



**GATEWAY ARCH PARK
FOUNDATION**

**THE ECONOMIC IMPACT OF THE
CITYARCHRIVER PROJECT**



MARCH 2024



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EXECUTIVE SUMMARY

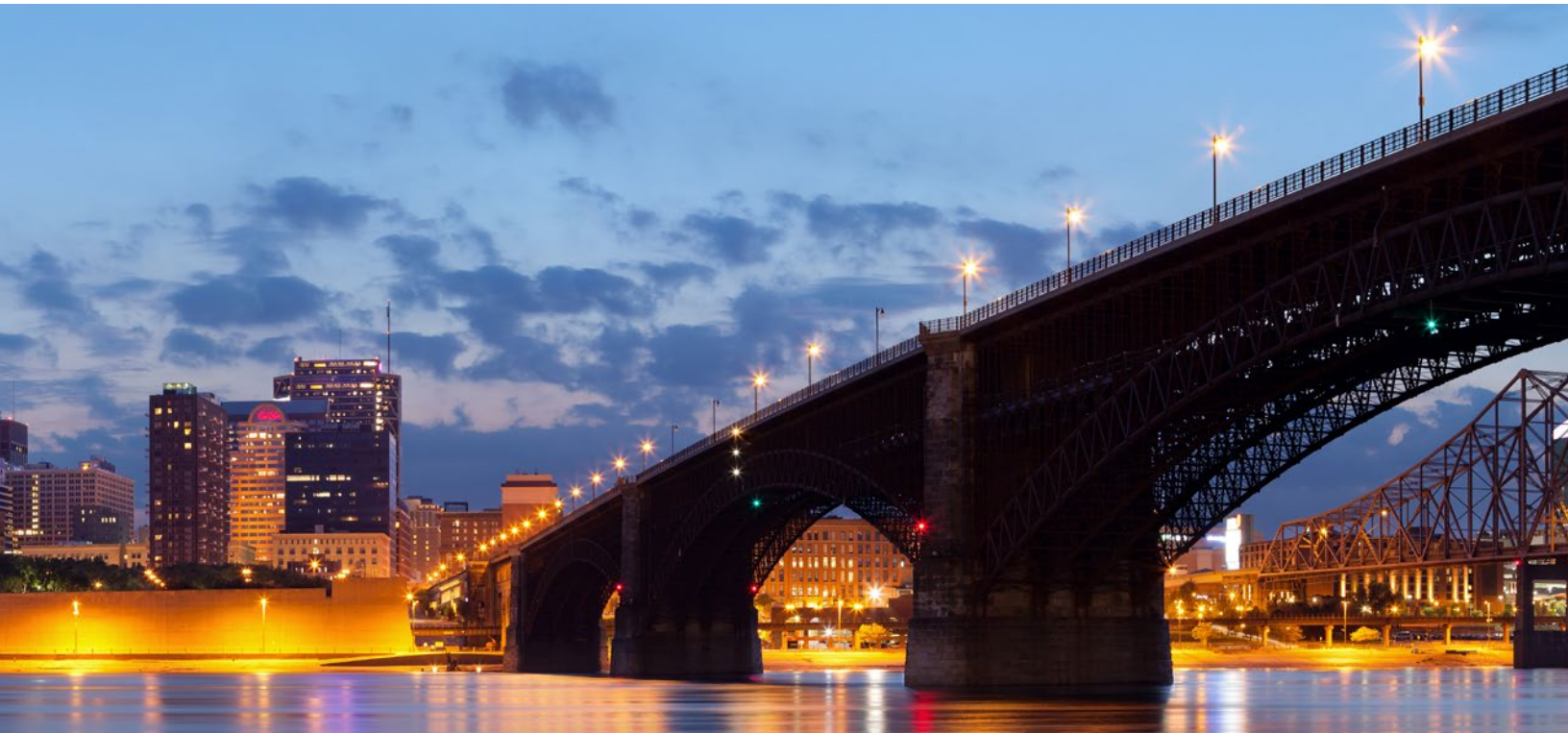
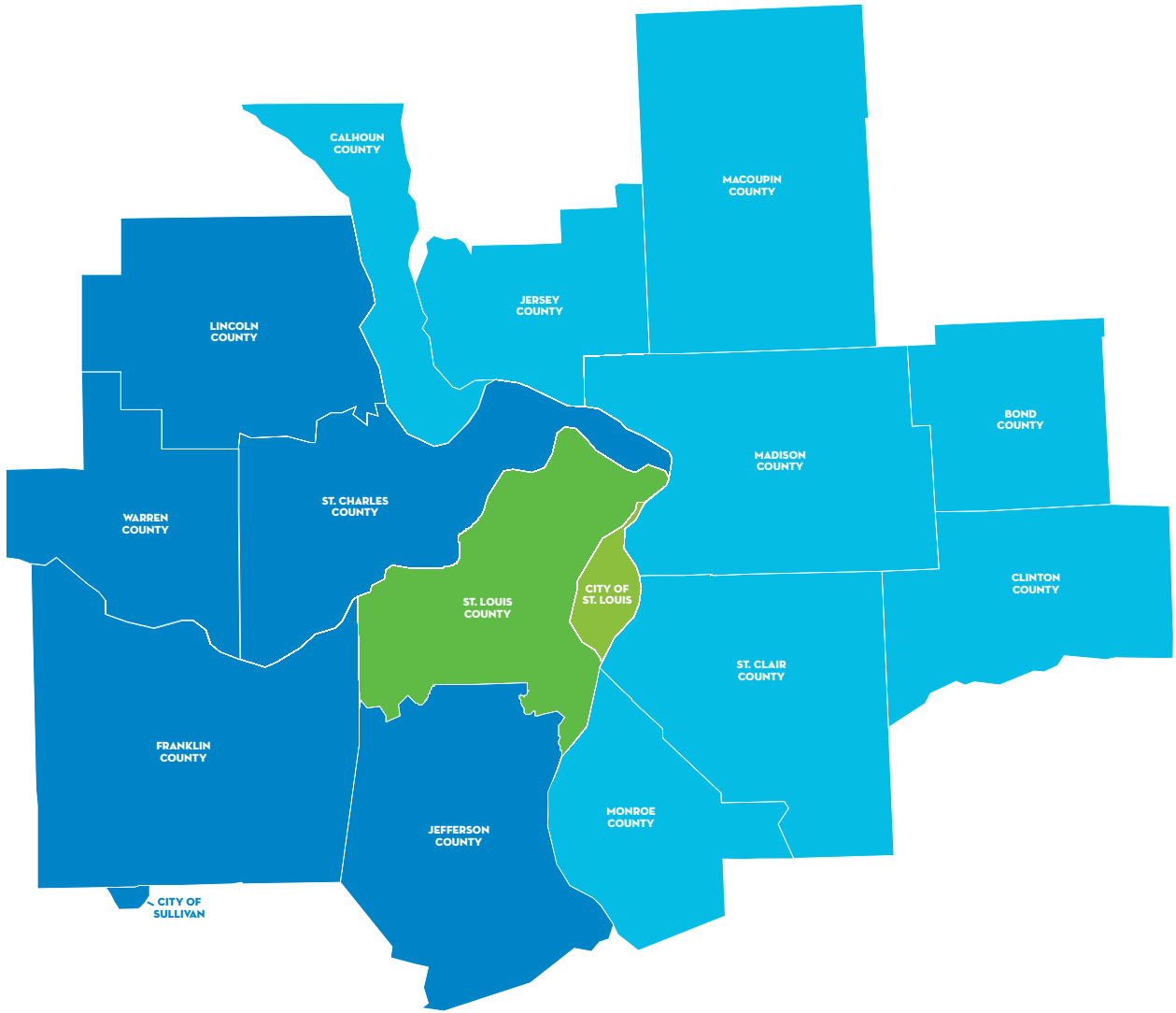
Five decades after the completion of the Gateway Arch, the site remained “an island,” severed from the rest of the City of St. Louis by highways and disconnected from the nearby Mississippi River. But a public-private plan, known as The CityArchRiver Project, sprung to life in 2009 with the goal of transforming the Arch grounds. The CityArchRiver (CAR) Project made St. Louis’ treasured Gateway Arch, Old Courthouse, Mississippi Riverfront, and Kiener Plaza easier and safer for everyone to experience. By connecting, invigorating, and expanding the park’s grounds and museums, the project set the stage for a vastly improved visitor experience, which increased visitation and generated economic development in Downtown St. Louis and St. Louis City and County. Just as the Gateway Arch developed in the early 1960s, the CAR Project proved to be a monumental undertaking. As one of the lead designers said, “The goal was finishing the park in the spirit in which it was intended.”

