goals and objectives of the Master Plan. The following criteria were identified as critical to the group's needs and vision for the facility.

Mission

Grant's Farm will remain economically and environmentally sustainable and open to the public as a lasting legacy

of the history and heritage of the Busch Family

Goals

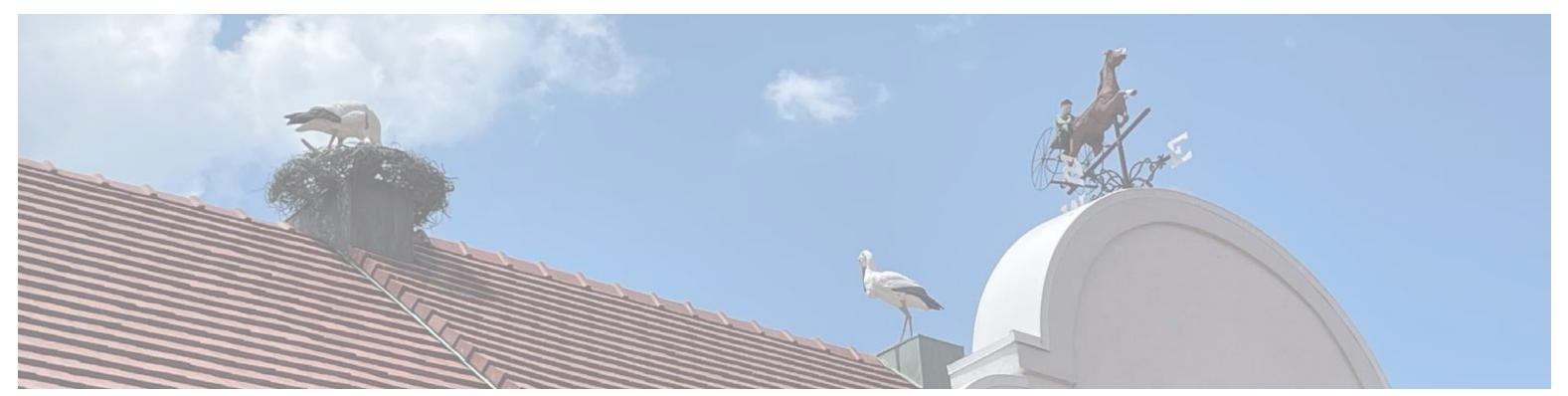
To support the mission, this Master Plan was conducted to help the Grant's Farm leadership reach their following goals:

Increase the number of annual visitors and revenue to be financially sustainable to ensure that the farm can continue to remain publicly available for generations to come.

Objectives

The following objectives and principles were identified to reach Grant's Farm's goals:

- Identify opportunities that will help Grant's Farm generate additional revenue to remain solvent regardless of the Anheuser-Busch sponsorship. Any additional revenue could be utilized for future improvements.
- Identify options for a pedestrian (foot) route from existing parking area to the Tier Garten to allow the Tram to be decoupled and offered as a separate service.









- Add amenities to attract visitors that are between the ages of 18 and 21.
- Attract people from outside of a one-hour drive (become a regional destination)
- Keep the core experience of Grant's Farm free
- Add up-charge amenities or experiences
- Add amenities and experiences to fill gaps in what other cultural institutions don't currently
- Reduce waste and carbon footprint toward a more environmentally sustainable operation

OVERVIEW OF THE PROJECT

The following Master Plan is intended to help guide investment and planning decisions at Grant's Farm by focusing on the following outcomes:

- A) Assessment and analysis of existing operational, physical, and financial conditions as they relate to the goals and objectives.
- B) Physical campus development including proposed attractions, and facility locations as well as guest and service circulation.
- C) A business model for growth and earned revenue planning
- Cost estimate for specific projects
- Recommendations for phasing implementation.

This document is organized into two chapters. Chapter One provides a comprehensive recap of the data and observations gathered during this phase of the project, significant findings, and the analyses performed to develop an overall high-level framework for the entire property and campus.

Chapter Two provides an overview of the specific opportunities identified, beginning with an overall site perspective, then zooming into several key focus areas that comprise the campus. The overall site perspective also includes general recommendations for enhancing the guest experience and for improvements that are programmatic in nature and may directly affect some or all of the individual site improvement recommendations. Each identifies how the various spaces, amenities, programming, and circulation are related. Additional documents can be found in the attached appendices as referenced throughout this document.

Disclaimer:

This document and the information contained within is intended for guidance and planning purposes. All values and information are based on the best available resources and included for reference only and should not be relied upon for design and construction purposes. All cost projections within this report are based on 2024 data. For projects executed beyond 2024, it is recommended that costs be re-estimated to reflect current pricing and market rates. It is also strongly encouraged that a physical survey, including floodplain and FEMA data, be performed by a professionally licensed surveyor prior to the construction of subsequent projects. Due to the unique nature of Grant's Farm the priority for projects was not established during this process, and therefore the projects listed are in no particular order.







1

SITE ASSESSMENT & CONTEXT

OVERALL SITE

The 198-acre property that comprises Grant's Farm was examined to glean relevant data regarding improving the user experience, feasibility of capital improvements, improved accessibility, and circulation, and increasing the overall financial and environmental sustainability of the enterprise.

SITE ORIENTATION

The campus is comprised of several areas and landmarks that are used for reference and wayfinding (see Figures 1.1 and 1.2)

- Parking Area
- Clydesdale Stables & Show Barn
- Main Residence & Cottage (private)
- Bauernhof
- Tier Garten
- Maintenance
- Deer Park
- Mirror Lake
- Grant's Cabin
- Aoudad Mountain

OBSERVATIONS

There are many aspects that impact the site and its functions. The following general observations and the analysis of their potential challenges and impacts were identified as being most relevant and critical to the goals of the project. Solutions based on this assessment are provided in subsequent chapters.

SURROUNDING LAND USE

Grant's Farm, once far outside of the city, is now bounded by suburbs, schools, libraries, and other community amenities – many are within walking distance of the property. The Ulysses S. Grant Historic Site is located near the entry and parking area of Grant's Farm. It too is accessible via road and bike path (Grant's Trail). The Whitecliff Park and Community Center, located at the northwest edge of the property, is a large multi-use facility including sports fields, animal shelter, community gathering spaces, pool and sizable playground. The playground is of particular note as the option of adding



Figure 1.1 - General areas at Grant's Farm



Image 1.1 - Adjacent residences across Gravois Road. Typical of surrounding land use.



Image 1.2 - Connection to Grant's Trail via Grant's Farm parking lot. Image Credit: St. Louis Post Dispatch







X COMPONENTS KEY

- 1. Guard/Entry Bridges
- Grant's Station
- 3. Main Parking Lot
- Clydesdale Stables & Hospitality Center
- 5. Clydesdale Barns & Paddocks
- 6. Busch Family Cottage
- Busch Family Estate Main Residence
- 8. Grant's Cabin
- 9. Deer Park
- 10. Animal Care Facility
- 11. Wish-Ton Wish historical remains & Aoudad Mountain
- 12. Covered Bridge
- 13. Grant's Farm Gifts
- 14. Large Amphitheater
- 15. Maintenance Entrance
- 16. Bauernhof
- 17. Residences
- 18. Goat Barn
- 19. Staff Parking Lot
- 20. Barns #1 and #2

LEGEND



BIKE PATH



TRAM ROUTE TRAIL/PATH

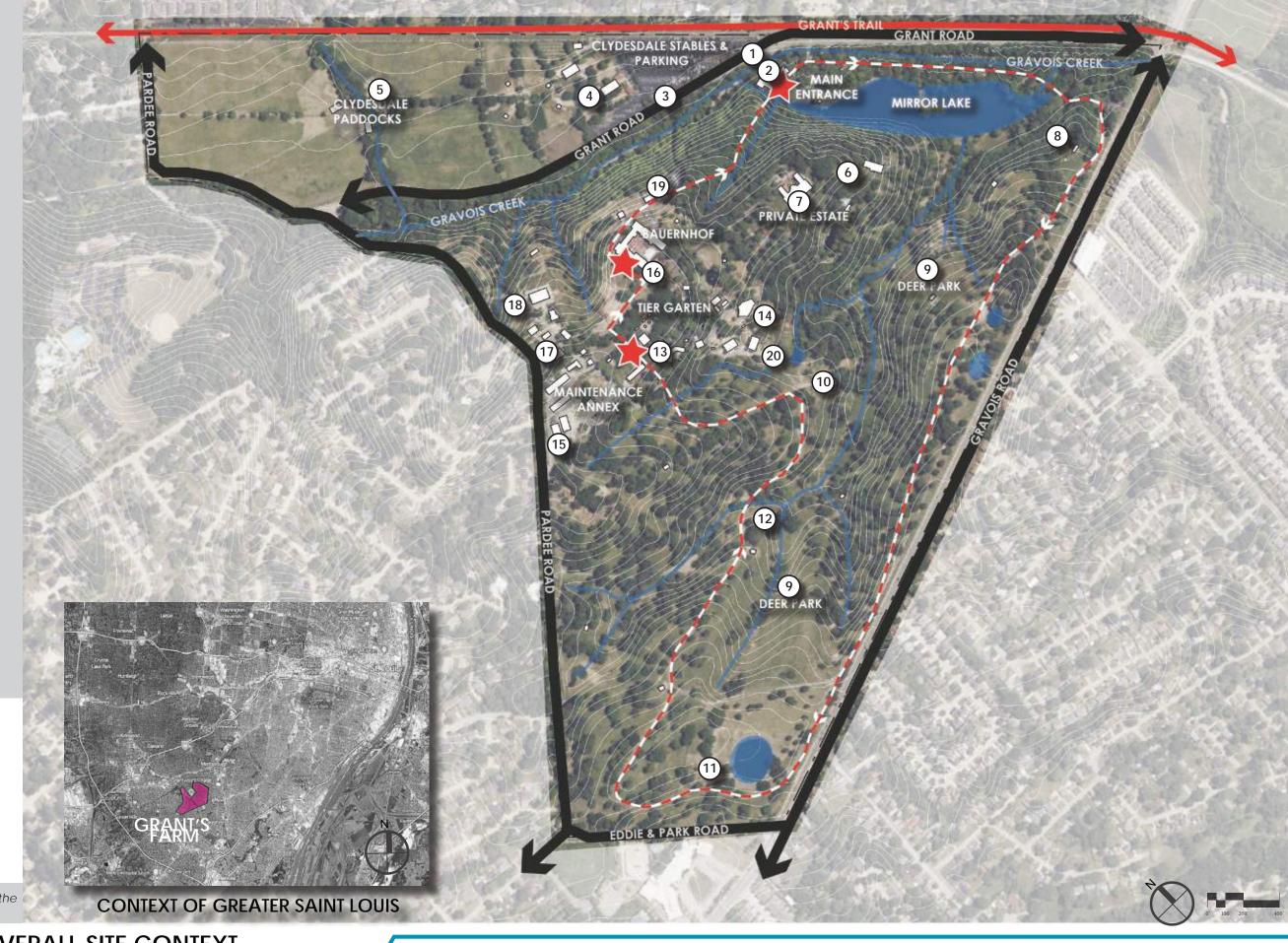


MAIN ROADS STREAM/DRAINAGE



TRAM STOP

Figure 1.2 - Overall existing context of the Grant's Farm campus.





a playground at Grant's Farm is available. Given the scale and nature of the existing playground at Whitecliff Park, a playground at Grant's Farm should be able to offer a unique "destination" experience that cannot be offered elsewhere if it is desired to attract new quests.

ACCESS AND ENTRY

The campus is bordered by public roads, with the largest and busiest, Gravois Road, running along the east edge (see Figure 1.3). Guests arrive by car using these roads and follow Grant Road to the parking lot internal to the property. The Grant's Trail bike path runs along the north edge of the property and access is provided to the parking lot for those who choose to arrive by bike. The primary access for guests is located at the southeast corner of the parking lot. Guests walk across the parking lot, cross the street, and then cross over Gravois Creek via a covered footbridge to the tram station, which then carries them through the Deer Park and to the Tier Garten. Access into and through the site is done by tram, but walking is possible. It could take between 15 and 30 minutes to reach the Tier Garten from the entrance on foot (see Figure 1.4).

Staff access the property one of several ways (see Figure 1.3): a vehicle bridge and guard gate located near the guest access off of Grant Road, or through a designated staff entrance from Pardee Road on the central west edge of the campus. The original entrance to the estate is located at the northeast corner of the property and is marked by a grand wrought iron gate and bronze statues of stags (deer). This access is rarely used today.

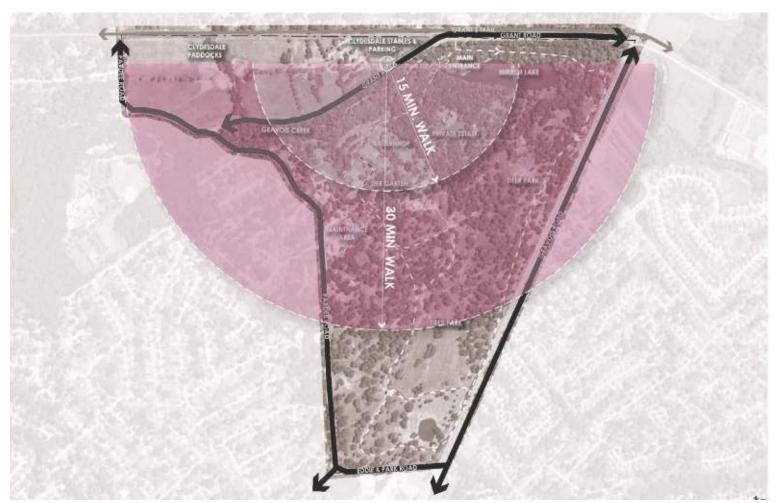


Figure 1.4 - Overall estimated walking distance/time from the Parking Area to other areas throughout Grant's Farm.

