



Missouri State Penitentiary Redevelopment Master Plan

December 05, 2019

Ms. Emily Donaldson
Purchasing Agent
Purchasing Division
City of Jefferson
320 East McCarty Street
Jefferson City, Missouri 65101

RE: Master Developer, Missouri State Penitentiary Redevelopment Project

Ms. Donaldson,

The Chesterfield Hotels, Inc. / Arcturis Team is pleased to submit our qualifications for the Master Developer for the Missouri State Penitentiary Redevelopment Project. The proposal is based on our understanding of the request for qualifications, tour of the project area and our collective experience in planning, design and development. We recognize the tremendous opportunity which the Missouri State Penitentiary (MSP) site offers for redeveloping the east end of downtown Jefferson City. Our team is committed to developing a dynamic and feasible vision for the MSP site.

We have assembled a project team which provides the depth, resources and experience to deliver a comprehensive plan for the MSP site. Our team is comprised of accomplished multi-disciplinary professionals who are experienced in delivering creative design solutions to complex and challenging development projects.

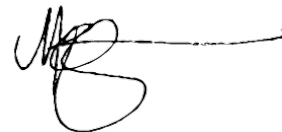
Chesterfield Hotels, Inc. has over 20 years of experience in developing hospitality venues throughout the Midwest. Arcturis, Inc. will manage our master planning and design program for the MSP site. Their veteran team of architects and planners will deliver a high quality development with synergic land uses to create an engaging visitor experience and successful project. LLW, Architects will lead the Hotel Design. Peckham Architecture will lead our sustainable design efforts to ensure that the MSP development is a genuine and environmentally responsible redevelopment. Central Missouri Professional Services (CMPS) will provide our team's civil engineering- services. Their extensive history of work on the MSP site and with the City of Jefferson will be a valuable asset to our team during the planning, design and construction process. Development Dynamics will provide economic development consulting to the project. Additional team members will be added as the project progresses from the master plan into first phase of design and construction.

We are truly excited about collaborating with the City of Jefferson on the redevelopment and are confident that our team can deliver a successful project to the City.

Sincerely,



David Parmley
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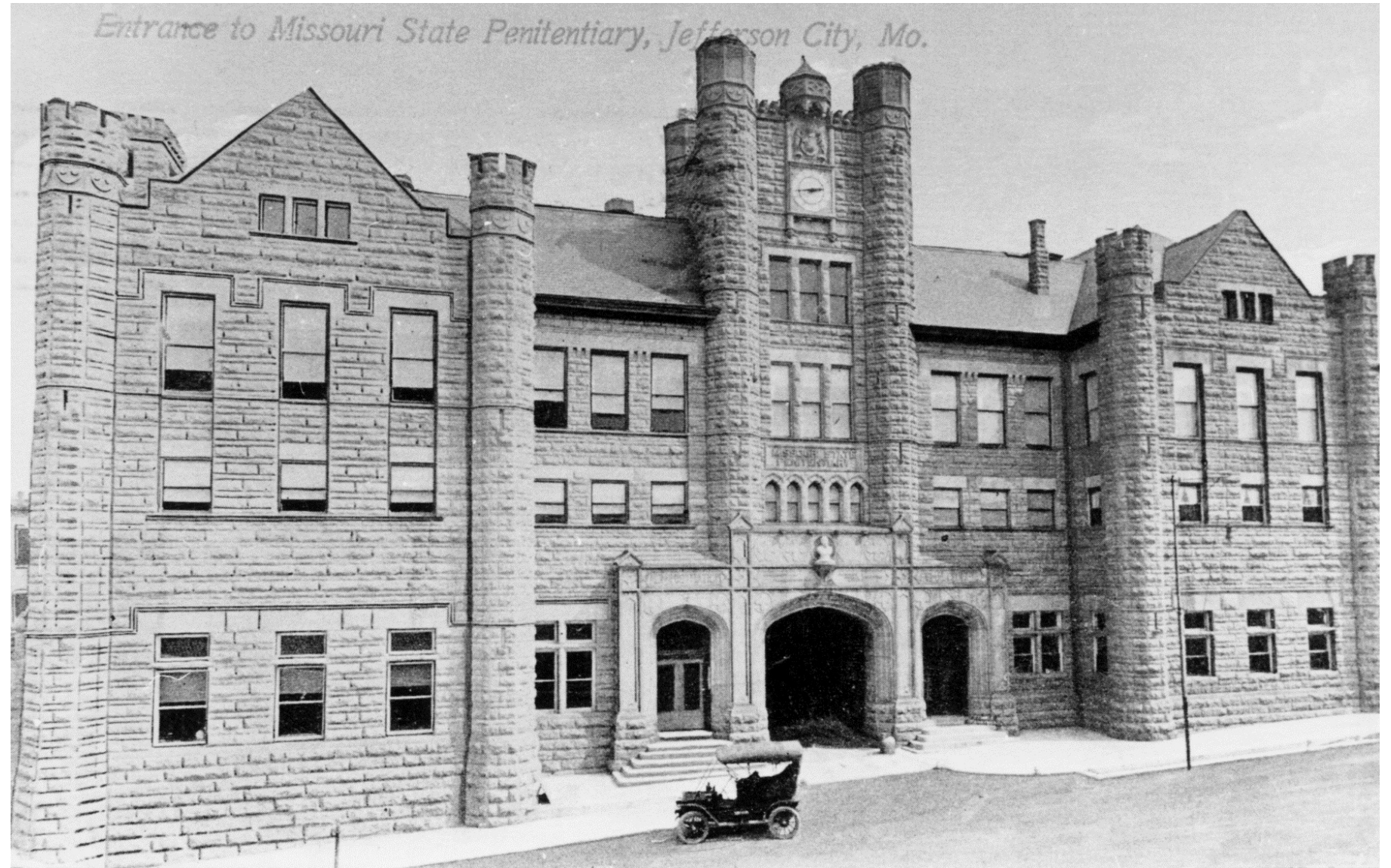