Gateway Arch National Park’s \$380 million renovation, including the Old Courthouse, the Mississippi Riverfront, and Kiener Plaza in Downtown St. Louis, stemmed from a historic partnership among the private sector and federal, state, and local government agencies. Core partners include the National Park Service, Missouri Department of Transportation, Great Rivers Greenway, Bi-State Development, Gateway Arch Park Foundation, and Jefferson National Parks Association. The CAR Project represents the largest public/private investment in the history of the National Park Service. Through a unique partnership of public and private funding, many agencies and the St. Louis region came together to change how visitors and the region experienced the Gateway City’s defining calling card to the world: the Gateway Arch.

In July 2023, Tripp Umbach was retained by the Gateway Arch Park Foundation (GAPF) to quantify the economic impact of the CAR Project on St. Louis City and County and the St. Louis region.¹ The study also outlines impacts associated with GAPF programming and events at the Gateway Arch National Park, the Mississippi Riverfront, and Kiener Plaza.

¹ St. Louis region includes, MO-IL metropolitan statistical area (MSA) includes the City of St. Louis; the Illinois counties of Bond, Calhoun, Clinton, Jersey, Macoupin, Madison, Monroe, and St. Clair (known collectively as the Metro East); and the Missouri counties of Crawford (only the City of Sullivan), Franklin, Jefferson, Lincoln, St. Charles, St. Louis (separate from and not inclusive of the city of St. Louis), and Warren.





KEY FINDINGS

The CAR Project² generates a significant economic and social impact on St. Louis City, County, and the St. Louis region. The following key findings are presented in greater detail in this report:



² The CAR Project includes the Gateway Arch National Park, Kiener Plaza, and the Mississippi Riverfront.

ECONOMIC IMPACT

- **Construction Impact:**

- A total of \$380 million was invested in the CAR Project from 2014 to 2018. The CAR Project spending generated **\$487.3 million** in total economic impact on St. Louis City and County during the 5-year construction period. It is important to note that construction impact does not include operations or visitors.
- During construction, the CAR Project supported **3,625 jobs** and generated **\$11.5 million** in tax revenue in St. Louis City and County.
- Within the St. Louis region, the CAR Project generated **\$599.4 million** in total economic impact, supported **4,458 jobs**, and generated **\$14.1 million** in tax revenue.

- **Total Economic Impact of Operations and Visitors:**

- **\$451.4 million** was generated in St. Louis City and County from the operations and visitors to the CAR Project sites in 2023.
- **\$555.2 million** was generated in the St. Louis region from the operations and visitors to the CAR Project sites in 2023.

- **Job Creation:**

- The operation and maintenance of the CAR Project, as well as activities and amenities offered to visitors, create jobs in areas such as tourism, hospitality, and park management. In 2023, **3,733 jobs** were directly and indirectly supported in St. Louis City and County by the operations and visitors to the CAR Project sites.
- In 2023, **4,591 jobs** were directly and indirectly supported in the St. Louis region by the operations and visitors to the CAR Project sites.

- **Tourism and Hospitality:** According to data from the National Park Service, visitors to the Arch increased from 486,000 in 2020 to 2.4 million in 2023. Spending by these visitors generated a total economic impact of **\$443.4 million** in St. Louis City and County and supported **3,535 jobs**. A previous study completed before the CAR Project estimated the total economic impact of the Gateway Arch to be \$203.0 million. After adjusting for inflation, the 2012 baseline economic impact would equal \$270.0 million in today's dollars. Therefore, the annual economic impact of the Gateway Arch has grown by nearly 40 percent from \$270.0 million to \$443.4 million as a result of the CAR Project. The CAR Project also created **\$23.5 million** in tax revenue for St. Louis City and County.³

- Spending by these visitors generated a total economic impact of **\$545.4 million** in the St. Louis region and supported **4,348 jobs**. The CAR Project also created **\$28.9 million** in tax revenue for St. Louis City and County.

- **Downtown Development:** According to analysis in the St. Louis Business Journal, 16 projects are under development in Downtown St. Louis with a combined cost of \$3.8 billion.⁴ Although the CAR Project site is not directly related to these projects, the presence of the Gateway Arch and its recent redevelopment are important contributors and motivators of future economic activity in Downtown St. Louis.

³ Please note this does not include persons passing by Kiener Plaza or the Riverfront when events are not taking place.

⁴ St. Louis Business Journal: Largest Downtown Developments, January 12-18, 2024

SOCIAL IMPACT

- **Cultural and Educational Value:** The Gateway Arch is not only a symbol of St. Louis but also a symbol of America's westward expansion. It is an educational resource, offering visitors insights into the history of westward expansion using inclusive storytelling and more perspectives. Educational programs and exhibits at the Arch contribute to public knowledge and historical awareness. Historical tourism leads to greater public engagement and investment of volunteer time and donations, thereby helping expand the economy.
- **Community Engagement:** The Gateway Arch and Gateway Arch Park Foundation host events and activities that engage the community. These events can include concerts, festivals, educational programs, and public gatherings, fostering a sense of community and cultural enrichment. Residents who participate in public events also have higher levels of civic engagement and high contributions to non-profit organizations.
- **Promotion of Civic Pride:** The Arch is a source of pride for St. Louis residents, symbolizing the city's identity and heritage. It often features prominently in marketing and branding efforts, reinforcing a positive image of the city. In a recent St. Louis Business Journal article, the Gateway Arch was mentioned as the number one first impression of St. Louis among American City Business Journal readers, with 26% of all respondents mentioning the Gateway Arch.⁵ Without the Gateway Arch, the top two mentions would be sports teams and crime.
- **Accessibility and Inclusivity:** Award-winning efforts make the Gateway Arch and its grounds more accessible to people of all backgrounds and abilities, ensuring enjoyment for a wide range of visitors. Accessibility and inclusivity help drive greater numbers of visitors who spend money and support jobs and tax collection.

⁵ St. Louis Business Journal: Inside America's First Impressions of St. Louis, January 12-18, 2024