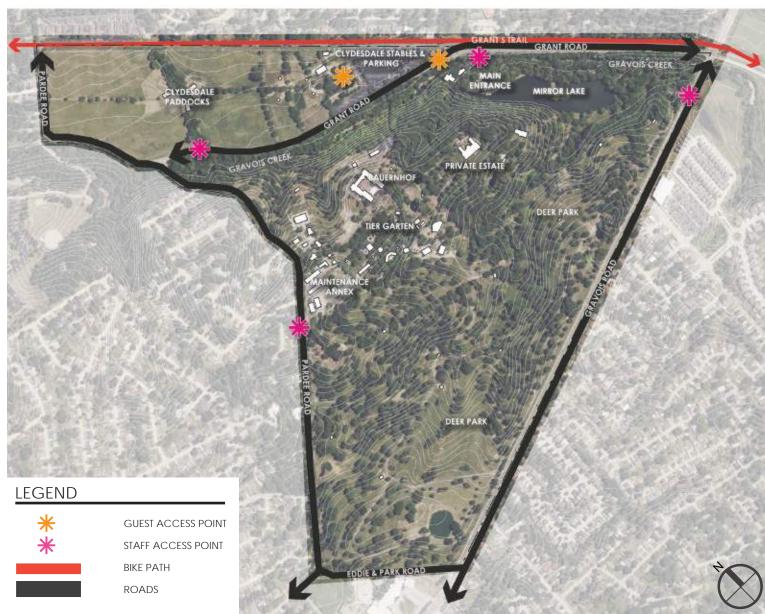


Figure 1.3 - Primary roads and access around Grant's Farm



Image 1.3 - Existing play structure/playground at the nearby Image 1.4 - Entrance to Ulysses S. Grant Historic Site adjacent to











Image 1.5 - Birds eye view of Grant's Farm's topography looking west. Image credit: Google Earth



Image 1.6 - Birds eye view of Grant's Farm's topography looking east. Image credit: Google Earth

FLOODING

The lower portions of the property are in the Gravois Creek floodplain (FEMA delineated) and are subject to a 1% annual flood frequency or 100-year-flood event (see Figure 1.5). Frequent flooding events and subsequent damage have been observed by the staff (see images 1.7 and 1.8) and are a challenge to operations and safety. Based on this, capital investments such as structures and other flood-prone improvements should be avoided or limited within the floodplain. Additionally, the existing bridges and infrastructure used to cross Gravois Creek have been subjected to flooding events that may have had negative impacts on this infrastructure. Due to increasingly intense flood events, redesign to improve their integrity and safety, while factoring in any added capacity or increased use needs should be considered.

Paved or impervious surfaces are abundant throughout the campus, with one of the largest and most obvious being the main parking area near the Clydesdale Stables. Asphalt roads, pedestrian paths, additional parking areas, and other compacted surfaces also contribute to stormwater runoff, carrying with them pollutants from engines, tires, and other compounds. Runoff from pastures and corrals, potentially carrying animal waste, does not appear to be intentionally managed through BMPs or diversion and may be running into the water bodies.

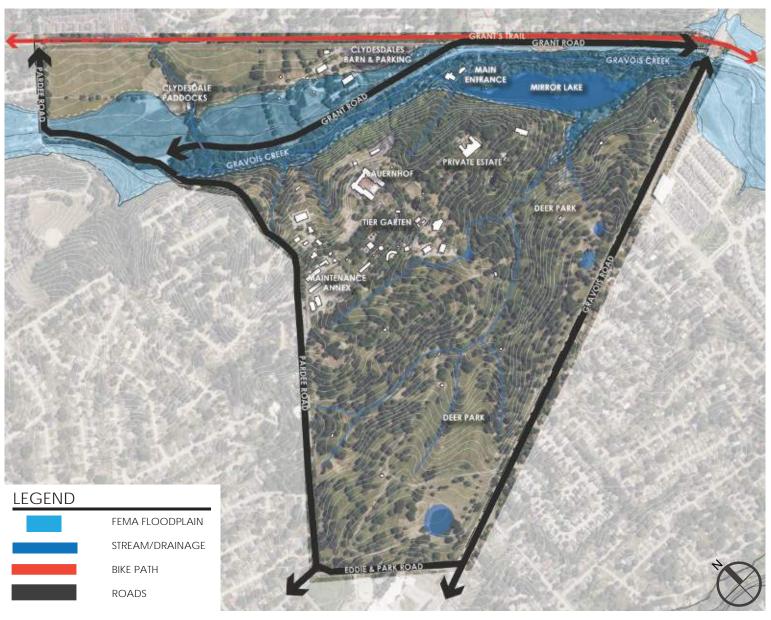


Figure 1.5 - Topography, hydrology, and FEMA floodplain delineation.



Clydesdale Pastures. Image Credit: St. Louis Post Dispatch



Image 1.7 - Observed flooding of Grant Road near the Image 1.8 - Observed flooding of Grant Road near the Clydesdale Pastures. Image Credit: St. Louis Post Dispatch





PHYSICAL CHARACTER

The property is characterized by its topography, defined by hills with valleys and perennial streams running between them, several lakes, and a large creek (Gravois Creek) bisecting the main property from the lower parking and entrance area (see images 1.5 and 1.6). The existing parking lot and entry to the property sits at approximately 497' above sea level. The main guest area entrance where the existing tram stops to allow entry into the Tier Garten is approximately 588'. The elevation delta of approximately 90' presents a challenge to moving people on-foot and will require great distances to meet ADA accessibility standards.

LAND USE AND LANDSCAPE TYPOLOGIES

The campus is composed of various landscape types that create a pastoral experience and are evidence of the farm's legacy of animal husbandry. While the private residence and parts of the Tier Garten and Bauernhof are formal and manicured landscapes, fitting with the typology of a large estate, most of the property consists of pastures, tall grass meadows, rolling wooded hills with riparian zones in the valleys. There are several picturesque stream crossings with covered bridges. A major riparian corridor runs along Gravois Creek which then opens to an artificial lake known as Mirror Lake, which was originally an old polo field (see Figures 1.1 and 1.6).

CIRCULATION AND CONNECTIVITY

Arrival and Parking: Guests currently arrive at Grant's Farm via Grant Road and are then directed into a paid parking area. Once there, guests have the option of walking to the tram boarding area, which will take them to the Tier Garten, or they can visit the Clydesdales; however, the Clydesdale Stables is located on the furthest side of the parking area from the entry and is often missed as the parking area encourages pedestrian flow toward the tram loading area rather than to the Clydesdale Stables. It is further impeded as the Clydesdale Stables does not have a significant "eye catcher" to draw attention to itself from a distance (see Figures 1.7 and 1.8).



Image 1.9 - Typical landscape of the Deer Park meadow



Image 1.10 - Typical landscape of the Deer Park

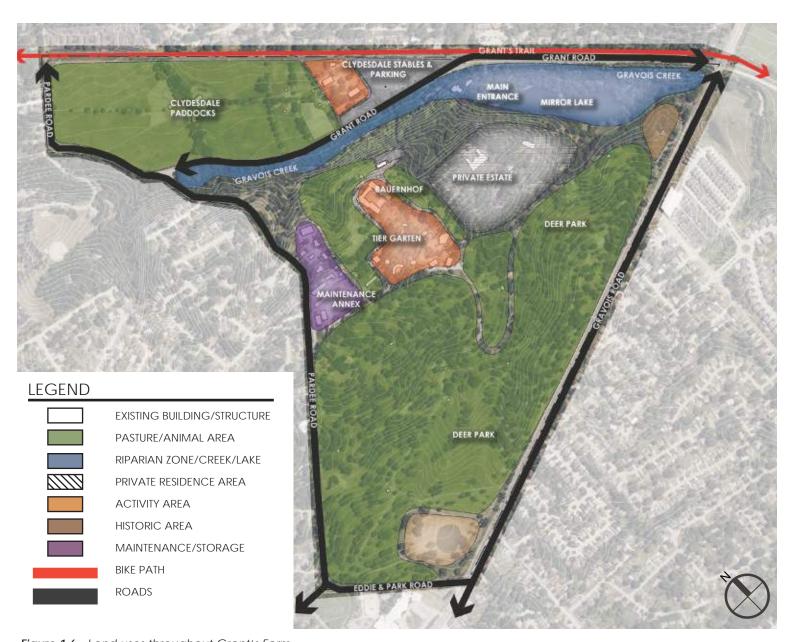


Figure 1.6 - Land uses throughout Grant's Farm



Image 1.11 - Iconic Mirror Lake as seen from the outset of the existing tram route ride to the Tier Garten



Image 1.12 - View of one of the Clydesdale paddocks near the stables.







Creek and Road Crossing: To access the tram loading area, guests are forced to cross Grant Road. The use of crossing guards is required and is typically a two-person/staff operation (see Figure 1.7 and images 1.13 and 1.14). Upon crossing the street, guests must then cross Gravois Creek through a narrow covered bridge, which lands them in the vicinity of the tram barn loading area and the gift shop.

Access to the Tier Garten and Bauernhof: Currently, the only access to the center of Grant's Farm, the Tier Garten and Bauernhof, is to board a tram near the main parking lot. There is no pedestrian access, except during special events to help with large volumes of guests. The tram takes you on a tour (approximately 30 minutes duration) of the Deer Park area and finally stops at the Tier Garten where guests can depart. This presents a challenge as guests have no option to access the Tier Garten and other areas directly. Providing a more direct pedestrian route from the parking area to the Tier Garten/Bauernhof area could allow guests to bypass the tram tour and walk uphill to arrive to their destination and should be within a 1/4-mile distance or 10-15 minute walk. The most direct route for a pedestrian path will traverse a hill of approximately 90' of elevation will need to be built to comply with ADA standards, and will need to cross Gravois Creek and withstand potential flooding events. This distance and grade may pose a challenge for certain people. In these instances, the tram could be utilized to carry them to their destination (see Figure 1.4).

Tram Route: As previously mentioned, the tram route is an approximately 30-minute ride along a clockwise loop through the furthest reaches of the property including the Deer Park and passing by Mirror Lake, Grant's Cabin, Wish-ton-Wish historic remains and circling back to terminate at the Tier Garten (see Figure 1.8). The tram can then be boarded again on the west side of the Bauernhof to return to the lower tram barn area.

Some of the challenges with the current tram tour are:

- It is the only way to access the park and it takes too long for some guests who prefer to go straight to the Tier Garten or Bauernhof.
- The proximity to Gravois Road along the south of the property disrupts the farm or natural experience that is intended. The use of a dense evergreen buffer may help to visually separate the road from the tram path. Additionally, moving the path away from the road may reduce the perceived sound of the traffic passing by.
- The tram must currently use the access road on the north side of the Tier Garten to arrive at the loading/unloading area on the west side of the Bauernhof. This creates a conflict with pedestrian circulation and other small vehicles moving through this site for operations needs. An alternative route would alleviate this and create a safer pedestrian scenario.



Figure 1.7 - Existing guest access sequence from parking lot to tram boarding.



Image 1.13 - Street crossing from main parking area to pedestrian bridge over Gravois Creek. Two crossing guards are typically

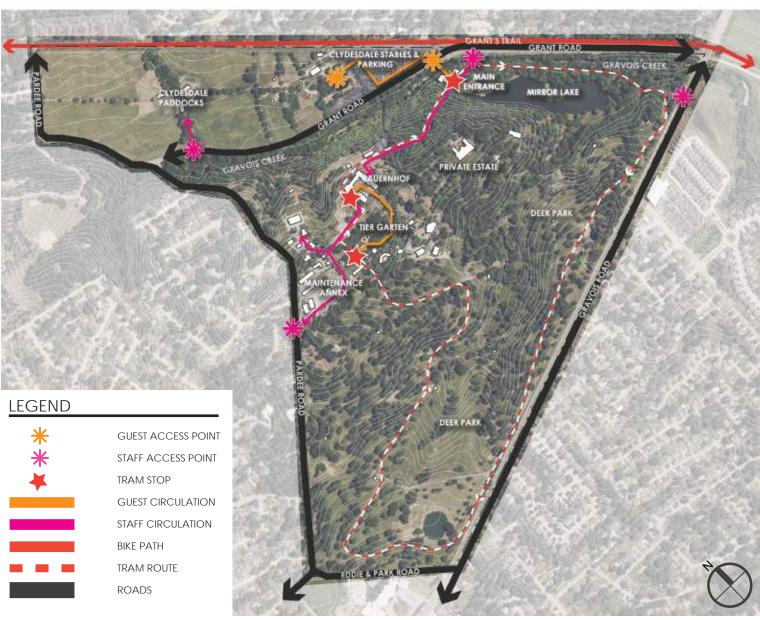


Figure 1.8 - Existing staff and guest primary circulation patterns



Image 1.14 - Covered pedestrian bridge crossing Gravois Creek.



Image 1.15 - Existing vehicle access over arrow bridge to guard shack. Bridge width can only accommodate a single vehicle.





CLYDESDALE STABLES & ENTRY/PARKING AREA

THE CLYDESDALE STABLES

An iconic part of the Grant's Farm experience is seeing the famous Anheuser-Busch Clydesdales. The Clydesdale horses are housed in an located west of the main parking lot at Grant's Farm consists of large pastures, smaller paddocks, and several barns, including stables. A small patio serving as a hospitality center adjoins the stables and the entry plaza. Guests can walk through the stables and near the paddocks to observe the horses. Behind-the-scenes tours are available for an additional charge.

One of the challenges is that the existing Clydesdale Stables area is disconnected from the rest of Grant's Farm as it is on the opposite end of the parking lot from the entry to Grant's Farm proper. This results in a non-cohesive experience through the entirety of the campus. Guests must choose whether to go to the Clydesdale first or to Grant's Farm via the tram. It creates a somewhat confusing



Image 1.16 - Existing entrance to the Clydesdales Stables



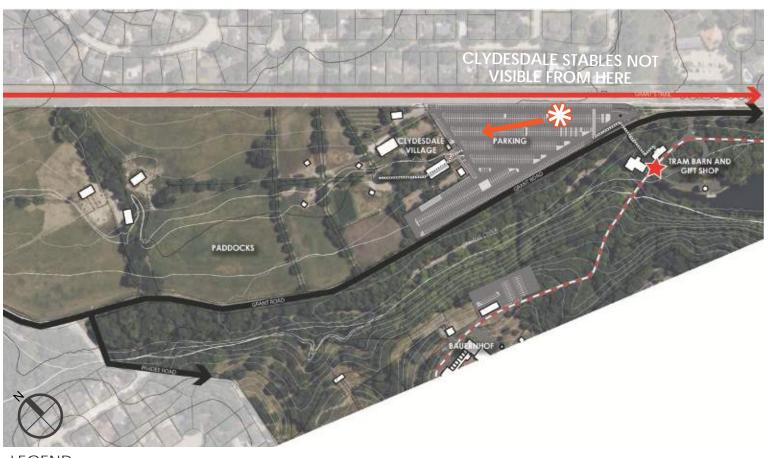
Image 1.17 - Existing entry plaza and entrance to the Clydesdales



Image 1.18 - Existing pathway typical between paddocks. Guest access is currently limited.



Image 1.19 - Exit from Clydesdale Stable to existing staff parking lot. Guest access is controlled with barriers.



LEGEND

EXISTING BUILDING/STRUCTURE BIKE PATH TRAIL/ PATH **ROADS**

Figure 1.9 - Clydesdale/Entry/Parking Area existing conditions



Image 1.20 - View from the south corner of the parking lot. The Clydesdale Stables are barely visible and can easily be missed.



experience (see Figure 1.9). It is also difficult to

see from the opposite end of the parking lot and could use sufficient signage to address this

problem (see image 1.20).