Photo Credit: Jefferson City Magazine

01 | Project Team

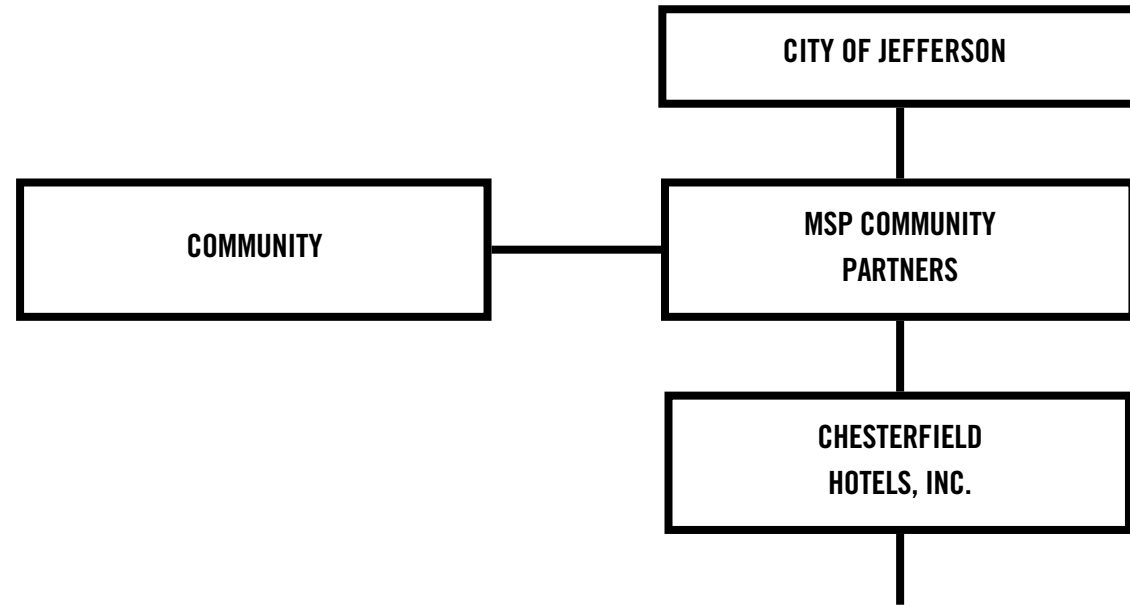
Our team is comprised of committed and highly creative firms in the development, financing, design, and construction professions. We have the individual and collective experience to craft a vision for the MSP site which will help to transform the Jefferson City community for the future.