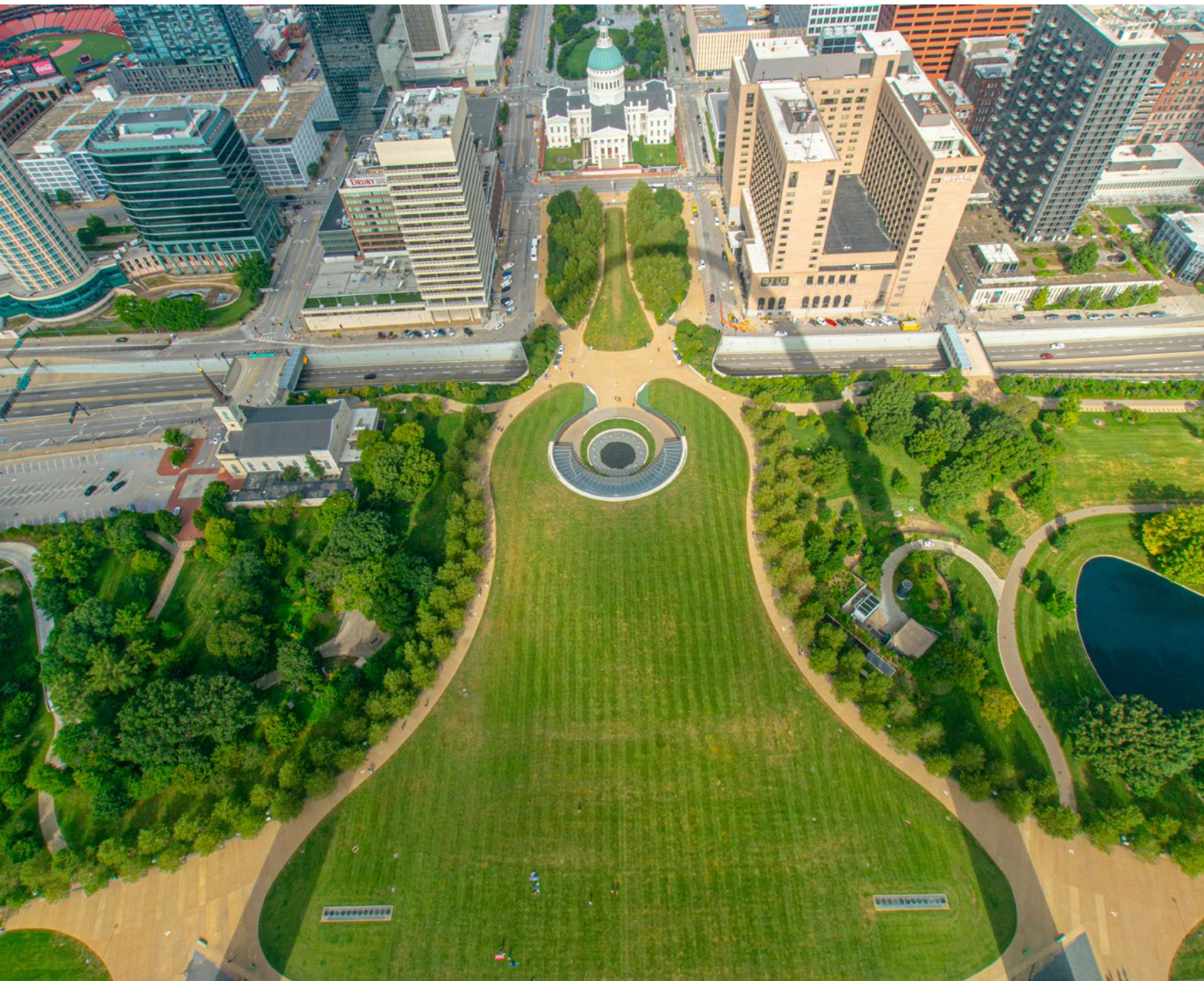




In summary, the CAR Project in St. Louis substantially impacts tourism, job creation, and economic development. It also has a social impact by promoting cultural awareness, community engagement, and civic pride among residents and visitors. The Arch is a significant asset to the city and the region in economic and cultural terms.

MAKING AN IMPACT ON THE ECONOMY

The CAR Project has undeniably catalyzed economic transformation in Downtown St. Louis and in St. Louis City and County. This initiative has revitalized infrastructure and sparked a wave of economic prosperity, creating a ripple effect that resonates across sectors. From job creation to heightened business activity, the CAR Project is a testament to strategic urban development's power in fostering a thriving economic landscape.

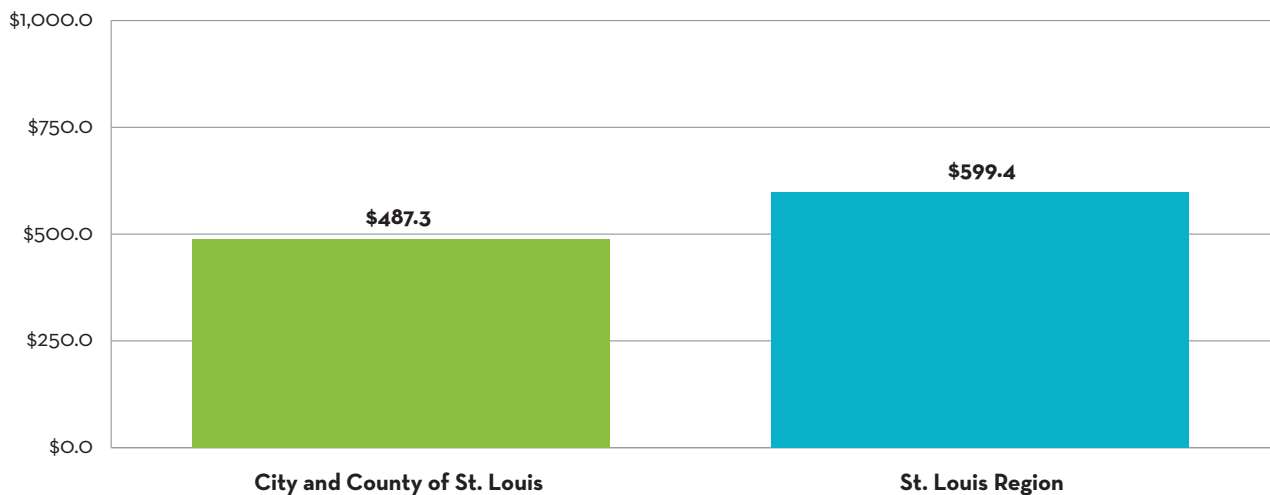




CONSTRUCTION AND DEVELOPMENT IMPACTS OF THE CAR PROJECT (2013-2018)

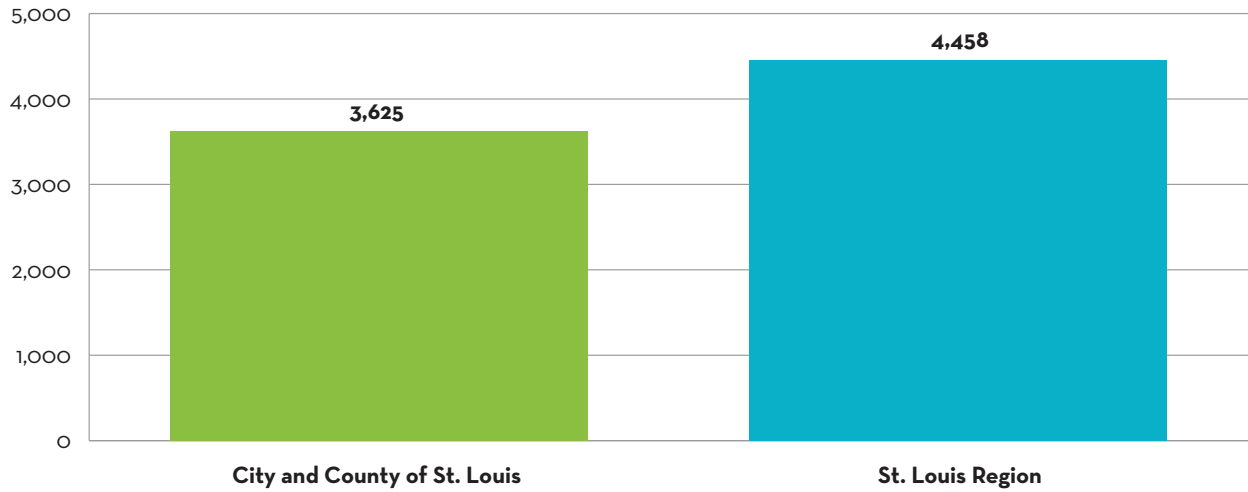
The CAR Project is vital to St. Louis' economic success, directly or indirectly impacting residents of St. Louis daily. During construction, the CAR Project spending over a 5-year period generated **\$487.3 million** of economic impact for St. Louis City and County. During the 5-year construction period, the CAR Project spending generated **\$599.4 million** of economic impact throughout the St. Louis region.