Image 1.21 - Exit from Clydesdale Stables to existing staff parking lot. This space could be better utilized for new programming.







TIER GARTEN AND BAUERNHOF AREA

THE TIER GARTEN

This area is likely the most iconic of Grant's Farm as it has the most activities and experiences offered and is certain to be memorable (see Figure 1.10). The Tier Garten is a reflection of the long legacy of animal husbandry and land stewardship at Grant's Farm, born from the Busch Family's desire to share these interests with the public. This area is best known for the numerous animal exhibits and interactions with farm animals, where guests can pet and feed goats, mini horses, and other farm creatures while also learning more about their habits and care needs. There are also many exotic animals including water buffalo, llamas, tortoise, lemurs, camels, and a variety of exotic bird species.

While these animals are loved and enjoyed, some of their enclosures are undersized or in need of heavy maintenance. For example, the Lemur Exhibit, which contains a shallow pool or moat, is reported to have many leaks that are costly to repair, especially based on its age. There is also a carousel and several vendors in the Tier Garten including a gift shop, and Tier Garten Treats, where guests can purchase food and use the restroom. There are two amphitheaters. The larger of the two is currently unused and not programmed (see Figure 1.10).



Figure 1.10 - Context map of the Tier Garten



Garten.



Image 1.22 - Existing access road behind animal yards in the Tier Image 1.23 - Existing animal interaction yard in the Tier Garten.



Image 1.24 - One of many animal exhibits in the Tier Garten.



Image 1.25 - Existing Lemur exhibit moat. The moat has many







THE BAUERNHOF

The Bauernhof at Grant's Farm is an iconic building (see images, this page). Originally built around 1910, it is inspired by German farmsteads, or Bauernhofs, that combine living spaces for family, sheltering of animals and other farm operations. The German word Bauernhof, meaning "farm court," refers to the walled, building-lined compound that can still be found on many farms in Germany. The architecture is typical of Sixteenth Century German states, which is a mix of Gothic and elements of Mannerist architecture, often referred to as or "fachwerk" construction (Naffziger 2014). The Bauernhof was designed to support all operational services for the Grant's Farm estate including worker's housing and space for a herd of eighteen dairy cows and twenty horses (National Parks Service, U.S Department of the Interior, Midwest Regional Office 2010).

Today, it currently provides the infrastructure and space to support a variety of operations including staff offices, storage for holiday decorations, food prep and service for the Brathaus, the Hospitality Room/Biergarten, and includes several private apartments. The Carriage House is a large space that serves primarily as a showcase for the historic carriages and is sometimes utilized to host events.

With the growing popularity of Grant's Farm and the desire to increase capacity for special events, the Bauernhof needs several adjustments to uphold a high level of quality and service to guests. The following are observations of the Bauernhof with consideration to the desired goals and objectives of this Project:



Image 1.29 - Birdseye view of the Bauernhof courtyard/plaza looking northwest

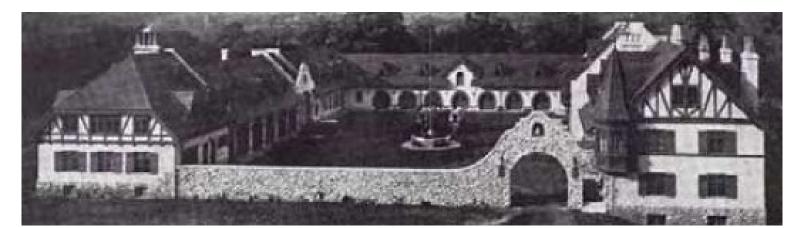


Image 1.26 - Historic image of the Bauernhof looking northwest. Image credit: National Parks Service



Image 1.27 - Current image of the Bauernhof archway looking north

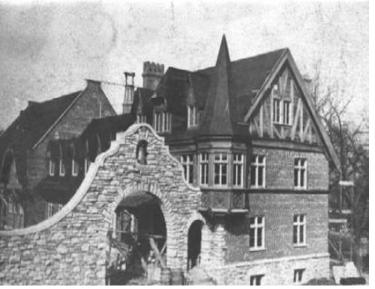


Image 1.28 - Historic image of the Bauernhof archway looking north. Image credit: National Parks Service







Plaza/Courtyard

The interior courtyard or plaza at the Bauernhof Is currently approximately 17,000 square feet and is bounded by the Bauernhof building on three sides and a tall stone wall on the south end (see Image 1.29). Entry to the plaza is through the west breezeway or through the iconic archway that is part of the stone wall at the south end. The plaza is mainly used to provide a seating and dining area for patrons of the Brathaus and Biergarten/Hospitality Room. There are umbrellas for shade, but no other forms of climate control. The plaza is also used to host live music and other special holiday events. The current capacity of this space, while maintaining guest comfort, is approximately 500 people. To expand the capacity of these events will require expanding the footprint of the plaza.

Brathaus Kitchen

The Brathaus kitchen area is undersized for current use and kitchen staff must navigate tight passageways and ad-hoc storage areas (see images 1.31 and 1.34). More space is needed as is and especially if more demand for the kitchen is expected. Storage for boxes of food and other equipment is required to ensure passageways can be kept clear and provide sufficient mobility for kitchen staff.

Stables

The Stables are not currently used and offer an attractive setting for a variety of temporary or permanent programming, utilizing the partitions of the stables to create booths (see Image 1.33).

Hospitality Room

Bier Garten / Hospitality Room is currently undersized for the number of guests that it draws at peak visitation. It is the only climate-controlled space that guests can enjoy, but has limited capacity for only a few tables (see images 1.32 and 1.35).

West Breezeway

Currently, the breezeway (see Image 1.44) functions as a queuing area and egress for passengers boarding the tram. This location can be confusing for guests entering the plaza from the south looking for the tram stop. The breezeway can also become congested when large queue lines form. It could be enclosed and converted to a more useful space, requiring guests heading for the tram to pass through it prior to boarding.



wall limits the capacity for events.



Image 1.30 - Existing Bauernhof plaza looking south. The south Image 1.33 - Existing unused stables at Bauernhof, looking west.



Image 1.31 - Typical kitchen area in the Brathaus. Storage, access, and function are in conflict in many areas.



Image 1.34 - Typical kitchen area in the Brathaus. Too small for current operations and staff have to squeeze by stored items.



Image 1.32 - Existing air conditioned space adjacent to the Bier Garten at the Bauernhof.



Image 1.35 - Existing Hospitality Room





BARN #1 AND BARN #2 (FORMER ELEPHANT BARNS)

Two large barns located on the south edge of the Tier Garten once housed elephants that were part of the animal collection at Grant's Farm. Now no longer in use, Barn #1 is currently used for storage and does not have any programming associated with it. Barn #2 currently functions as a back-of-house for the adjacent animal exhibits (Water Buffalo). There are currently no behind the scenes tours offered to Barn #1 or #2. This area also interfaces with the Deer Park, but guest access is not permitted. There is access via staff vehicle paths that connect directly to the Tier Garten and would enable behind-the-scenes tours if desired (see images 1.36 and 1.37).

HAY BARN

The Hay Barn, located in the center of the Maintenance, is currently used for storage, but has the potential to be a beautiful venue for weddings and other occasions. Its intricate framing, exposed beams, and vaulted ceilings give it a wonderful presence. Its location in the maintenance area is not ideal for guest access nor a setting that could be considered attractive for an event (see image 1.38).

LARGE AMPHITHEATER AND STAGE

The large amphitheater is not currently used or programmed and has lots of opportunity for a new function. It contains a wooden stage that is observed to be in poor condition. There amphitheater includes a large stand of aluminum bleachers that appear to be in good condition. From the bleacher, guests have a view out over the water buffalo yard and can see into a section of the Deer Park (see image 1.40).

TIER GARTEN TREATS

Tier Garten Treats Cafe is a small food vendor located near the large amphitheater where guests can purchase fare like burgers and fries. It also houses two restrooms. There is a small dining patio adjacent to the cafe, which it is not climate controlled and has limited seating. In general, there is a shortage of places to sit and eat in the Tier Garten, none of which are climate controlled (see image 1.41).

PARAKEETS

The Parakeets House is a small structure that is filled with countless active parakeets. Currently guests can enter the aviary and be immersed in the activity of the birds as the bound and fly about. For an additional fee, guests can purchase feed and hand feed the parakeets. While this is an enjoyable experience for the guests, the birds contained in the aviary are observed to be in an agitated state, clinging to the netted walls, showing signs of distress, demonstrating that they prefer to have some distance from the coming and going guests. This is likely due to the inadequate dimensions and layout of the current aviary. The ceilings are low and the square footage is likely insufficient for the number of birds living within it (see image 1.39).



Image 1.36 - Interior of Barn #1 currently being utilized for storage.



Image 1.38 - Interior of Hay Barn



Image 1.40 - Large amphitheater from top of bleachers overlooking stage and Water Buffalo yard.



Image 1.37 - Exterior of Barn #2 and back of house animal enclosures.



Image 1.39 - Existing Parakeet House



Image 1.41 - Front of Tier Garten Treats







TIER GARTEN PEDESTRIAN AND VEHICLE CIRCULATION

As the majority of the guests spend there time in the Tier Garten and Bauernhof, the most congestion can be observed here, especially on peak visitation days. While there are many paved surfaces with ample width to accommodate the flow of pedestrian traffic, some areas are too narrow and there is only one main route between the Bauernhof and Tier Garten. Additionally, staff and vehicle moment, including the tram, can create additional blockages and hazards as they share the same pathways as guests.

The road that runs between the Bauernhof and Tier Garten has the potential to be a more utilized pedestrian corridor or promenade. It currently serves as part of the tram path, maintenance access, and for guests to wander around the pasture areas. The frequent movement of the tram and maintenance vehicles creates a hazard in this area when pedestrians are present (see Figure 1.11).



Image 1.42 - Typical pathway in the Tier Garten wide enough to accommodate many guests and vehicle access.



Image 1.44 - Existing Tram stop on west side of Bauernhof through breezeway



Image 1.43 - View of a narrow path in the Tier Garten looking toward Tier Garten Treats.



Image 1.45 - Maintenance vehicles on road in front of the Bauernhof.

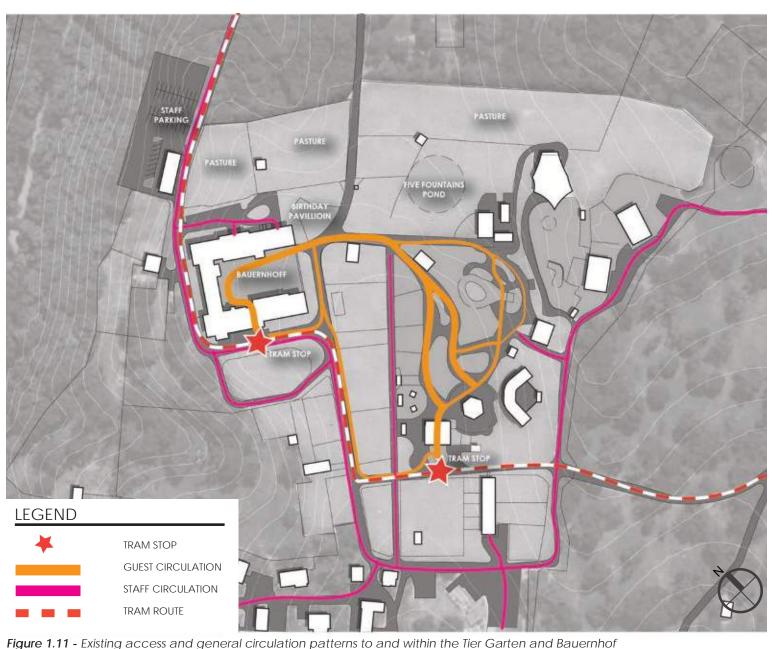




Image 1.46 - The road along the south edge of the Bauernhof could cause vehicle/pedestrian conflicts.



Image 1.47 - Tram path as it approaches the tier Garten. Old Bear Pit area to the right





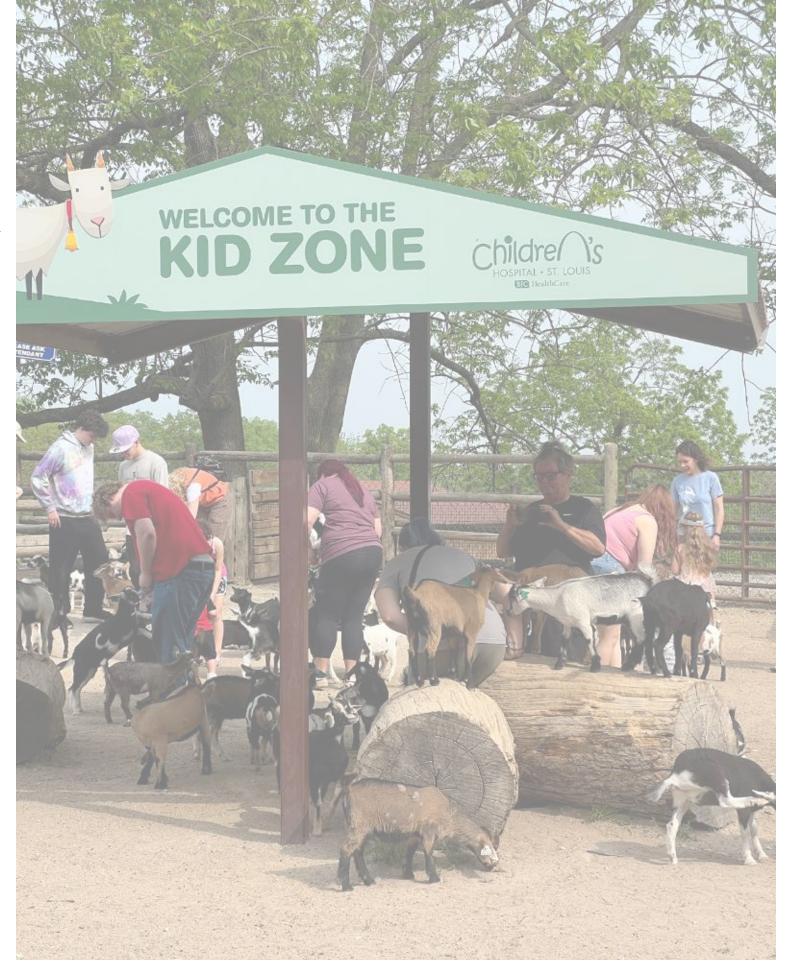
2

SITE IMPROVEMENTS

The following chapter outlines the capital improvement projects perceived to be the best fit for the goals and needs of Grant's Farm. Several of the top priority investments include financial analysis regarding return on investment (ROI). The others are still considered highly-recommended, but may have an ROI that is not entirely quantifiable or may exceed the desired time frame for recouping investment dollars. See Appendix for costs matrix for more detail. Due to the unique nature of Grant's Farm the priority for projects was not established during this process, and therefore the projects listed are in no particular order.