DEVELOPMENT TEAM:

Chesterfield Hotels, Inc.	Lead developer of the hotel, conference center, parking garage and subsequent phases of the redevelopment
Arcturis, Inc.	Architect of the conference center, landscape architecture, master planning and site design
CMPS, Inc.	Civil engineering, surveying, utilities, cost estimating and permitting
LLW, Inc.	Hotel design and support on design of the conference center
Peckham Architecture	Lead sustainability designer, placemaking design
Development Dynamics	Development financing

TECHNICAL ADVISORS:

Lochmueller Group	Traffic circulation engineering
Walker Consultants	Parking garage design
Reinhardt / S.M. Wilson	Cost estimating and value engineering



A **ARCTURIS WBE**
PRIME CONSULTANT & MASTER PLANNER
 Megan Ridgeway, AIA, NCARB Program Director Brian Burmeister, ASLA Planning & Landscape Design
 Don Koster, AIA, NCARB Architecture Jacob Valier Graphic Design

C **DEVELOPMENT DYNAMICS**
ECONOMIC DEVELOPMENT
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 Economic Development

C **CMPS, INC.**
CIVIL ENGINEER
 Mike Bates, PE
 Civil Engineering
 Paul Samson, PE
 Civil Engineering

C **LLW ARCHITECTS**
HOTEL ARCHITECT
 Dell Livingston, AIA
 Architecture

C **PECKHAM ARCHITECTURE**
SUSTAINABILITY ARCHITECT
 Nick Peckham, FAIA, LEED AP
 Architecture

TECHNICAL ADVISORS
 WALKER PARKING
 LOCHMUELLER GROUP
 REINHARDT / S.M. WILSON

02 | Project Understanding

The Missouri State Penitentiary Redevelopment Project (MSP) represents a tremendous opportunity for the community of Jefferson City. The project will redevelop 23 acres on the East Side but has the potential to transform the City of Jefferson. The Chesterfield Hotels Team recognizes the potential the project offers and we are committed to producing a dynamic vision which will elevate the site and community into a regional destination for commerce, entertainment, and culture.

Our team knows that the project will require not only the commitment of resources but also a creative vision for the future. Our team has the extensive experience, depth of knowledge, and creativity to implement the vision. We have a unique understanding of the site and community interest in the project.

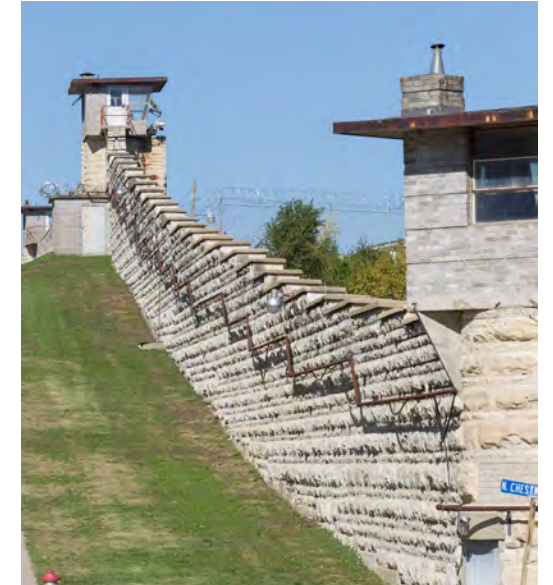
While the MSP enjoys a rich and unique history, the redevelopment project provides the chance to plan for the future - a future which will greatly enhance the identity and the culture of Jefferson City. The project has the scale, location, and program to produce a destination which will attract convention business, tourist groups, families and residents. It will have a critical mass of uses and the necessary density to serve as a catalyst for change in the city. It can serve as a focal point for the community and reflect a progressive message for commerce, culture and quality of life for Jefferson City.

This project vision will be crafted and refined with the engagement of the local community. We understand that soliciting public comment and interest will be a catalyst for long term success and support from the local community. The master plan vision has been based on sound analysis of the site and market, creative design and programming, and creative and flexible financing strategies.

The MSP master plan needs to inspire for long term support and vision. We believe the MSP master plan has the critical mass to build market share, identity, and incentivize future investment. Through a thorough and creative visioning, our master plan illustrates a dynamic and feasible vision for the future of the MSP site.