FIGURE 1: ECONOMIC IMPACT OF CONSTRUCTION (IN MILLIONS)



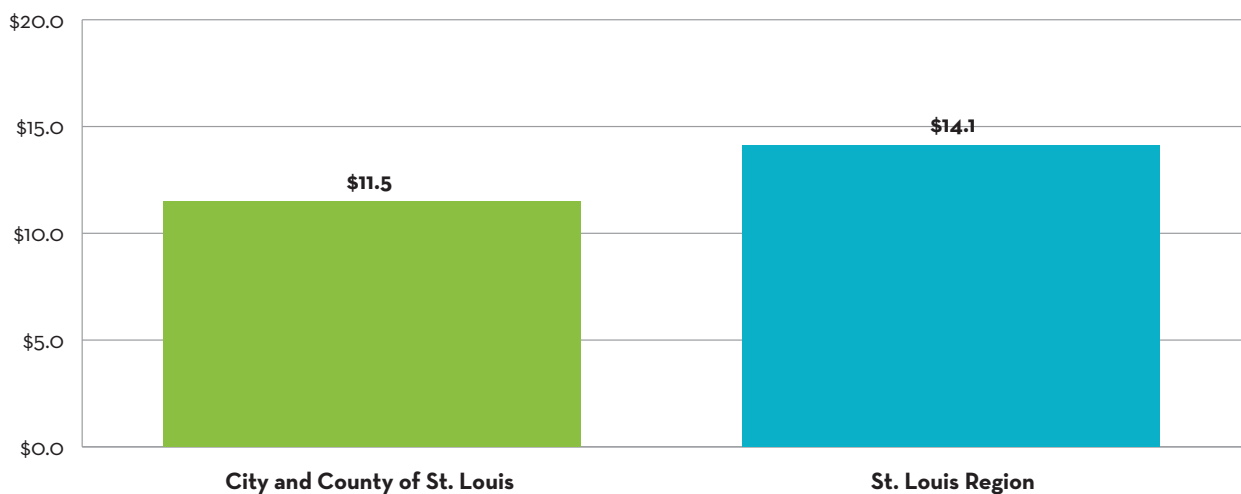
The construction and development of the CAR Project supported **3,625 jobs** in St. Louis City and County. In the St. Louis region, the construction and development of the CAR Project supported **4,458 jobs**. These jobs included direct employment and indirect jobs created through the supply chain, vendors, laborers for the construction, and contractors.

FIGURE 2: EMPLOYMENT IMPACT OF CONSTRUCTION (IN THOUSANDS)



These impacts also added **\$11.5 million** in state and local tax revenue to the City and County of St. Louis and **\$14.1 million** in state and local tax revenue to the St. Louis region.

FIGURE 3: TAX AND LOCAL REVENUE OF CONSTRUCTION (IN MILLIONS)

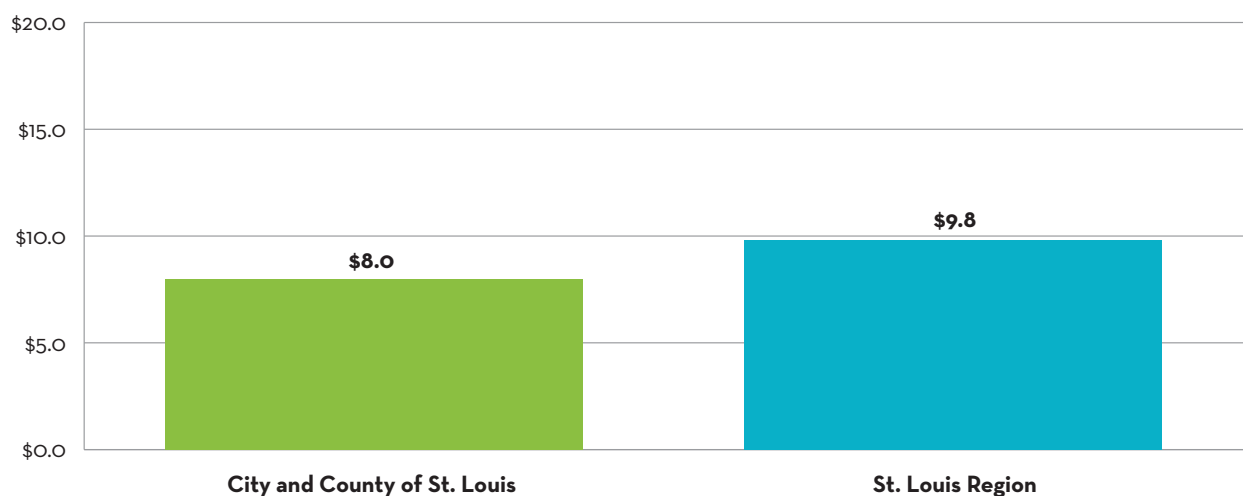




ONGOING OPERATIONAL IMPACTS OF THE CAR PROJECT AREA

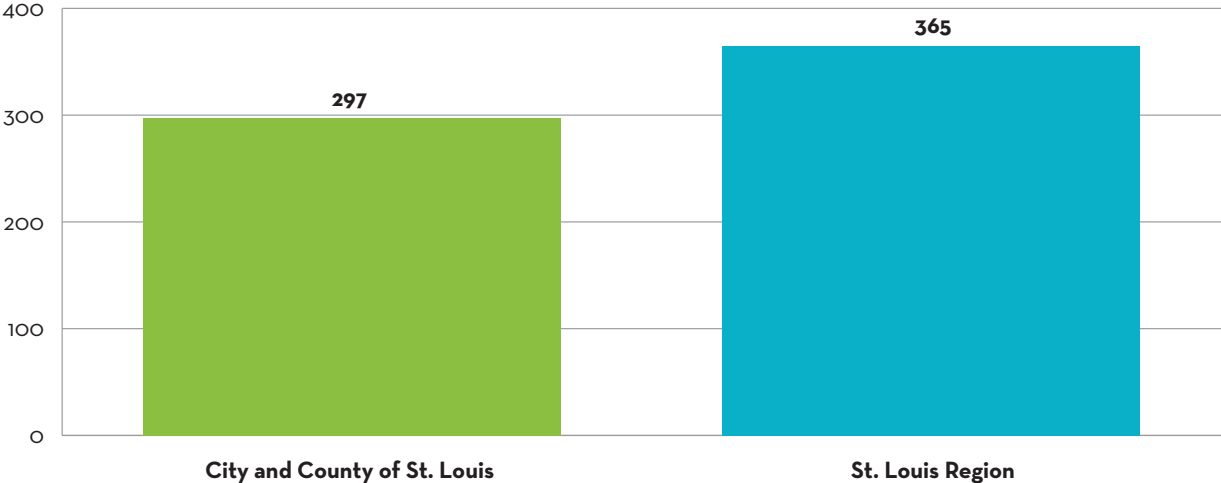
The CAR Project is a significant success story in St. Louis. The total economic impact of the CAR Project operations on St. Louis City and County in 2023 is almost **\$8.0 million** (\$7,990,064). The CAR Project provides multiple impacts to the City and County of St. Louis and the St. Louis region, directly or indirectly impacting residents through organizational spending, employment opportunities, government revenue generated from spending, research activities, and visitor spending in the region. The total economic impact of the CAR Project operations on the St. Louis region reached **\$9.8 million** in 2023.

FIGURE 4: ECONOMIC IMPACT OF ONGOING OPERATIONS (IN MILLIONS)



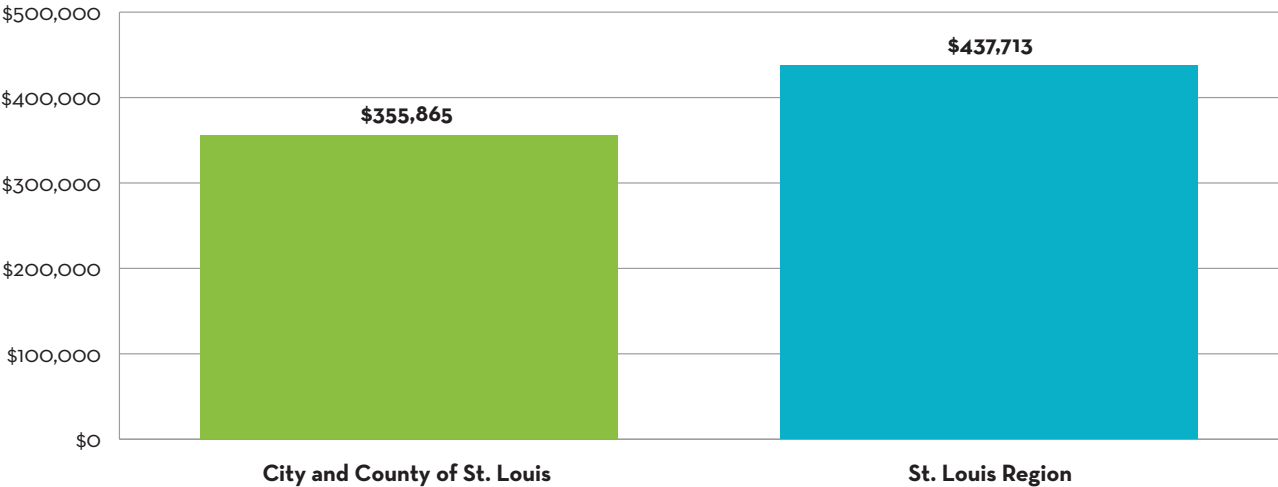
Arch Alliance Partners' operations in 2023 supported **297 jobs** in St. Louis City and County. These jobs (165 direct jobs and 132 indirect jobs) include direct employment by the Gateway Arch Park Foundation; induced jobs created by supply and vendors, contractors and laborers for the construction and renovation of facilities, and jobs created at hotels, restaurants, and retail stores in support of the CAR Project's workforce; and its visitors.⁶ In 2023, Arch Alliance Partners' operations supported 365 jobs in the St. Louis region.