The improvements are grouped into the four distinct areas of Grant's Farm with three focus areas (see Figure 2.1):

- Overall Site & Programming interventions that should be considered campus-wide. These recommendations influence more specific investments discussed in the subsequent sections. See Figure 2.5
- Entry Sequence & Clydesdale Village (Area A). See Figure 2.7
- Tier Garten and Bauernhof (Area B). See Figure 2.12
- Events Center (Area C). See Figure 2.29









PROJECT AREAS

Overall Site

- A Entry & Clydesdale Village
- B Tier Garten & Bauernhof
- C Events Center

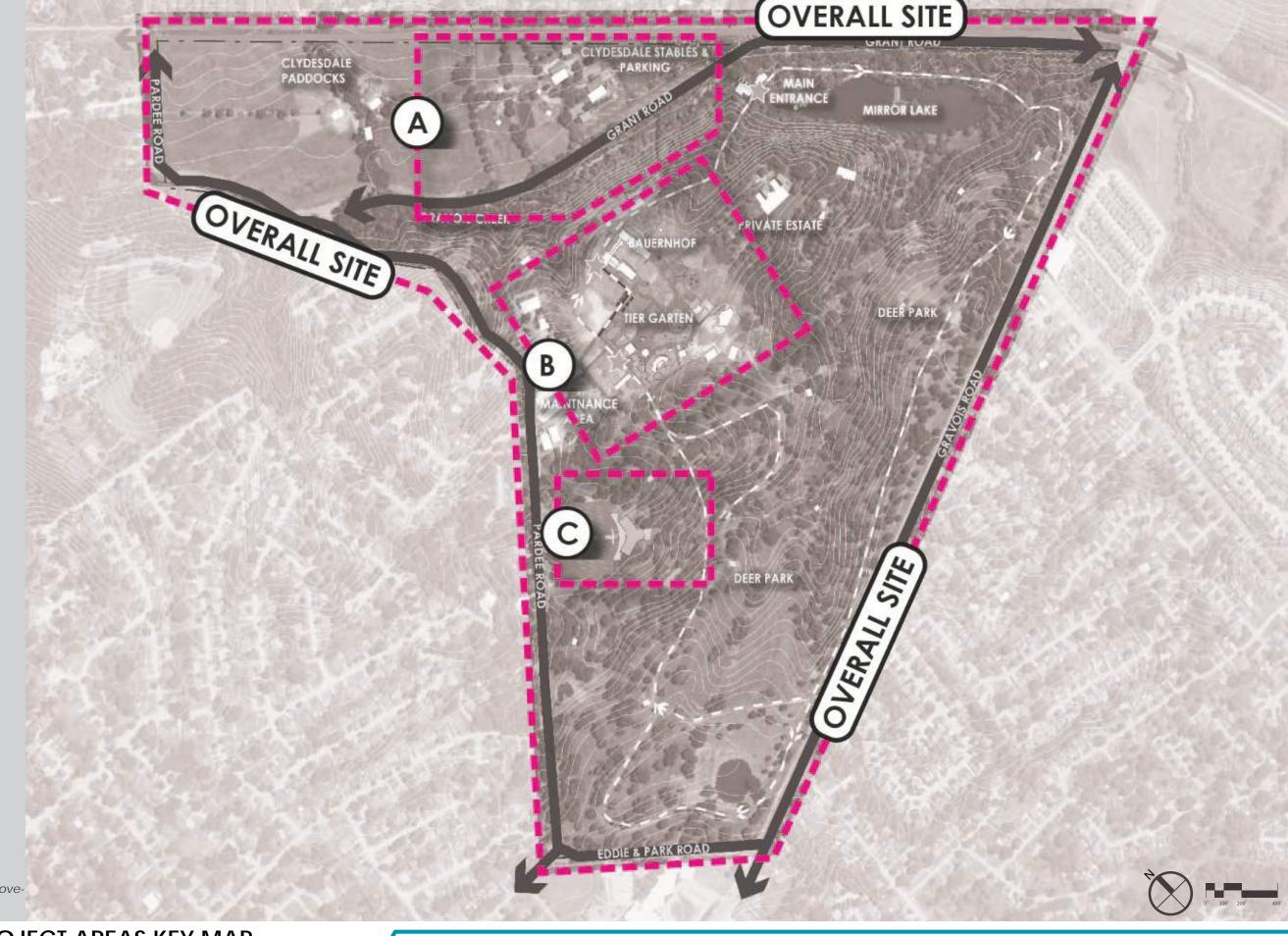


Figure 2.1 - Proposed overall site improve-

OVERALL SITE & PROGRAMMING IMPROVEMENTS

Existing Tram Tour Improvements & Opportunities | \$0 - \$500,000

As outlined in the previous section regarding access and circulation, the tram that brings you to and from the parking area to the center of Grant's Farm has a few challenges based on the desire to increase the number of guests, especially for large events. Some of the challenges with the current tram tour are:

- It is the only way to access the park and it takes too long (approximately 30 minutes) for some guests who prefer to go straight to the Tier Garten or Bauernhof. Reversing the direction of the route would create a more direct and shorter trip to the main areas of the Bauernhof and Tier Garten, where guests can then continue for the tour on their way out of the facility.
- The proximity to Gravois Road along the south edge of the property and its noisy traffic disrupts the farm or natural experience that is intended. The use of a dense evergreen buffer may help to visually separate the road from the tram path (See image 2.2).
- The tram must currently use the access road on the north side of the Tier Garten to arrive at the loading/unloading area on the west side of the Bauernhof. This creates a conflict with pedestrian circulation and other small vehicles moving through this site for operations' needs. An alternative route would alleviate this and create a safer pedestrian scenario.

Based on the observations, the tram experience can be improved by creating a more serene setting for passengers. The following are recommendations for creating an alternative experience and improving guest access (see Figure 2.5):

Decoupled tram ride to safari- style paid tour

It is recommended that an alternative and more direct guest access route be provided from the main parking area to the Tier Garten and Bauernhof area (see Elevated Boardwalk Access in the following section). With an alternative route, the tram ride could be decoupled from the primary access route to provide an exclusive safari-type excursion that can generate revenue through ticket sales. The existing passenger tram can be replaced with the single chassis safari vehicle and the tour could be tailored to private tours (see image 2.1).

To enhance the safari tour, it is also recommended that the following modifications to the existing route be implemented:

Reroute tram path around show ring to the northwest face of the Bauernhof

To reduce conflicts between the tram and guests moving about the Tier Garten and Bauernhof walkways, it is recommended that the tram path be rerouted to turn along the northwest edge of the show ring rather than the south, bringing it parallel with the northwest face of the Bauernhof (see Figure 2.2 and Figure 2.3)

Relocate Bauernhof tram stop

If the tram path is rerouted, as recommended above, the existing tram stop at the Bauernhof should be relocated approximately 50' north to the northwest corner of the Bauernhof. This new location is better suited to facilitate loading and unloading with the new tram path alignment

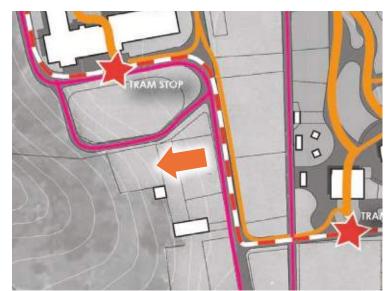


Figure 2.2 - Existing tram route from the Tier Garten to the Bauernhof in conflict with pedestrian and maintenance circulation patterns. Should be rerouted.



Figure 2.3 - Proposed tram route from the Tier Garten to the Bauernhof. New alignment helps avoid the pedestrian paths



Figure 2.4 - Proposed tram stop at the Bauernhof to connect with new alignment.



Image 2.1 - A decoupled tram experience could offer a safaristyle tour in the Deer Park.

and improvements to the interior spaces of the Bauernhof (discussed in Tier Garten and Bauernhof Improvements section), such as the gift shop. It also facilitates better queuing, taking it out of the breezeway and moving it to the access road between the Bauernhof and Show Ring (see Figure 2.4)







PROPOSED SITE **IMPROVEMENTS KEY** 1. Reoriented Main Parking

- Lot
- 2. Clydesdale Village and Hospitality Center
- 3. Elevated Walkway to Bauernhof
- 4. Sky Lift/People Mover
- 5. Modified Tram Route
- 6. New Tram Stop at Bauernhof
- 7. Events Center

LEGEND

BIKE PATH

TRAM ROUTE

TRAIL/PATH

MAIN ROADS

STREAM/DRAINAGE

ELEVATED WALKWAY

PROPOSED BUILDING

.....

PEOPLE MOVER/SOARING

TRAM STOP

ENLARGEMENT AREAS

A - Entry & Clydesdale Village

B - Tier Garten & Bauernhof

C - Events Center

Figure 2.5 - Proposed overall site improvements







OVERALL GUEST EXPERIENCE IMPROVEMENTS

The following section discusses recommendations that permeate the entire facility and do not have specific return on investment (ROI) calculations, but are deemed critical to supporting and maintaining the highest level of guest comfort and effective operation of Grant's Farm. See Appendix A for full costs matrix.

ADD A VEGETATIVE BUFFER/SCREEN BETWEEN TRAM PATH AND GRAVOIS ROAD

The existing stretch of the tram path that runs along the southeast edge of the property, parallel to Gravois Road, is very close to the noisy street and has little visual barrier. To create a more serene and nature-focused experience for riders on the Deer Park tour, a dense vegetative buffer should be grown along the entire length of the property. This vegetative buffer can block the views to and from the road, creating a more natural setting. It may also help to reduce the traffic noise (see images 2.3 and 2.4)

RESTROOMS | \$600 PER SQUARE FOOT

The Grant's Farm campus includes five restrooms. One at the Clydesdale Stables, one in each of the two gift shops, one in Tier Garten Treats, and one in the Bauernhof. The restrooms at the Bauernhof and Tier Garten Treats are currently a challenge for peak days, where the large number of guests needing to use the facilities in these areas creates long waits in line. This may indicate that larger bathrooms or additional bathrooms and capacity may be necessary, especially considering the desire to increase the number of guests and hosting larger events.

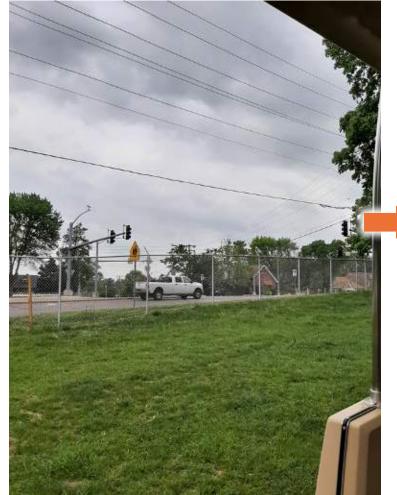








Image 2.2 - A vegetative buffer or screen can help visually Image 2.5 - Existing restrooms in the Tier Garten separate the tram path from Gravois Road.









CLIMATE-CONTROLLED SEATING AREAS | \$100 - 200 PER SQUARE FOOT

In the midst of summer in St. Louis, temperatures are typically in the 90s and the humidity is commonly around 70%. This can get uncomfortable to guests who have been walking around outside at Grant's Farm all day, especially if they are trying to cool off and enjoy their food. Currently, there are relatively few climate-controlled spaces accessible to quests. They include Biergarten/tasting room and the gift shops. There is also a "cooling station" in the Tier Garten where guests can walk through water misters, instantly cooling them. There is currently no airconditioned eating area. The main eating area in the Bauernhof courtyard is currently cooled through shade canopies and fans, which can seem inadequate on hot days. The addition of air-conditioned eating areas would greatly improve this experience. These could be simple prefabricated or custom enclosed structures located throughout the Tier Garten. Small food carts or vendors could be set up to provide light food and beverage services.

MINIMUM PATH WIDTHS | \$10 PER SQUARE FOOT

To ensure that guest can comfortable and safely circulate throughout the site, especially within the Tier Garten area, it is recommended that minimum path widths be established. Ideally, a 16' minimum width for major or primary paths is an industry standard for similar facilities, with 12-14' minimum widths for other secondary path connections.

It was noted that Grant's Farm would like to reduce the amount of impervious surfaces, specifically asphalt. Currently, the majority of the paths and roads at Grant's Farm are asphalt, so any change in the material would need to be phased in as budget and maintenance allows. Viable alternative materials for pathways that are porous include permeable pavers, stabilized fines (also known as stabilized decomposed granite), and porous concrete/asphalt. Each material has its own set of specific design and maintenance requirements (see Image 2.8). It is recommended that maintenance and facility operations be included in the considerations for utilizing these alternative materials.

NEW STORAGE FACILITIES | \$250 PER SQUARE FOOT

One of the biggest challenges that Grant's Farm currently faces moving into the future is the availability of storage space. As seen in the food prep areas of the Bauernhof and nearly every available covered space throughout the campus, storage is at capacity and is beginning to affect operations and expansion. It is recommended that a study be conducted to estimate the amount of space needed for current storage needs and future needs. Based on the results of the study, Grant's Farm could construct a large storage facility or several smaller facilities. One option is to construct a new storage barn in place of the Hay Barn, as it is planned for relocation closer to the Tier Garten. If Barn #1 is used for the VIP Tour, the materials being currently stored there will need a new location, warranting the construction of a new storage barn.



climate control - could be enclosed and cooled.



Image 2.6 - Existing outdoor seating at Tier Garten Treats. No Image 2.7 - Enclosed climate controlled dining area inspiration.



Image 2.8 - Existing paths in the Tier Garten that are too narrow for the amount of people that move through this area.



Image 2.9 - Example of permeable concrete/asphalt that could be used for paths and roads around Grant's Farm.



Image 2.10 - Existing storage and maintenance barn. There is little space left for storage or expanded maintenance needs.



Image 2.11 - Interior of Barn #1 being utilized for overflow storage.



ENTRY SEQUENCE & CLYDESDALE STABLES IMPROVEMENTS - AREA A

The entry and arrival sequence to Grant's Farm seems disconnected with the parking area bisecting the Clydesdale Stables and the main entry to Grant's Farm. Additionally, the Clydesdale are easily missed as this area is not highly visible from the other end of the parking lot. Another challenge is the long tram ride required to access the main area of Grant's Farm and no option to walk (as described in Overall Site Improvements). To address many of these issues and to improve this experience, several improvements are recommended. See map on previous page for keyed notes and recommended improvements.