FIGURE 5: EMPLOYMENT IMPACT OF ONGOING OPERATIONS



These operational impacts also added **\$355,865** in tax revenue to the City and County of St. Louis and added \$437,713 in tax revenue to the St. Louis region.

FIGURE 6: TAX AND LOCAL REVENUE OF ONGOING OPERATIONS (IN THOUSANDS)



⁶ These jobs include employees at the following agencies in addition to GAPF: National Park Service, the Great Rivers Greenway District, the City of St. Louis, the Bi-State Development Agency, and Jefferson National Parks Association. Please note these are only employees who work on the CAR Project sites. Employee headcount reflects permanent positions and does not include seasonal/term positions.

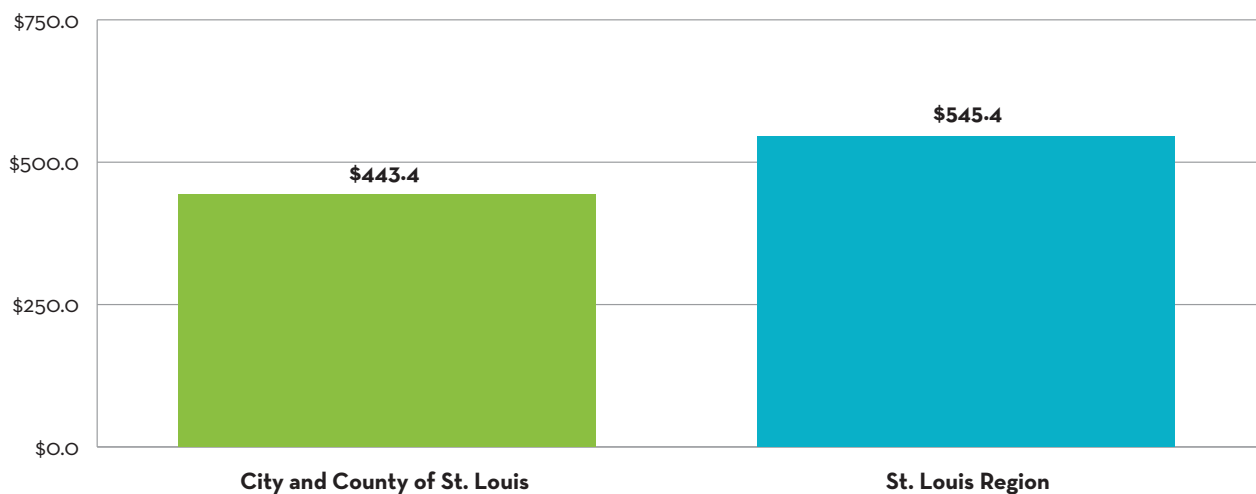


VISITOR IMPACTS OF THE CAR PROJECT

The CAR Project has played a substantial role in supporting and encouraging tourism within St. Louis City and County. Visitors and tourists spend money in St. Louis, creating a positive ripple effect on the economic structure. The Gateway Arch is among the world’s most iconic landmarks and a significant global tourist attraction. Visitors spend money on accommodations, dining, entertainment, and shopping, supporting local businesses and jobs in the hospitality sector. In 2023, 2,507,005 visitors visited the CAR Project sites. This number includes the 2,435,667 visitors to the Gateway Arch grounds, plus 71,336 visitors who attended special events held by GAPF within the CAR Project outside of the Gateway Arch grounds.⁷ While the project opened during a season of extreme flooding and the COVID-19 pandemic, visitor numbers to the CAR Project site rebounded significantly in 2023.

The 2.5 million visitors to the CAR Project site in 2023 generated an economic impact of **\$443.4 million** to St. Louis City and County. Therefore, each visitor on average increased the St. Louis City and County economy directly and indirectly by \$177.36. The visitors to the CAR Project site in 2023 generated an economic impact of **\$545.4 million** to the St. Louis region.

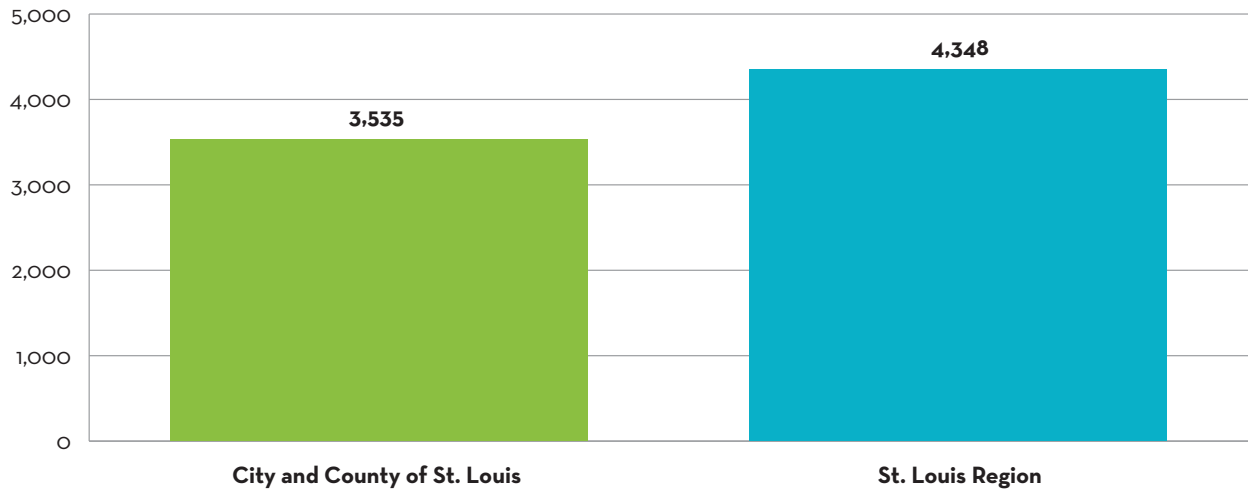
FIGURE 7: ECONOMIC IMPACT OF VISITORS (IN MILLIONS)



⁷ 98% of the total economic impact of the CAR project on St. Louis City and County is generated by visitors. 86,606 does not include Blues at the Arch visitors which is counted in the 2,435,667.

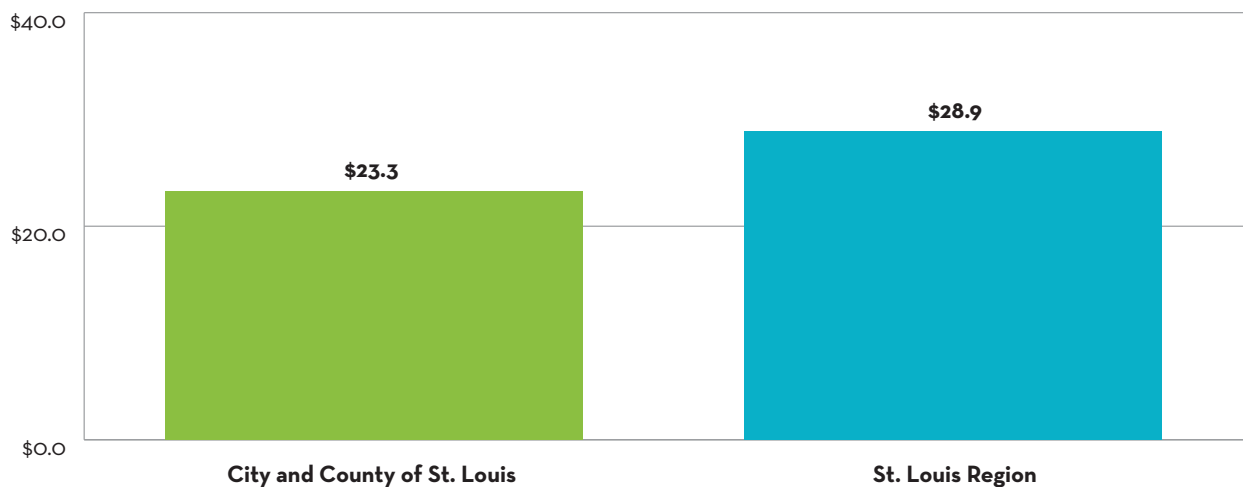
The CAR Project employs individuals in a variety of fields, including museum curators, security, food service, maintenance, and grounds. The CAR Project’s employment impact translates into spending supporting additional jobs across St. Louis City and County. The CAR Project supports jobs in virtually every sector of the economy, such as construction, business and professional services, restaurants and hotels, information technology, security, and temporary employment companies. Visitors to the CAR Project sites supported **3,535 jobs** directly and indirectly in St. Louis City and County and supported **4,348 jobs** in the St. Louis region.

FIGURE 8: EMPLOYMENT IMPACT OF VISITORS (IN THOUSANDS)



In 2023, the CAR Project created **\$23.3 million** in local tax revenue to the City and County of St. Louis and **\$28.9 million** to the St. Louis region. Through its local spending and direct and indirect support of jobs and the attraction of visitors, the CAR Project stabilizes and strengthens the local and statewide tax base.

FIGURE 9: TAX AND LOCAL REVENUE OF VISITORS (IN MILLIONS)

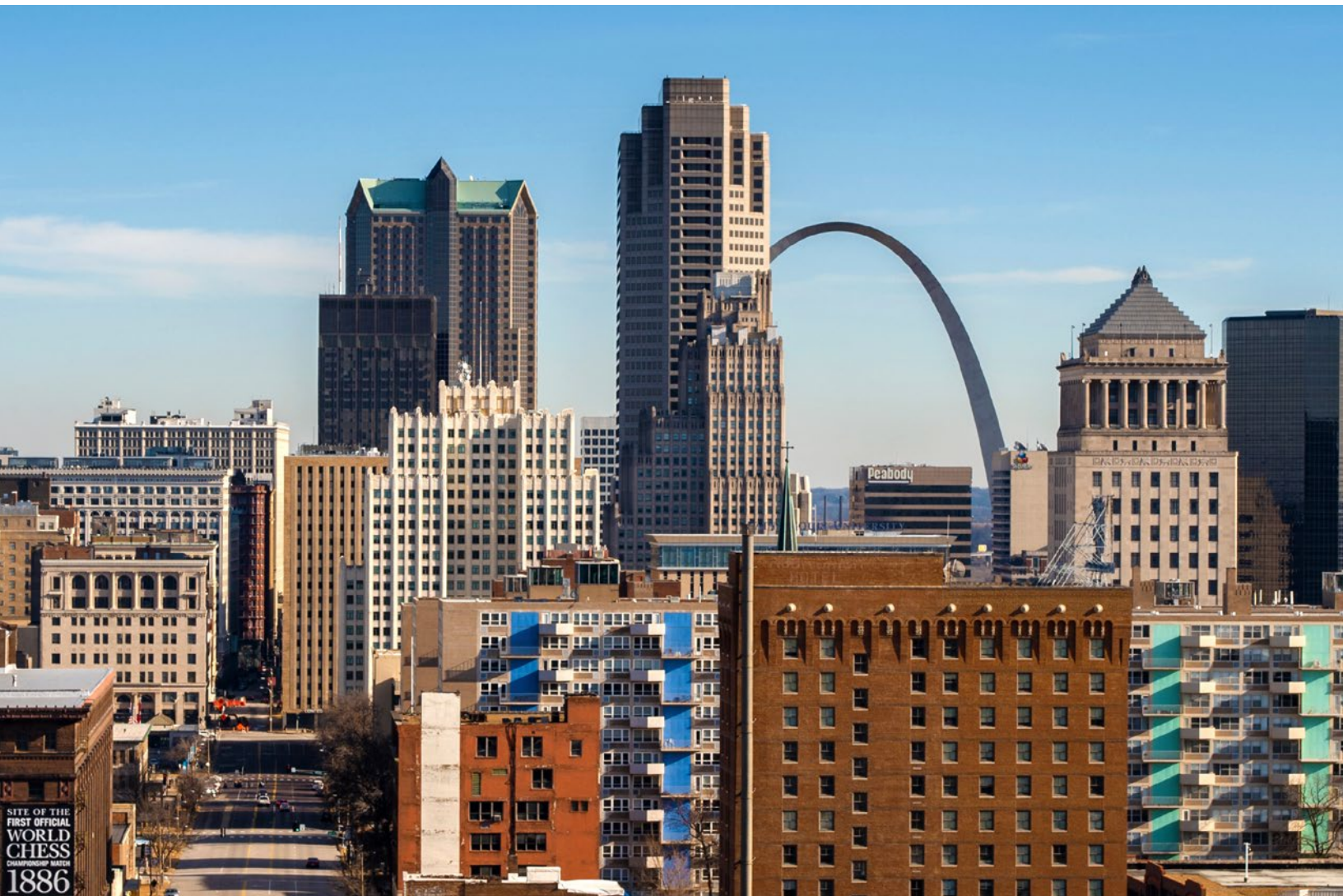


DOWNTOWN DEVELOPMENT DRIVEN BY THE CAR PROJECT

Downtown St. Louis has long served as the place that brings everyone together. It is the St. Louis region's economic, cultural, and civic core – a center for sports, celebrations, music and culture, and civic celebrations and protests. Downtown St. Louis is experiencing an unprecedented surge of momentum since the opening of the CAR Project, especially in the past 24 months. With an influx of new residents, parks and green spaces, jobs, entertainment venues, and other investments, Downtown St. Louis is evolving into a multifaceted hub with diverse meanings for its residents. As a residential hub, a place to work, and a recreational haven, Downtown is where St. Louis comes together.

In 2023, GAPF was recognized as a Greater St. Louis Inc. Investor, acknowledging its commitment to the region and driving growth in the St. Louis metro area. GAPF is dedicated to ensuring that all visitors and residents enjoy the Gateway Arch National Park, the Old Courthouse, Kiener Plaza, and the Mississippi Riverfront. Per the St. Louis Business Journal analysis, 16 projects are underway in Downtown St. Louis, totaling a cost of \$3.8 billion. While the CAR Project site may not have a direct connection to these initiatives, the significant impact of the Gateway Arch and its recent revitalization serves as a crucial catalyst for economic activity in Downtown St. Louis.⁸