CREATE A "CLYDESDALE VILLAGE" | \$2 - \$4 MILLION

Currently, the Clydesdale Stables are has some structure that makes it feel like its own area, but could be improved to function as the primary entry to Grant's Farm with a hospitality room, central plaza, and making it the primary departure point where guests can choose how they will arrive to the upper area of the Bauernhof and Tier Garten (see Figure 2.6). To create a more cohesive Village, it is recommended to:

- Create new guest arrival experience and entry sequence through a cohesive "Clydesdale Village" with central organizing space or plaza.
- Reorient/re-stripe parking area to funnel guests towards the "Clydesdale Village."
- Add new signage/entry feature at the Clydesdale Village tall and large enough to draw attention from the opposite end of the parking lot.



Figure 2.6 - Clydesdale Village Proposed Improvements



Image 2.12 - The addition of a larger entry sign and creating a Clydesdale Village would create a sense of arrival.



Image 2.14 - Opportunities to expand guest access to Clydesdale Village.

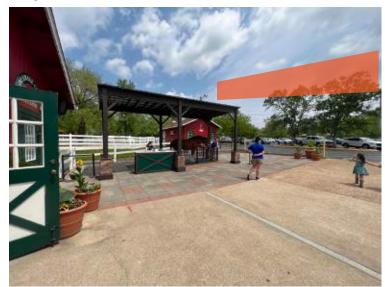


Image 2.16 - Opportunities for better signage from the Parking



Image 2.13 - Existing view from Clydesdale stables parking area and Clydesdale Paddocks that could become a plaza.



Image 2.15 - This space could be used to load guests onto the Sky Lift and enter raised walkway.



Image 2.17 - Existing signage does not catch the eye from across the parking lot. A tall, large sign or entry feature is needed.







PROPOSED SITE IMPROVEMENTS KEY

- Parking Area
- New Entry Signage & Welcome Plaza
- Existing Clydesdale Stables
- Proposed Sky Lift Cable Transport System
- **Proposed Elevated** Walkway From Plaza Over Grant Road & Gravois Creek
- Proposed Elevated Walkway To Tier Garten & Bauernhof
- **Proposed Elevated** Walkway To Existing Tram Building & Gift Shop

LEGEND

TRAM ROUTE

OLD TRAM ROUTE

TRAIL/PATH

MAIN ROADS

111111111111

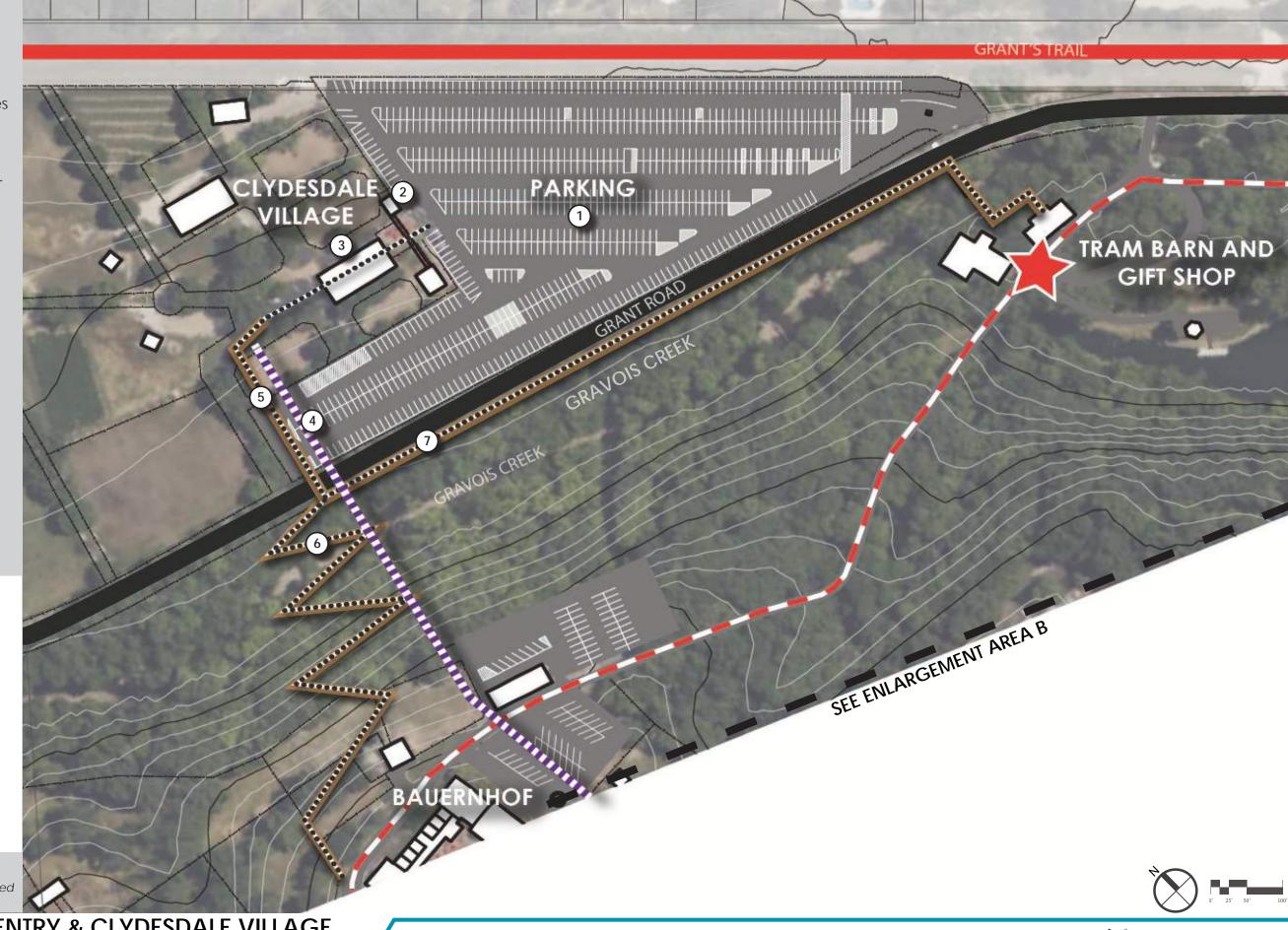
PEOPLE MOVER **ELEVATED WALKWAY**

STREAM/DRAINAGE

TRAM STOP

PROPOSED BUILDING

Figure 2.7 - Clydesdale Village Proposed Improvements



ELEVATED WALKWAY | \$1 - \$2 MILLION (LONG TERM)

To provide a more direct route for guests to access the Tier Garten and Bauernhof without having to rely on the Tram, an elevated walkway or "boardwalk" could be constructed (see Figure 2.8 and Keyed Note #7 on map, previous page). This would allow guests to safely cross Grant Road and Gravois Creek and onto to the Bauernhof and Tier Garten and would eliminate the need for crossing guards. It would also provide an exciting experience walking through the wooded hills, looking up at the Bauernhof (see images 2.18 and 2.19). The walkway would also provide more capacity for egress during large events, instead of relying on the tram, which can often create a bottleneck. Additionally, it would elevate the walkway out of the floodplain.

The lowest end of the walkway would start in the Clydesdale Village in the proposed plaza area and would begin to ramp up as it heads towards Grant Road and Gravois Creek. The walkway should ramp high enough to safely clear Grant Road and allow vehicles to pass below. The walkway would then span over Gravois Creek, bringing guests across the creek and removing the threat of flooding destroying the walkway. Once on the other side of the creek, the walkway will split with one route bringing guests up the hill to the northwest corner of the Bauernhof (approximately 90' of elevation). The other route would parallel Gravois Creek bringing guests to the existing Tram Barn

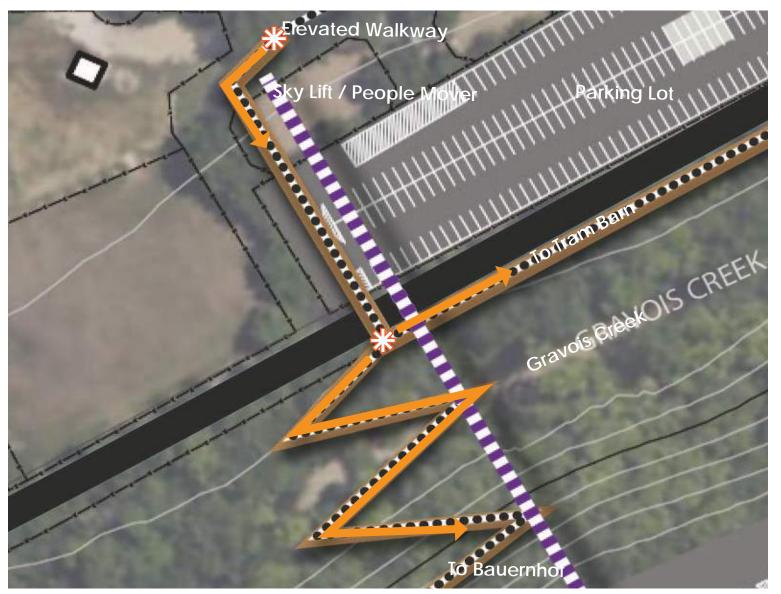


Figure 2.8 - Conceptual design for Clydesdale Village plaza. Guests can chose an access to the Tier Garten and Bauernhof.

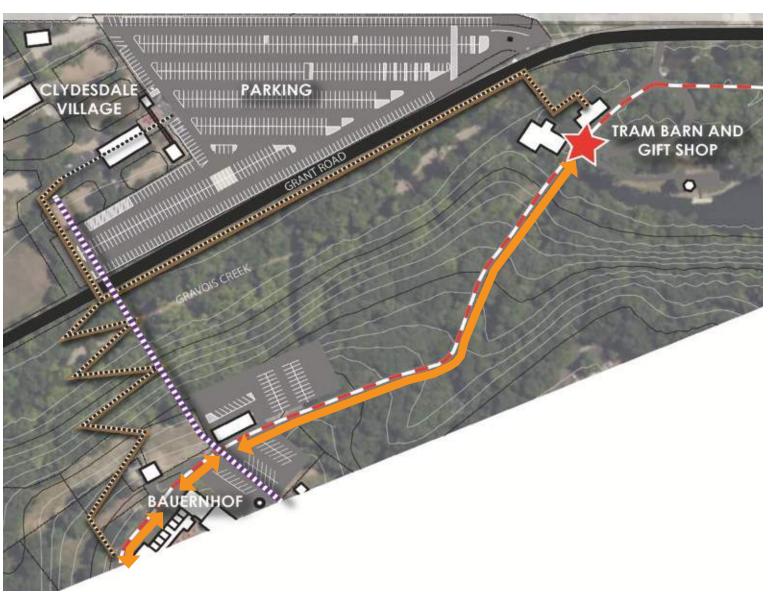


Figure 2.9 - New two-way pedestrian path on existing access road from Grant's Station to Bauernhof.



Image 2.18 - Inspiration for elevated walkway.



Image 2.19 - Conceptual idea for separated pedestrian walk along main access road.







and Gift Shop, where they could begin the proposed safari experience.

The walkway should be constructed to meet all local and federal accessibility standards, such as ADA, and may need special consideration for construction in a floodplain and spanning the roadway and the creek. It should be designed to be wide enough to safely accommodate the maximum volume of guests during peak events and any accessibility needs. It is likely that a professional structural engineer will need to be consulted for its design.

BUFFERED PEDESTRIAN WALKWAY ALONG EXISTING ACCESS ROAD | \$125,000

As a near future and less costly solution for facilitating expedited pedestrian access and circulation between the entry at Grant's Village and the Bauernhof, a portion of the existing access road should be designated as a pedestrian path (see Figure 2.9). There is no direct ROI associated with this improvement; however, providing a more direct route to and from these attractions contributes to an overall improvement in quest experience and improves operations.

The path should be a minimum width of 8' to provide adequate room for ingress and egress of pedestrian traffic, especially given that many guests use strollers (see Figure 2.10). A curb or bollards should be added between the pedestrian zone and the vehicle lane to provide a safety buffer (see images 2.21 & 2.22). The remaining width of the road can continue to facilitate vehicular access, but may be too narrow to safely allow two vehicles to pass simultaneously. Typically, vehicles require 10' - 12' width each. Given that the road may not be able to be widened, the width may pose some operational challenges. This may be resolved with the use of radios or signal lights to allow for one vehicle to pass while stopping the other until it is clear. Distance is approximately 1,400'.

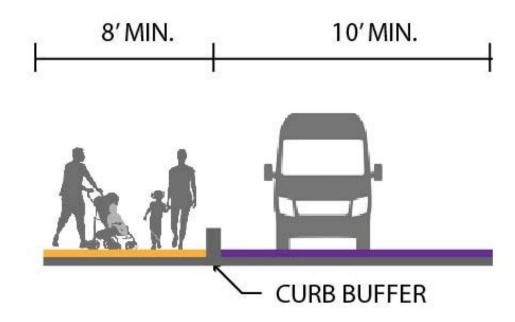


Figure 2.10 - Conceptual section of dedicated and protected pedestrian path along existing access road to Bauernhof.



Image 2.20 - Inspiration for Sky Lift/People Mover



Figure 2.11 - Conceptual design for Clydesdale Village plaza. Guests can chose an access to the Tier Garten and Bauernhof

SKY LIFT/PEOPLE MOVER CABLE TRANSPORT SYSTEM | \$6 -8 MILLION (LONG TERM)

A Sky Lift or People Mover is a cable transport system akin to a ski lift that is typically found at a ski resort (see Image 2.20). It is a series of towers that support a cable and pulley system with gondolas or benches that constantly move people over rugged terrain. Much like the proposed Elevated Boardwalk, the People Mover provides a direct and fast connection to the main area of Grant's Farm, the Bauernhof and Tier Garten, from the lower main parking area. As this could be an expedited and exhilarating experience and an alternative to walking via the elevated walkway, the People Mover would be an additional fee for guests.

Guests can board the people mover at the proposed plaza in the Clydesdale Village adjacent to the proposed elevated walkway entrance (see Figure 2.11). The lift will carry them to a landing at the southeast corner of the Bauernhof where the existing Birthday Pavilion stands. The ride is estimated to take approximately five minutes to travel the approximately 1000' to the Bauernhof from the parking lot below.



Image 2.21 - Inspiration for separated and protected pedestrian path



Image 2.22 - Inspiration for separated and protected pedestrian path





TIER GARTEN & BAUERNHOF IMPROVEMENTS - AREA B

Considered the heart of Grant's Farm, the Tier Garten and Bauernhof area draw the most attention and are welcome programmed to encourage fun for the whole. Many people have grown up enjoying the attractions there, such as seeing the animals, petting the goats, and enjoying complimentary beverages at the Bauernhof. With the desire to increase the number of new visitors and to increase opportunities to generate new revenue, some additions and improvements to this area are necessary. The following items were identified as recommended investments.

NATURE PLAYGROUND | \$300,000

A nature-themed playground should be located over the site of the existing "Five Fountains Pond" and will abut several animal areas (llama, camel, cow) to promote interaction. The intent of this play area should be designed for parallel play, a concept where children and animals can observe and mimic each other during play and exercise. Containment and separation from animal yards must be included to ensure safety for both animals and people in the playground area. The playground should be unique and distinct enough to attract new visitors as a sort of destination, an elevated experience over the typical neighborhood park play area.

The play area and structures could be built of natural materials, such as logs and boulders that could potentially be sourced locally, and integrate opportunities for environmental education, ties to the history of the property, and connections with nature. This may include elements such as log piles, topographic features and mounds, interpretative signage or other interactive elements. The playground area should be sighted so that parents and guardians have an area to sit and rest and it should be highly visible from the Tier Garten Treats dining area and draw intrigue from guests in the general Tier Garten area.

The addition of a nature play area would address a key gap in Grant's Farm's guest experience: a place for the youngest guests to burn off some energy. Despite the fact that one of the Farm's key visitor constituencies is young families, this aspect of the experience is notably absent. By creating the play area, the key revenue implications are that: (1) stay time will be marginally increased, leading to growing per capita spending; and (2) that additional return visitation may be created.

Playground	425,000	450,000	475,000	500,000	525,000	550,000		
Playground Net Revenue on Existing Visits								
Low	\$42,500	\$42,500	\$42,500	\$42,500	\$42,500	\$42,500		
Moderate	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750		
High	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000		
Playground Net Revenue on New Visits								
Low	-	\$75,000	\$150,000	\$225,000	\$300,000	\$375,000		
Moderate	-	\$100,000	\$200,000	\$300,000	\$400,000	\$500,000		
High	-	\$125,000	\$250,000	\$375,000	\$500,000	\$625,000		
ROI								
Low	7.1	2.6	1.6	1.1	0.9	0.7		
Moderate	4.7	1.8	1.1	0.8	0.6	0.5		
High	3.5	1.4	0.9	0.7	0.5	0.4		

Figure 2.12 - Playground ROI Financial Analysis.

Modeled assumptions include:

- An increase of between \$0.10 and \$0.20 in per person spending on existing visitation
- Potential incremental visitation growth
- Between \$3.00 and \$5.00 of incremental visitor spending on these new visits

Under these conditions and with a capital investment of \$500,000, the playground addition would have an ROI period of between 1.5 and 3 years, although it will be difficult to directly attribute revenue to it.



Image 2.23 - Nature Play Concept



Image 2.24 - Nature Play Concept



Image 2.25 - Nature Play Concept



Image 2.26 - Nature Play Concept







PROPOSED SITE **IMPROVEMENTS KEY**

- Soaring Eagle Zip-line
- 9-Hole Mini-Golf
- 3. Nature Playground
- Horseback Trail Rides
- (A) Bauernhof Plaza Expansion, (B) Interior Renovations), (C) VIP Parking
- 6. Show Ring
- Busch Family Heritage Garden
- 8. Expanded Tier Garten Treats
- 9. Otter Exhibit
- 10. Animal Immersion Walkthrough Experience
- 11. Walk-Through Aviary
- 12. Relocated Milk Haus
- 13. Tier Garten Arrival and Entry Node Enhancements
- 14. Relocated Hay Barn
- 15. Deer Park Animal **Encounters Tour**

LEGEND

OLD TRAM ROUTE



TRAM ROUTE TRAIL/PATH



MAIN ROADS

STREAM/DRAINAGE

PEOPLE MOVER/SOARING

111111111111

EAGLE

TRAM STOP

PROPOSED BUILDING

ELEVATED WALKWAY

Figure 2.13 - Tier garten & Bauernhof proposed improvements



Grant's Farm

HORSEBACK TRAIL RIDES | \$100,000

Riding horseback around the property has been a long-held tradition at Grant's Farm; however, there is currently no equestrian education or interaction aside from the show horses at the Clydesdale Village. Reintroducing horseback riding that is available for guests to experience could be an excellent addition to the current programming and revenue generation at Grant's Farm while continuing to honor the connections to its history (see image right of Bush Family on horseback at Grant's Farm). Identified as a replacement to the existing Camel Rides, this short trail ride experience can offer guests at Grant's Farm an opportunity to ride a horse or pony along a roughly 1/4 mile trail that meanders through trees and the rolling hills. While waiting in line to ride and during the ride, guests have the opportunity to learn about the history of horses and Grant's Farm and what it takes to care for them.

Placing the horseback riding experience next to the play area offers an opportunity for guests using the playground to observe the horses and potentially draw them into that experience. Its placement is also conducive to service for birthday parties and group rides with its proximity to the Birthday Pavilion and Bauernhof. It will also be one of the first experiences guests landing at the Bauernhof via the Sky Lift will see upon arrival.

Adding a horseback-riding experience to Grant's Farm would create a new revenue opportunity for the organization, and would tie-in nicely with the overall story and aesthetic of the site. Modeled assumptions are as follows:

- Ridership capture rate of between 7% and 9%
- Rider fee of between \$6.00 and \$8.00
- Operating margin of 80%

Under these conditions and with a capital investment of \$100,000, the trail ride addition would have an ROI period of between about 3 and 5 years depending on how overall visitation grows in the future.

Projected costs:

- Loading/unloading platform \$30,000
- Ticket Kiosk and equipment- \$25,000
- 4' width, 1/4 mile-long mulch trail and misc. grading/clearing \$30,000
- Misc. animal care needs and tack \$15,000

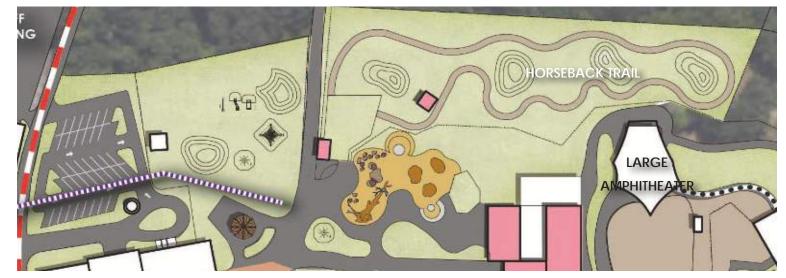


Figure 2.15 - Horseback Trail Ride Concept.

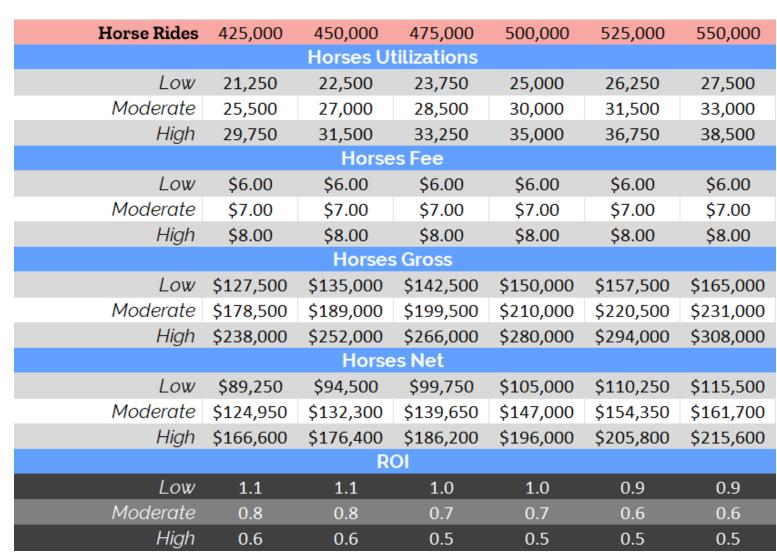


Figure 2.14 - Horseback Trail Rides ROI Financial Analysis. See Appendix for enlarged version.



Image 2.27 - Horseback Trail Ride inspiration.



Image 2.28 - Historic image of the Busch Family on horseback at Grant's Farm. Image credit: National Parks Service







BAUERNHOF IMPROVEMENTS | \$5 MILLION (LONG TERM)

As identified in previous sections, the Bauernhof requires significant modifications to better meet the current needs and accommodate the desired increase in capacity of guests and programming. The following recommendations for improvements are believed to be essential to meet these needs:

A. Courtyard/Plaza Expansion - Relocate the Existing Bauernhof Stone Wall:

The existing stone wall and archway that encloses the south end of the Bauernhof's open plaza area is original to the construction of the building, is historically relevant, and valuable to the history of the property and to the Busch Family. The attached stone archway is one of the most iconic features as well. Given the need to facilitate larger groups in this area and to add programming such as live music and additional vendors and seating, the wall creates a physical and operational barrier. To maintain balance of the need for extra capacity and preserving the character and history of the Bauernhof, the wall should be relocated south of its current location, nestled into the slope, serving as an iconic backdrop to a new stage, bookended by the Bauernhof.

As a historic structure, it is suggested that a preservation specialist be consulted to document the existing wall and provide guidance on maintaining its historical integrity and legacy through the relocation effort.

B. Re-Evaluate the Bauernhof Interior Space and Uses:

As previously mentioned, the Bauernhof hosts a variety of functions and has some underutilized spaces that could be activated to meet programming and operational needs.

- Carriage House: should be adjusted to host 100-person events
- Horse Stalls could be turned into private rentable spaces
- The Beer Garten/Hospitality Room should include a larger bar for added service and should increase the capacity of its climate-controlled seating area.
- The Brathaus should return to snack service instead of expanding the kitchen needed to support its current full food service.



Figure 2.17 - Bauernhof plaza expansion and improvements enlargement

Bauernhof	425,000	450,000	475,000	500,000	525,000	550,000	
After-Hours Events Attendance							
Low	63,750	67,500	71,250	75,000	78,750	82,500	
Moderate	76,500	81,000	85,500	90,000	94,500	99,000	
High	85,000	90,000	95,000	100,000	105,000	110,000	
		Existing	g Turns				
Low	127.5	135.0	142.5	150.0	157.5	165.0	
Moderate	153.0	162.0	171.0	180.0	189.0	198.0	
High	170.0	180.0	190.0	200.0	210.0	220.0	
		Net 1	urns				
Low	42.5	45.0	47.5	50.0	52.5	55.0	
Moderate	51.0	54.0	57.0	60.0	63.0	66.0	
High	56.7	60.0	63.3	66.7	70.0	73.3	
	Net Revenue On Existing Turns						
Low	\$191,250	\$202,500	\$213,750	\$225,000	\$236,250	\$247,500	
Moderate	\$306,000	\$324,000	\$342,000	\$360,000	\$378,000	\$396,000	
High	\$425,000	\$450,000	\$475,000	\$500,000	\$525,000	\$550,000	
	Net Revenue On New Turns						
Low	\$255,000	\$270,000	\$285,000	\$300,000	\$315,000	\$330,000	
Moderate	\$344,250	\$364,500	\$384,750	\$405,000	\$425,250	\$445,500	
High	\$425,000	\$450,000	\$475,000	\$500,000	\$525,000	\$550,000	
Net Revenue on Daily Operations							
Low	\$361,250	\$382,500	\$403,750	\$425,000	\$446,250	\$467,500	
Moderate	\$522,750	\$553,500	\$584,250	\$615,000	\$645,750	\$676,500	
High	\$680,000	\$720,000	\$760,000	\$800,000	\$840,000	\$880,000	
ROI							
Low	6.2	5.8	5.5	5.3	5.0	4.8	
Moderate	4.3	4.0	3.8	3.6	3.5	3.3	
High	3.3	3.1	2.9	2.8	2.6	2.5	

Figure 2.16 - Bauernhof Improvements ROI Financial Analysis.

 Add Restrooms or increase bathroom capacity and other supporting infrastructure needed for maintaining guest comfort and expanded operations.

BAUERNHOF IMPROVEMENTS | (SHORT TERM)

C. Add Expanded VIP Parking Area | \$160,000

As part of the supporting infrastructure that will be necessary for the desired increase in capacity and uses, additional parking for VIP quests should be located near the Bauernhof. These spaces could be rented at a premium during special events or used for overflow staff parking. Expanding







upon the existing staff parking lot at the east side of the Bauernhof, an additional 30-40 spaces could be developed in the existing pasture area (see Figure 2.18). This assumes a cost of approximately \$4,000 per space, which includes drive lanes and access

A moderately substantial renovation of the Bauernhof courtyard area and the associated quest amenities would have multiple benefits. First, by increasing capacity from about 500 to 750 people, it would enable Grant's Farm to capture and retain a larger share of after-hours visitors in a revenue generating node. Secondly, the proposed improvements to the strained food service operations would increase visitor spending during regular daytime operating hours. Modeling assumptions include:

- An increase of between \$3.00 and \$5.00 in per person spending on existing after-hours operations
- An increase of visitor capacity equating to between about 50 and 75 incremental "turns" of the existing courtyard space per year
- Between \$8.00 and \$10.00 of incremental visitor spending on these new turns
- Between \$1.00 and \$2.00 in incremental spending on existing daytime visitation

Under these conditions and with a capital investment of \$5,000,000, the Bauernhof renovations are most likely to have an ROI period of between 2.9 and 5.5 years and would generate between about \$1,000,000 and \$1,500,000 in net ordinary operating income thereafter.

D. Create a Permanent Bauernhof Gift Shop and Reroute Exit | \$1 Million

A permanent gift shop could be located at the NW end of the Bauernhof, which could also function as the exit from the Bauernhof to the new tram stop. This would provide the opportunity for guests to pass through the Gift Shop before existing the campus, encouraging purchases. Routing the exit through the existing access below the clock tower and through the Gift Shop is more intuitive than the existing exit though the breezeway (see Figure 2.18).



Figure 2.18 - Expanded VIP Parking area and new gift shop for Bauernhof



Image 2.29 - Current image of the Bauernhof and plaza looking Image 2.30 - Proposed expansion of the Bauernhof and plaza





Image 2.31 - Current image of the Bauernhof and plaza looking south.



Image 2.32 - Proposed expansion of the Bauernhof and plaza and stage, looking south.







DEER PARK ENCOUNTERS PATH AND TOUR | \$200,000

To activate the underutilized area south of the Tier Garten, where the Deer Park interfaces with Barn #2 and the Large Amphitheater, the Deer Park should be extended into this area to allow for deer and other species to enter (see Figure 2.19). A a walking tour should be developed that takes guests on a guided tour into this new Deer Park extension where they can come face to face with deer and other hoof stock species. An elevated walkway or bridge may be required to facilitate access for the animal species into the yard as well as for safe pedestrian viewing.