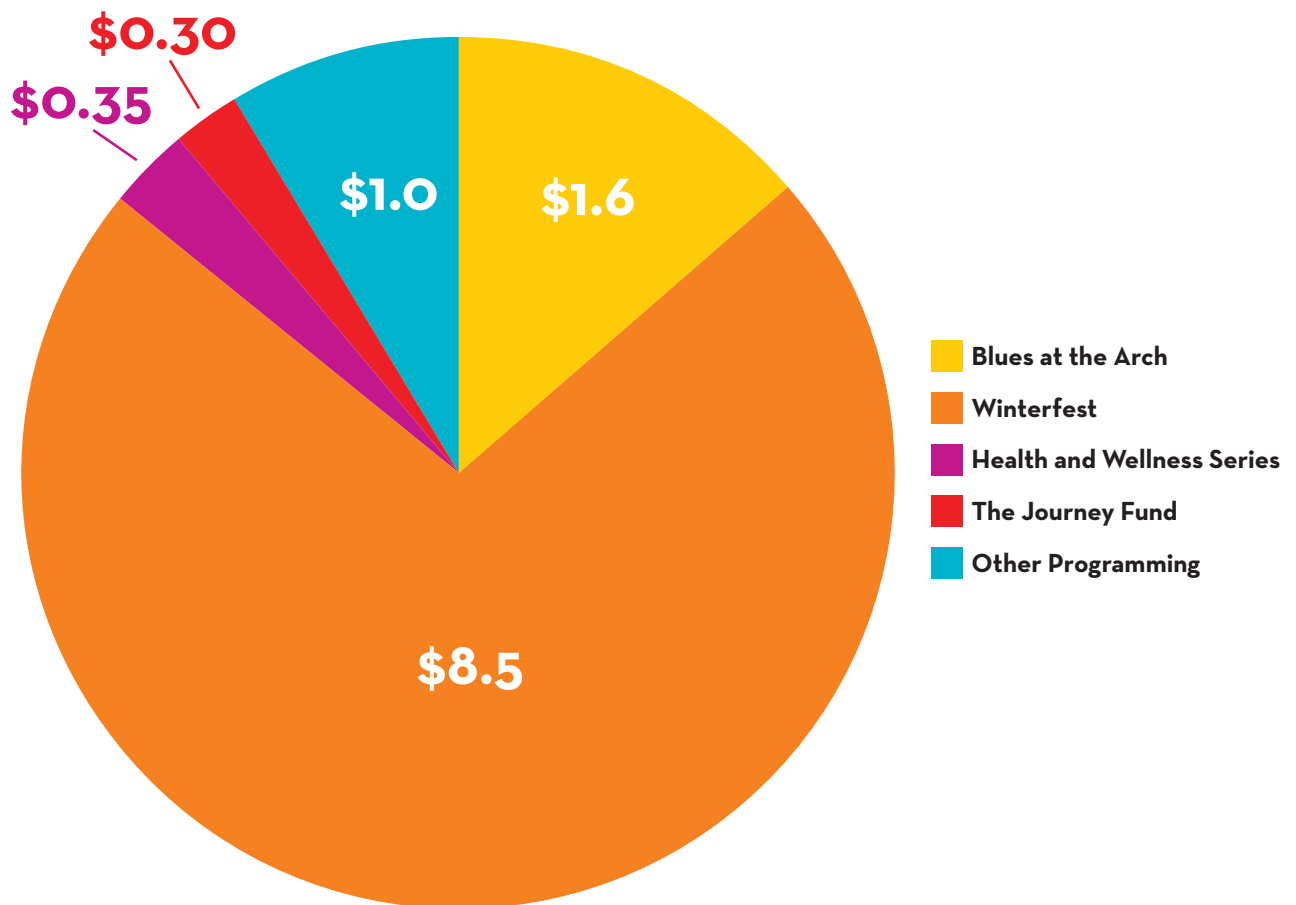
⁸ St. Louis Business Journal: Largest Downtown Developments, January 12-18, 2024



ECONOMIC IMPACT OF GAPF PROGRAMMING

In 2023, GAPF attracted 91,748 visitors to the CAR Project area for special events. The total economic impact of these events on the St. Louis region equaled \$11.75 million.

FIGURE 10: ECONOMIC IMPACT OF GAPF PROGRAMMING ON THE ST. LOUIS REGION (IN MILLIONS)





BLUES AT THE ARCH

In 2023, GAPF hosted the eighth annual Blues at the Arch, presented by the Missouri Division of Tourism and attended by 12,831 individuals. This popular end-of-summer celebration pays tribute to St. Louis' storied blues history and showcases the talents of national and local artists. The National Blues Museum and the National Park Service partner to present the festival, the only one of its kind to take place on national park grounds. **In 2023, the festival produced an economic impact of \$1.3 million to the St. Louis City and County and \$1.6 million to the St. Louis region.⁹**

WINTERFEST

GAPF's Winterfest is an annual winter celebration in Kiener Plaza. Winterfest, presented by Bank of America and Worldwide Technology and produced in partnership with the National Hockey League's St. Louis Blues, brings all the fan favorites, including ice skating, s'mores stations, and igloos underneath 100,000 twinkling lights in the shadow of the Gateway Arch. This six-week winter celebration also showcases exciting events such as the Blues' Try Hockey for Free, visits from princesses and superheroes, and a family-friendly New Year's Eve fireworks spectacular, made possible with Greater St. Louis Inc. support. In 2023, Winterfest welcomed 65,672 individuals to Downtown St. Louis.

GAPF is the official philanthropic partner and conservancy for Gateway Arch National Park. GAPF hosts Winterfest as part of its mission to serve the St. Louis community through programs that bring the park and its surrounding areas in Downtown St. Louis to life.

In 2023, the overall economic impact of Winterfest equaled \$6.9 million on St. Louis City and County and almost \$8.5 million on the St. Louis region.¹⁰

HEALTH AND WELLNESS SERIES

GAPF hosts dozens of events throughout the year, most focusing on health and wellness. These events include but are not limited to the following:

- **Sunrise Yoga and Bootcamp**
 - The sunrise yoga and sunrise boot camp series partners with fitness organizations to offer free yoga in Kiener Plaza each year.
- **Partner Support**
 - GAPF also supports The Collective STL's four-week September yoga series under the Gateway Arch and additional series by the National Park Service, such as the NPS Wellness Challenge, and other community partners such as GO! St. Louis' Greater St. Louis Marathon.

The number of visitors in 2023 to the Foundation's Health and Wellness Series totaled 2,680 people. **The Health and Wellness series created an economic impact of \$281,400 to St. Louis City and County and \$346,122 to the St. Louis region.**

⁹ Tripp Umbach utilized a per-visitor metric of \$105 per person (this number includes direct spending and indirect and induced impacts within the city and county economies).

¹⁰ Tripp Umbach utilized a per-visitor metric of \$105 per person (this number includes direct spending as well as indirect and induced impacts within the city and county economies).

THE JOURNEY FUND

Gateway Arch Park Foundation wants as many children as possible to have the opportunity to enjoy all the Gateway Arch National Park has to offer and is pleased to have established the Journey Fund. The Journey Fund ensures every child can experience and enjoy Gateway Arch National Park. Since its inception in 2019, the Journey Fund has brought more than 6,000 students and educators to the Arch grounds, subsidizing transportation, meals, and activities such as Tram Rides to the Top, the “Monument to the Dream” documentary film, and riverboat excursions.¹¹ This youth program had 2,298 students and educators in 2023 – a 17 percent increase from 2022, **creating an economic impact of \$241,290 for the St. Louis City and County and \$296,786 to the St. Louis region.**

OTHER PROGRAMMING

Other programming promoted by GAPF attracted 8,267 visitors. These events include ArchBark, Memorial Day Concert, Vets Day at the Arch, Winterfest 5K Rockin the Riverfront, Public Art Display. These visitors are also inclusive of GAPF’s two fundraising events, Picnic in Your Park, and Iconic Dinner, as well as volunteer events.¹² These other programming opportunities created an **economic impact of \$868,035 for the St. Louis City and County and \$1.0 million to the St. Louis region.**

¹¹ GAPF Impact Report, 2022 includes 3,500 students and educators to the Arch grounds.

¹² These volunteer events are joint Arch/GAPF opportunities.



MAKING AN IMPACT ON THE COMMUNITY

Looking beyond economic impact, the CAR Project makes community impacts that ripple through immediate neighborhoods and statewide.

CULTURAL AND EDUCATIONAL VALUE

The Gateway Arch has significantly raised worldwide awareness of St. Louis. The Gateway Arch is a world-renowned architectural treasure, with its distinctive, graceful, stainless-steel design making it instantly recognizable. As such, it has become a symbol of St. Louis and the American Midwest. The Arch commemorates the westward expansion of the United States and the role that St. Louis played as a crucial gateway to the American frontier during the 19th century. This historical significance has made it a destination for history enthusiasts and tourists interested in American heritage.

COMMUNITY ENGAGEMENT

The Gateway Arch attracts millions of visitors from all over the world each year, bringing with them fresh dollars that circulate through the St. Louis regional economy. Tourists come to experience the Arch's stunning architecture, take the tram ride to the top for panoramic views of the city and the Mississippi River, and explore the world-class museum beneath it. Visitors bring economic benefits to the city and spread the word about St. Louis to their friends and family. St. Louis has leveraged the iconic status of the Gateway Arch in its marketing and promotional efforts as the Arch is prominently featured in tourism brochures, advertisements, and travel guides, helping to draw attention to the city as an international travel destination.