This could be an experience that includes incorporating educational behind-the-scenes tours, farm animal stories, and feeding. This area should be managed to include only the hoof stock species that are deemed safe for human interactions. There is no direct ROI associated with this improvement; however, this additional programming contributes to an overall improvement in guest experience. Projected needs and costs:

 Clean up existing back of house (BOH) and animal holing yards to bring guest on tour of existing animal care operations in Barn #2. Must include safety upgrades. Will likely require some cosmetic work to make the barn interior a little more "tour friendly". May require some internal pen/fencing



Image 2.33 - Inspiration for VIP tour interaction with Deer Park wildlife during walking tour



Image 2.34 - VIP tour could offer private behind-the-scenes education and animal interactions in the Deer Park.



Image 2.35 - Existing facade of Barn #2 - could be dressed up to make more visually appealing.



Image 2.36 - Area where fencing will need to be adjusted to support animal access to expanded Deer Park

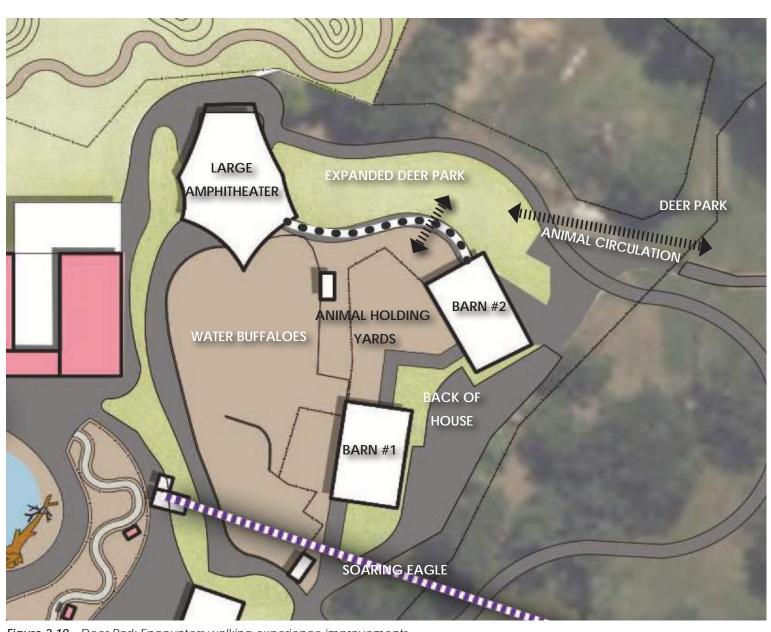


Figure 2.19 - Deer Park Encounters walking experience improvements.

alterations to better facilitate feedings/petting/learning opportunities and to see the animals – it is currently obscured by a plywood wall - \$100,000+

- Additional interaction programming, like rotating animal species.
- Dress up facade of Barn #2 (see Image 2.35). Could grow vines or ivy all over them for a more natural and less costly aesthetic. Alternatively, carved concrete themed rock work could be used to support the Water Buffalo/Camels exhibit aesthetics by providing a matching backdrop (this is a more costly option and is not included in this estimate) - \$30,000+
- Redefine the fence line at the Deer Park to allow for animal movement into the area that abuts the large amphitheater. Add new access control/shift gates. Add new walking path from large amphitheater to Barn #2 and connecting from BOH back to large amphitheater. Guests can walk between fences to see the expanded Deer Park area and animal holding yards - \$40,000+
- Add elevated viewing/feeding platform in new Deer Park extension yard where guests can safely feed the animals - \$30,000







9-HOLE MINI-GOLF (ADVENTURE GOLF) COURSE | \$1 MILLION (LONG TERM)

To provide another attraction and source of revenue in the Tier Garten, a 9-hole mini-golf course should be developed, each with a separate theme, but consistent with the overall theme(s) of Grant's Farm. The course should provide a more natural or agrarian experience, blending in with the rest of the Tier Garten using landscaping and topography. The entry booth should be a Bevo Mill replica and serve to support ticket sales and equipment for the mini-golf course. The course should also leverage the proximity to the adjacent animal areas to provide opportunities for integrating animal encounters along the course. This could include integrating portions of animal exhibits, like the Goats or Otters, into the course. It is strongly recommended that a specialist in animal behavior/zoo animals be consulted during the design process to ensure that the well-being of the animal species affected by the project will be maintained at the highest standards.

Mini-golf is well represented in the greater attractions landscape. While traditional mini-golf experiences include 18 holes, it was decided by the project team that Grant's Farm would begin with a 9-hole experience, allowing itself flexibility to expand in the future. The modeling estimates the following:

- Capture rate of between 8% and 12%
- Player's fee of between \$8.00 and \$10.00
- Operating margin of 70%
- Incremental visitor per capita spending of between \$0.15 and \$0.25 due to extending stay time

Under these conditions and with a capital investment of \$1,000,000, the Mini Golf experience is most likely to have an ROI period of between 1.9 and 3.5 years and would generate around \$400,000 in net ordinary operating income thereafter.

Mini Golf	425,000	450,000	475,000	500,000	525,000	550,000	
Utilizations							
Low	34,000	36,000	38,000	40,000	42,000	44,000	
Moderate	42,500	45,000	47,500	50,000	52,500	55,000	
High	51,000	54,000	57,000	60,000	63,000	66,000	
		Fe	ee				
Low	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	
Moderate	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	
High	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	
		Gross R	evenue				
Low	\$272,000	\$288,000	\$304,000	\$320,000	\$336,000	\$352,000	
Moderate	\$382,500	\$405,000	\$427,500	\$450,000	\$472,500	\$495,000	
High	\$510,000	\$540,000	\$570,000	\$600,000	\$630,000	\$660,000	
	Net Revenue						
Low	\$190,400	\$201,600	\$212,800	\$224,000	\$235,200	\$246,400	
Moderate	\$267,750	\$283,500	\$299,250	\$315,000	\$330,750	\$346,500	
High	\$357,000	\$378,000	\$399,000	\$420,000	\$441,000	\$462,000	
Incremental Per Cap on Extended Stay Time							
Low	\$63,750	\$67,500	\$71,250	\$75,000	\$78,750	\$82,500	
Moderate	\$85,000	\$90,000	\$95,000	\$100,000	\$105,000	\$110,000	
High	\$106,250	\$112,500	\$118,750	\$125,000	\$131,250	\$137,500	
ROI							
Low	3.9	3.7	3.5	3.3	3.2	3.0	
Moderate	2.8	2.7	2.5	2.4	2.3	2.2	
High	2.2	2.0	1.9	1.8	1.7	1.7	

Figure 2.20 - Mini-Golf ROI Financial Analysis.



Image 2.37 - Themed Mini-Golf Concept with naturalistic surrounds.



Image 2.38 - Themed Mini-Golf Concept with naturalistic surrounds.



Image 2.39 - Mini-Golf: Animal interaction concept. Goats and hoof stock exhibits can integrate with the mini-golf course. Themed Mini Golf Concept with naturalistic surrounds.







SOARING EAGLE ZIP-LINE | \$800,000

The Soaring Eagle is a safe, fun, and efficient commercial zip-line ride with a notoriously high return on investment. Requiring only one operator, the ride is easy to staff and keeps operational costs to a minimum. Guests are secured into a tandem seat and then drawn backward from a platform up the zip-line (approximately 500' long) to the highest point (approximately 100' tall). They are then released and "zip" down the line back toward the platform, taking in all the sights of the surrounding area, treetops, and a birds-eye view. The chairs can be themed and are typically shown as an eagle - this is recommended for Grant's Farm to tie in with the desire to include an eagle exhibit and to promote the eagle as a symbol.

Special considerations should be made to control falling personal objects such as cellular phones, coins, and other items that may come loose during the ride and could injure anyone below. The use of nets under the length of the zip-line or a catch under the seats should be considered for prevention.

A high-resolution and high-speed camera could be utilized to capture photos of guests as they are mid-flight on the ride and made available for purchase, as seen in many amusement parks. A successful example of this ride at Zoo Knoxville (Tennessee) includes the following information for pricing and operations planning (as of August 2023):

Example Activity Pricing

Kool Replay Photo and Video Add-Ons: Photo \$8.00 Video \$12.00 Photo and Video Combo \$15.00

Example Activity Details

Passengers must be at least 107 cm (42 inches) tall to board this ride. Passengers between 42" and 47" must be accompanied by an adult. Total Passenger Capacity: 450 lbs. Single Passenger Capacity: 300 lbs Passenger Capacity: 2 persons

The Soaring Eagle feature is one of the projects with the strongest ROI and it has the added benefit of being extremely well precedented with installations at many attractions throughout the United States. Based on those existing installations, our modeling estimates the following:

- Capture rate of between 8% and 12%
- Rider fee of between \$8.00 and \$10.00
- Operating margin of 75%

Under these conditions and with a capital investment of \$800,000, the Soaring Eagle is most likely to have an ROI period of between 1.9 and 3.5 years and would generate around \$300,000 in net ordinary operating income thereafter.

Soaring Eagle	425,000	450,000	475,000	500,000	525,000	550,000	
Utilizations							
Low	34,000	36,000	38,000	40,000	42,000	44,000	
Moderate	42,500	45,000	47,500	50,000	52,500	55,000	
High	51,000	54,000	57,000	60,000	63,000	66,000	
		F€	ee				
Low	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	
Moderate	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	
High	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	
	Gross						
Low	\$272,000	\$288,000	\$304,000	\$320,000	\$336,000	\$352,000	
Moderate	\$382,500	\$405,000	\$427,500	\$450,000	\$472,500	\$495,000	
High	\$510,000	\$540,000	\$570,000	\$600,000	\$630,000	\$660,000	
Net Net							
Low	\$204,000	\$216,000	\$228,000	\$240,000	\$252,000	\$264,000	
Moderate	\$286,875	\$303,750	\$320,625	\$337,500	\$354,375	\$371,250	
High	\$382,500	\$405,000	\$427,500	\$450,000	\$472,500	\$495,000	
ROI							
Low	3.9	3.7	3.5	3.3	3.2	3.0	
Moderate	2.8	2.6	2.5	2.4	2.3	2.2	
High	2.1	2.0	1.9	1.8	1.7	1.6	

Figure 2.21 - Soaring Eagle ROI Financial Analysis.



Image 2.40 - Soaring Eagle Zip-line Adventure Concept



Image 2.41 - Soaring Eagle Zip-line Adventure Concept





^{*} Rides may be paused or stopped at any time due to weather or safety conditions in the zoo

EXPANDED TIER GARTEN TREATS | \$3 - \$5 MILLION (LONG TERM)

Tier Garten Treats (TGT) currently serves as an auxiliary food stand to the larger Bauernhof, offering small plates like brats, pizza, hot dogs and ice cream. The structure also houses two bathrooms. Renovations should include a larger kitchen with the capacity to support external food prep and catering for other venues in the park, such as a future event center or corporate party.

To address the need for more climate-controlled dining areas, the renovations should include covered seating areas adjacent to the building on both sides. At least one of these areas should be enclosed and air-conditioned. New dining areas should be able to support 50-100 guests. The seating area on the north side of the TGT should be integrated into the play area to provide visual connection, allowing parents to keep an eye on their children playing. It may also offer opportunities to watch the nearby animals in the adjacent yards. The dining area on the south side of TGT should integrate into the amphitheater area and offer views into nearby animal areas (see Figure 2.22).

RETROFIT LEMUR ISLAND FOR EAGLE EXHIBIT | \$30,000 - \$50,000

The existing Lemur Exhibit could be replaced by Bald Eagles, which would be more fitting with the overall theme of Grant's Farm. This retrofit could be outfitted with trees and logs and other elements typical of eagle habitat and behavioral needs. This is considered a more short-term investment that could be implemented quickly, but does not account for the necessary upgrades needed to fix the moat (see images 2.46 & 2.47).

RIVER OTTER EXHIBIT | \$2 -\$3 MILLION (LONG TERM)

The long-term investment would be to demolish the existing Lemur Exhibit, which has many leaks and maintenance challenges, to construct a new Otter exhibit (see Figure 2.23). It is strongly recommended that a specialist in animal behavior/zoo animals be consulted during the design process to ensure that the well-being of the animal species affected by the project will be maintained at the highest standards.

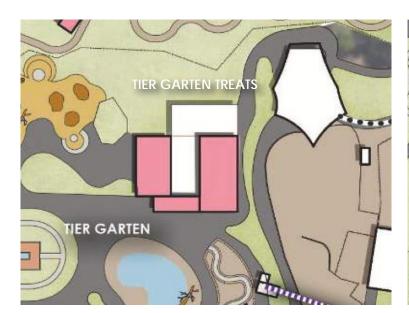


Figure 2.22 - Expanded Tier Garten Treats

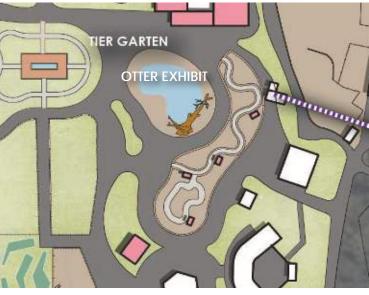


Figure 2.23 - Proposed future Otter Exhibit



Image 2.42 - Existing Tier Garten Treats cafe.





Image 2.44 - Existing patio at Tier Garten Treats cafe.



Image 2.46 - Existing Lemur Island to be retrofitted for eagles



Image 2.45 - Tamayo Restaurantenclosed dining patio inspiration. Image Credit: Tamayo restaurant via Thrillist.com



Image 2.47 - Eagle Exhibit inspiration.







ANIMAL ENCOUNTERS WALK-THROUGH EXPERIENCE | \$1 - \$2 MILLION (LONG TERM)

Fenced-in pen where guests can interact with, touch, and feed animals such as turtles, mini cows, etc. It is strongly recommended that a specialist in animal behavior/zoo animals be consulted during the design process to ensure that the well-being of the animal species affected by the project will be maintained at the highest standards.

REPURPOSE THE "BEAR PIT" | \$60,000

The existing space known as the "Bear Pit" (see Image 2.50) could be reconfigured to create more usable space as a short term investment option. This would provide a stable base for the future Walk-Through Aviary. This will also require the demolition of the existing fence and concrete structure. In the short term, this space could be landscaped and picnic tables could be added to provide an area for families to rest and eat. This space could also interact with the proposed improvements to the Tier Garten Arrival and Entry Node Enhancements.

Projected needs and costs:

- Demolition of existing structures and fence \$15,000
- Fill and level the area. Fill is estimated to be approximately 1,000 square feet and would need to fill a depth of 2-3 feet, which is approximately 90 cubic yards. Unit costs for fill and compaction are projected to be \$140 - \$160 per cubic yard. This does not account for any necessary structural improvements needed to achieve the necessary compaction, such as retaining walls, rerouting utilities, or applying geotextiles - \$15,000
- Grass and landscape \$ 10,000
- Picnic tables, trash receptacles, and furnishings \$20,000

WALK-THROUGH AVIARY | \$2 - \$2.5 MILLION (LONG TERM)

Given the inadequate space for the animals in the current Parakeet House, and the desire to host several new avian species and to improve the animal encounter experience, a new aviary should be constructed. The new structure should dramatically increase the footprint and vertical space of aviary/enclosure and be designed to facilitate multiple species such as parakeets, eagles, parrots, and Lorikeets. The aviary should allow for guests to interact with the animals in a cagefree environment, like the existing program and experience.

This is considered a long-term investment. Some of the ground work could be included in more short-term investments as mentioned in the previous section regarding the "Bear Pit". A potential first phase could include animal holding for the ambassador animals used for shows at the adjacent amphitheater. It is strongly recommended that a specialist in animal behavior/zoo animals be consulted during the design process to ensure that the well-being of the animal species affected by the project will be maintained at the highest standards.



Image 2.48 - Proposed animal encounters walk-through inspiration.



Image 2.49 - Proposed animal encounters walk-through inspiration.



Image 2.50 - Proposed walk-through aviary inspiration. Image Credit: Santa Ana Zoo.



Image 2.51 - Existing Bear Pit to be filled in and transformed into a picnic area. Site of future Walk-Through Aviary.

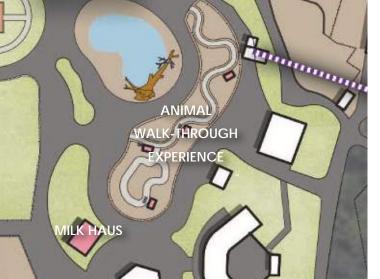


Figure 2.24 - Proposed Walk-through Animal Experience and Milk Figure 2.25 - Proposed Walk-through Aviary Haus







MILK HAUS/MILK BARN RETROFIT | \$50,000 - \$100,000

The existing Milk Haus could be retrofitted with a bottle washing station and the necessary infrastructure to support it. This is considered a near-term investment and the above costs estimate reflects this. A long-term investment could offer a new Milk Haus to greet visitors to the Tier Garten as they enter. A new Milk Haus would be larger to accommodate larger volumes of guests as well as provide proper bottle washing capabilities to help with this laborious daily task. The new structure could also serve as the location to pay for and grab a putter and ball for the new adjacent mini-golf (if and when it is built) and the back half of the new structure could house chicken coops for quests to visit and possibly harvest eggs.

TIER GARTEN ARRIVAL AND ENTRY NODE ENHANCEMENTS | \$100,000

The entrance to the Tier Garten from the tram path is uneventful and does not instill a sense of arrival (see Figure 2.26). To help create this feeling, a themed threshold or entry portal should be constructed and should incorporate the surrounding landscape. Currently, there is no sign indicating that you are entering the area. There is overgrown bamboo and there is no sense of arrival until you pass the bamboo and you are suddenly at the Gift Shop. Pruning and landscape improvements in this area can help create a more intentional sense of arrival. There is no direct ROI associated with this improvement; however, enhancing the sense of arrival and significance of the space contributes to an overall improvement in quest experience.

Projected needs and costs:

- Construct themed entry portal/threshold \$75,000
- New landscaping to support new entry structure \$15,000



Image 2.57 - Proposed Tier Garten arrival signage/portal and improved entry experience inspiration. Credit: Greg Bains & Co.



Image 2.52 - Existing Hay Barn proposed for relocation.



Image 2.56 - Proposed Tier Garten arrival signage/portal and improved entry experience inspiration.



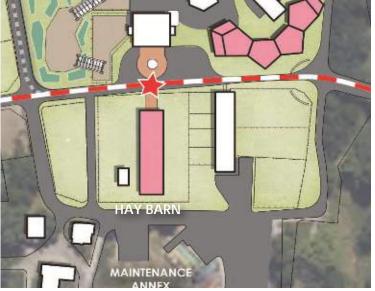
Image 2.53 - Proposed Carriage Museum in the Hay Barn inspiration.



Image 2.54 - Proposed events inspiration for the Hay Barn



Figure 2.26 - Tram arrival to Tier Garten where improvements are Figure 2.27 - Relocated Hay Barn location needed.







THE HAY BARN | \$2 - \$3 MILLION

It is recommended that the Hay Barn be relocated or a new one built, of similar style and construction, closer to the Tier Garten entry (see Figure 2.27) and re-purposed as a museum, farm to table restaurant venue, or both. As a museum, it could house the extensive collection of historic carriages and tell the story of the working farm that the property once was, including the Busch Family's story. As a farm to table restaurant, support gardens would be needed to flank the barn so that true farm to table menus could be created from produce grown on site. Costs could vary based on the desired programming - dinning versus museum. Relocation versus new construction of the barn structure are of comparable costs.

RELOCATE SHOW RING | \$1 MILLION (LONG TERM)

The Show Ring is used for events featuring the Anheuser-Bush Clydesdales and is currently located in the Clydesdale Area of Grant's Farm, adjacent to the main parking lot. A new show ring should be created in a more centralized location on the property. Locating it west of the Bauernhof helps to add additional programming to this area and begins to formalize a promenade along the existing access road. The new organization of spaces and programming contribute to activating this area. The ring should include bleachers for spectators and space for corporate tents (see Figure 2.28).

BUSCH FAMILY HERITAGE GARDEN | \$250,000 - \$1 MILLION (LONG TERM)

Create a new garden that honors the ancestors of the Busch Family. Reuse/relocate the existing memorial placards and signage located in the existing memorial garden across from the Dairy Exhibit. The garden should be designed to reflect a bend of character found in the Tier Garten and the style of the Bauernhof. A formal garden, as typically found in Germany, may be most suitable. It should include native plant species and serve as a pollinator garden, designed with species that attract and nourish pollinator animal and insect species (see Figure 2.29). The investment cost vary greatly depending on the square footage footprint of the garden, the materials and hardscape, especially if any water features are constructed, and the quantity and species of plant materials desired.



Image 2.62 - Proposed native plant and pollinator gardens inspiration



Image 2.58 - Proposed Show Ring inspiration.





Image 2.60 - Proposed Heritage Garden inspiration.



Image 2.61 - Proposed show ring inspiration.



Figure 2.28 - Show Ring concept enlargement.

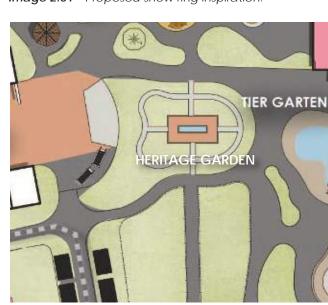


Figure 2.29 - Busch Family Heritage Garden concept enlargement.



EVENT CENTER - AREA C

EVENT CENTER AND PARKING LOT | \$15 - 18 MILLION

Currently, to host large events (300+ people), the Bauernhof must be closed to daily visitors and set up for private events, which requires a rental fee and food/beverage minimums that are served out of the undersized Brat Haus and Hospitality facilities. This set up includes a tent to cover the Bauernhof courtyard, but does not provide for events during the winter months.

A potential future addition to Grant's Farm that would capitalize on missed revenue opportunities would be a private, climate-controlled event venue capable of hosting large groups for weddings, corporate functions, etc. At present, Grant's Farm turns away large events many times each week and is losing out on providing a steady and significant revenue stream. A dedicated event center would provide a very unique venue in the market and it is recommended it be located adjacent the Deer Park and away from the daily operations of the Tier Garten so that events can take place without disrupting the daily visitor experience. The event venue should contain space for at least 300 guests, with adequate parking, and a full-service kitchen with support spaces (see images 2.61,2.63, and 2.65 for inspiration of theme). The addition of a patio would become an excellent space for outdoor events with the Deer Park as a picturesque backdrop (see images 2.62 and 2.64).



Image 2.63 - Inspiration for a proposed large farm-themed events center. Proposed location for Event Center with view overlooking the Deer Park



Image 2.64 - Opportunities to see deer up close from the patio.



Image 2.65 - Inspiration for a proposed large farm-themed events center



Image 2.66 - Opportunities to see deer up close from the patio.



Image 2.67 - Inspiration for a proposed large farm-themed events center







PROPOSED SITE IMPROVEMENTS KEY

- Proposed Parking Lot (300 Spaces)
- 2. Proposed Event Center
- 3. Access From Pardee Road
- 4. Patio Overlooking Deer Park
- Proposed Tram Stop for Special Events



LEGEND



TRAM ROUTE

MAIN ROADS

PROPOSED BUILDING

Figure 2.30 - Events Center proposed improvements









CONCLUSION

NEXT STEPS

With the Master Planning phase concluding, the board will be looking to move forward in 4. Execute projects with high initial investment with high long-term ROI: implementing these projects on the site. As they do so, they will need to identify what their hierarchy of priorities are be so that they can then identify the funding and costs associated based on this hierarchy. With the goal of Grant's Farm to be financially self-sustainable, the process of creating this hierarchy of projects and their financial needs is critical to the path forward.

The first steps following a Master Plan often include implementation of improvements or projects that are "low-hanging fruit", to maintain the momentum from the excitement of the planning process. For Grant's Farm, starting with a few smaller projects will demonstrate progress to the patrons and adding new attractions on a consistent basis in the years to come, will continue the excitement and draw more visitors. This Master Plan will be the road map that guides the sequence of those projects to grow in a way that supports the nostalgic feel of Grant's Farm, yet allows for more visitors and more revenue.

Based on the information available at the time of this report, the following recommendations outline a general path forward for consideration. They are based on immediate or short term investments being the priority for Grant's Farm with potential longer term investment as lower priority. More detail is available in the master Projects list in Appendix A.

- 1. Execute projects with low-costs with high short-term ROI:
- Soaring Eagle
- Nature Playground
- Horse Trail Rides
- Buffered Pedestrian Path & Decoupled Tram Experience (charge for safari-style tour)
- 2. Execute projects with high costs with high short-term ROI:
- Courtyard/Plaza Expansion
- Capacity improvements: widening paths, restrooms, food and beverage, beautification, storage facilities, etc.
- 3. Execute projects with low costs, but indirect ROI:
- Tier Garten tram Arrival Improvements
- Reconfigure the Bear Pit
- Retrofit Lemur Island for Eagle Exhibit
- Expanded Bauernhof Parking Lot

- Sky Lift/People Mover
- Expanded Tier Garten Treats
- Events Center
- Hay Barn

The projects listed in this report the have a high degree of variability when comparing initial funding versus return on investment. Some projects provide a larger impact to the visitor experience than others. It is recommended that these be prioritized when funding becomes available. Once these projects are identified, metrics can then be re-evaluated based on current time frames to allow for improved decision-making.







REFERENCES & CREDITS

WORKS CITED

Naffziger, Chris. 2014. "Bauernhof, Grant's Farm, Revisited." Saint Louis Patina, November 10. https://stlouispatina.com/bauernhof-Grant's-farm-revisited/.

National Parks Service, U.S Department of the Interior, Midwest Regional Office. 2010. Grant's Farm - Preliminary Boundary Adjustment Evaluation Reconnaissance Study., Omaha: National Parks Service.

IMAGE CREDITS

Unless otherwise noted, all images are property of Grant's Farm, provided by the consultants, or are publicly accessible, royalty free, and available for distribution.







APPENDIX

APPENDIX A - MASTER PROJECTS LIST (SEE PAGE 44)

Page intentionally Left Blank







Site Improvement Project Name	Brief Description	Cost	Notes
			· —
Existing Tram Ride Improvements & Opportunities	Conversion of existing tram ride into a paid safari-style tour of the Deer Park)
Vegetative Buffer	Add plant screening as needed along tram path	•	
Restrooms	Increases in quality and quantity of new restrooms		
Climate-Controlled Seating Areas	Addition of independent climate-controlled seating/dining areas as needed. Could		
Minimum Path Widths	16' primary paths, 12'-14' secondary paths	•	
New Storage Facilities	New Storage Facilities	•	
Create a "Clydesdale Village"	Convert the Clydesdales Stables into a primary entry to Grant's Farm	-	$\overline{}$
Elevated Walkway from Parking to Bauernhof and Tram	Elevated wood walkway or boardwalk	•	
Buffered Pedestrian Walkway Along Access Road to Bauernhof	8' wide & 1,400' long protected pedestrian walkway using the existing access road to the Bauernhof.		
Sky Lift/People Mover Cable Transport System	Suspended cable car for quicker and easier access to the Bauernhof and Tier Garten. Paid ticket.	•	
Nature Playground	Childrens nature playground with emphasis on animal-human relationships and behavior	·	e
Horseback Trail Rides	Horse trail with horseback riding	•	
	Bauernhof Improvements	•	
A - Courtyard/Plaza Expansion	Bauernhof plaza expansion to incorporate new stage area with arch relocation behind stage		
B - Re-Evaluate the Bauernhof Interior Spaces and Uses	Carriage House to be adjusted to host 100-person events, Horse stalls to be turned into private rentable spaces, larger beer garden, Bartha's snack bar rather than full kitchen, permanent gift shop at NW end of Baurenhof, and added restrooms		
C - Add Expanded VIP Parking Area	Expanded parking near Bauernhof, increasing capacity to 750 people		
D - Add New Gift Shop and Exit		•	
Deer Park Encounters Path and Tour	Deer Park to extend up to large amphitheater with added path for guided tours to Barn #2. Minor renovations to Barn #2		
9-hole mini-golf (adventure golf) course	Grant's Farm- Themed Mini-Golf	-	
Soaring Eagle	"High speed" suspended open cable seat (seated zipline)	•	
Expanded Tier Garten Treats Café and Patios	Tier Garten Treats Café - Expanded kitchen and addition of adjacent climate-controlled seating/dining areas		
Retrofit Lemur Island for Eagle Exhibit	Retrofit Lemur island to support an Eagle exhibit	•	
River Otter Exhibit	New otter exhibit to replace Lemur Island and moat		
Animal Encounters Walk-through Experience	Petting zoo for native smaller animals	<u>.</u>	
Fill in the Bear Pit	Minor improvements to old Bear Pit are to facilitate a dining area.	•	
Walk-Through Aviary	New aviary with adequate space for avian species		to
Milk Haus/Milk Barn Retrofit	Addition of bottle washing station to existing Milk Haus	-	\dashv
Tier Garten Tram Arrival Improvements	Addition of an entry portal and upgraded landscaping	•	
The Hay Barn	Hay Barn to be relocated or a new one built closer to Tier Garten and repurposed as a museum and/or restaurant		t,
Relocate Show Ring	Show Ring to be upgraded with seating and programmed shows.	-	\dashv
Busch Family Heritage Garden	Create a new pollinator garden that honors the heritage of the Busch Family		\dashv
Event Center	300-person event center with associated parking	· • • • • • • • • • • • • • • • • • • •	