PROMOTION OF CIVIC PRIDE

What is now the Gateway Arch was designated as a national memorial in 1933 and upgraded to a national park in 2018, becoming the Gateway Arch National Park. This elevated status has further increased its visibility and importance on the national and worldwide stage. Multiple events and festivals are hosted around the Gateway Arch, such as Fair St. Louis, which attracts large crowds and media attention. These events showcase the city's culture, music, and food and serve as a platform to promote St. Louis nationally and globally.

A recent article in the St. Louis Business Journal highlighted the Gateway Arch as the primary first impression of St. Louis for readers of the American City Business Journal, with 26% of respondents explicitly mentioning the iconic monument.¹³ The Gateway Arch has been featured in numerous films, TV shows, and documentaries, further enhancing its recognition. Its distinctive appearance has made it a popular backdrop for visual media, exposing St. Louis to wider audiences. In summary, the Gateway Arch in St. Louis has helped raise worldwide awareness of the city through its iconic symbolism, historical significance, tourism appeal, marketing efforts, national park status, hosting of events, and appearances in media. It continues to be a symbol of St. Louis and a source of pride for its residents while drawing global attention to the city.

¹³ St. Louis Business Journal: Inside America's First Impressions of St. Louis, January 12-18, 2024



ACCESSIBILITY AND INCLUSIVITY

The Gateway Arch is a powerful branding symbol for the St. Louis area and contributes to the region's economic prosperity. The Arch's presence often makes St. Louis an attractive destination for meetings, conventions, and corporate events. In part, businesses and organizations choose the city for their events because of the Arch's appeal, resulting in increased revenue for convention centers, hotels, and related services. The Gateway Arch and the park area have been instrumental in revitalizing and developing the St. Louis urban core. New businesses, residential properties, and entertainment venues have emerged, contributing to property values and the local economy.

The Arch's international recognition has enabled St. Louis to promote itself more effectively as one of the top travel destinations. The region leverages the Arch's iconic status in marketing campaigns and in attracting conferences, conventions, and leisure travelers, bolstering the local economy. The tourism industry associated with the Gateway Arch creates thousands of jobs in hospitality, tourism services, and related sectors. This employment benefits individuals and families and contributes to the region's economic health.



MOVING FORWARD

The CAR Project is responsible for significant economic development in Downtown and the St. Louis region, stemming from construction, ongoing operations, and attraction of visitors. Approximately \$3.8 billion in proposed development projects in downtown St. Louis are adjacent to the CAR Project borders, including Chouteau's Landing, Brickline Greenway, and Laclede's Landing redevelopment. In addition, the Old Courthouse renovations will be completed in 2025, offering visitors an additional attraction.

Maximizing the economic development potential of the CAR Project in the downtown core and riverfront will require the same intense public and private partnership, the same energy and commitment, responsible for the original development in the early 1960s, the comprehensive renovations in 2018. Gateway Arch park Foundation is a critical partner in this public private partnership. Areas of focus should include more significant engagement with the Mississippi River as a launching point for Gateway Arch National Park visitors. The future is bright for St. Louis and the CAR Project as more than 2.5 million people locally, nationally, and internationally engage with an iconic symbol of growth and prosperity.



APPENDIX A: ASSUMPTIONS

Tripp Umbach used the following assumptions in the economic impact analysis:

- 50% of visitors do not stay overnight and are considered “day visitors.” These day visitors are from the St. Louis MSA, with the other half driving from counties outside of the St. Louis MSA. The 50% of visitors who stay one night are typically stopping for a night as part of a longer trip or value the Gateway Arch as the primary reason for visiting.
- Day visitors generate \$50 in economic impact per person outside of the CAR Project area. This impact is based on assumed spending of \$25 per person.
- Overnight visitors generate \$200 in economic impact per person outside of the CAR Project area. This impact is based on assumed spending of \$100 per person during their stay.
- Visitor information data was supplied by GAPF and the National Park Service.¹⁴

¹⁴ [Recreation Visits by Month, National Park Service](#)



APPENDIX B: GATEWAY ARCH PARK FOUNDATION OVERVIEW

MISSION

Gateway Arch Park Foundation's mission is to ensure the Gateway Arch, its grounds, neighboring public spaces, and attractions will be a vital, welcoming, and well-supported resource for the community and nation for generations to come. The foundation is a 501(c)(3) nonprofit conservancy and the official philanthropic partner of Gateway Arch National Park and its surrounding areas in Downtown St. Louis. The Foundation was initially founded in 2009 as part of the public-private partnership to fund and coordinate the development of the CAR Project, which connected, invigorated, and expanded the Arch grounds. This project represented the most significant private investment in a national park in U.S. history and established the Foundation as a model for other conservancies nationwide.

Today, GAPF collaborates with partners in the Arch Alliance to operate and maintain these improvements and continue to innovate to make the jewel of St. Louis – the Gateway Arch – a destination of choice for future generations.

CORE VALUES

Always moving forward - honoring the past, learning from mistakes, and building a legacy that will serve future generations.

Relationship driven - Upholding a role as a member of the Arch Alliance while fostering meaningful community partnerships and donors.

Commitment to community - dedicated to bringing the Arch grounds and Downtown St. Louis to life, celebrating the hometown national monument, and elevating it for the world to see.

Have and create fun - Promoting a fun and diverse work environment to empower each team member to meet their full potential and be at their best and creating programs and events that are accessible to all and make lasting memories.

Philanthropic essential partner - Providing the funding to maintain the park at a standard of excellence through additional and necessary resources public funds alone cannot provide.

Adaptable & flexible - have the willingness and ability to act swiftly and ethically to find resolutions for the good of the park, its visitors, and the region.

Represent the values and diversity of the people served. Create an inviting, welcoming, and safe space for all.

Key innovative change agent to bring forth new ideas and opportunities and creatively solve problems while effectively navigating obstacles.

IMPACT

Like park conservancies across the country, GAPF supports the park - Gateway Arch National Park - and its surrounding areas in Downtown St. Louis in essential ways. From the conservation of the park grounds and the preservation of the world-class museum and historic Old Courthouse to hosting marquee events that invite St. Louisans to enjoy their hometown national park and Downtown in new ways, GAPF is committed to making this park, this city, and this region the best it can be.



APPENDIX C: ARCH ALLIANCE PARTNERS

The Arch Alliance is a public/private partnership that includes the National Park Service, the Great Rivers Greenway District, the City of St. Louis, the Bi-State Development Agency, the Jefferson National Parks Association, the Gateway Arch Park Foundation, and many agencies and groups on both sides of the Mississippi River. All partners are determined to bring increased vitality to the Gateway Arch, the riverfront, St. Louis, and the region.

APPENDIX D: PROJECT OVERVIEW

In July 2023, Gateway Arch Park Foundation retained Tripp Umbach to complete an economic impact study to assess the economic and social benefits of the CityArchRiver Project.

To complete the study, Tripp Umbach conducted the following:

Project Planning and Ongoing Facilitation: Worked primarily with leadership from GAPF to lay out the study's goals and to understand the vision for the economic impact study.

Key Stakeholder Interviews: Completed interviews with key stakeholders from the CAR Project, including its entities and affiliated businesses, local and regional businesses, government leaders, and other relevant organizations.

Data Collection: Tripp Umbach collected primary and secondary data using GAPF data, information, history, and Tripp Umbach's modeling and experience.

Economic Impact Analysis: Developed impact models using IMPLAN (IMpact for PLANning) software to quantify the impacts of the CAR Project.

Development of Final Report: The consulting team developed a final independent report to be used by GAPF to guide further evaluation and planning efforts.

APPENDIX E: ABOUT TRIPP UMBACH

Tripp Umbach is a national leader in conducting economic impact studies, consultation, and communication services for a wide variety of clients, including National Heritage Areas, leading corporations, colleges/universities, hospitals, medical schools, academic medical centers, industry associations, and tourist destinations. Tripp Umbach has provided consultation and economic impact analysis services to more than 500 clients in all regions of the United States since 1990. Our consultants are skilled in all types of economic impact analysis, including linear cash flow modeling, IMPLAN, RIMS-II, REMI, and Input/Output Analysis. Our studies are customized to match the needs of our diverse clients.







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