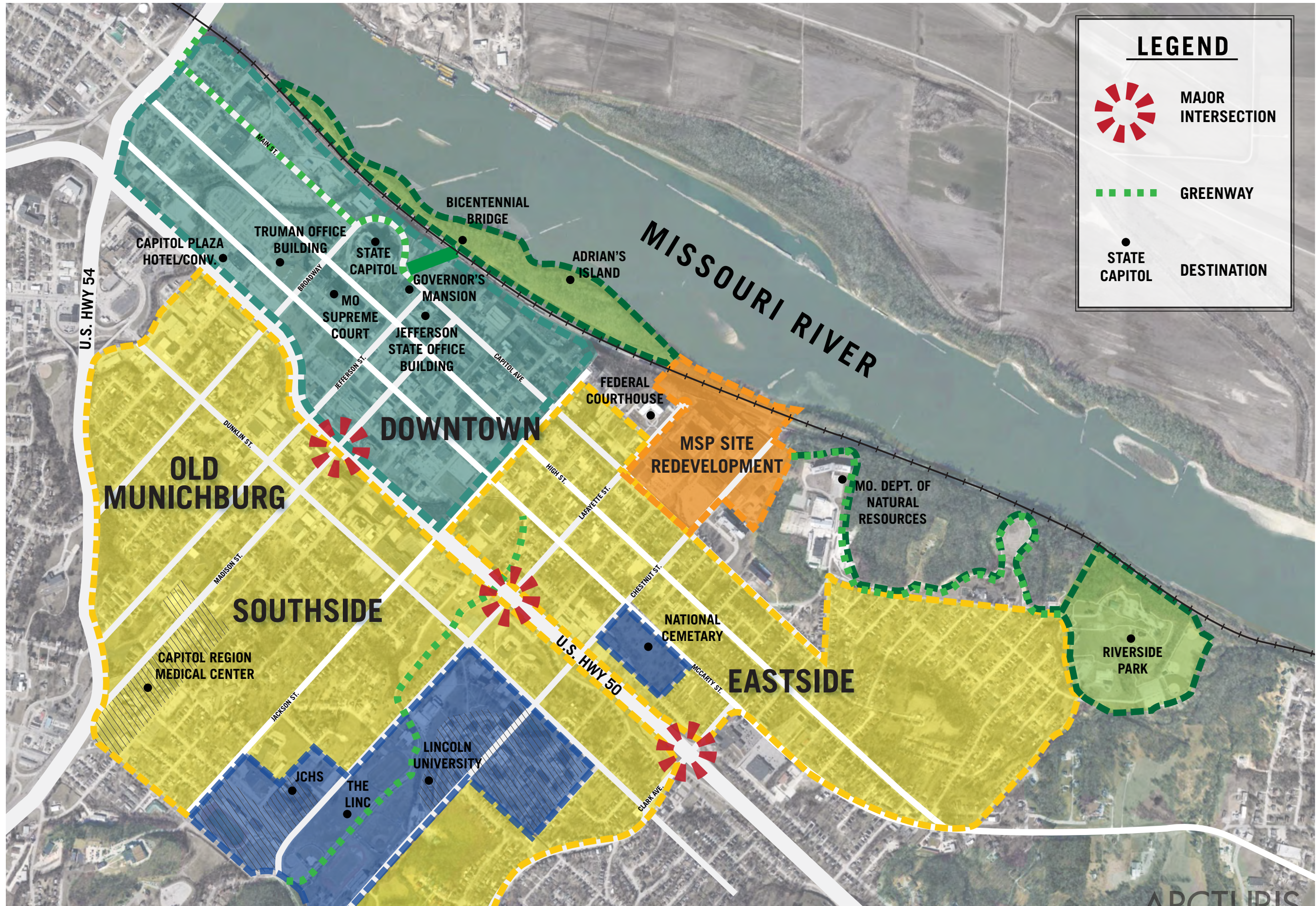
HISTORIC PENITENTIARY BUILDINGS



PENITENTIARY LIMESTONE WALL AND GUARD TOWER



AERIAL PHOTOGRAPH OF MSP SITE LOOKING SOUTHWEST FROM RIVER



SITE CONTEXT MAP

03 | Project Development Philosophy

Our team envisions a comprehensive mixed-use development for the Missouri Penitentiary Site (MSP), creating an exciting destination for Jefferson City and Mid-Missouri. The master plan vision for the site will be based on sound analysis, genuine engagement, and creative design, resulting in the highest quality mixed used district, for the site and Jefferson City. Our development philosophy is summarized below:

LONG TERM VISION

We see that the redevelopment of any site requires a long term vision, which is flexible and adapts to market conditions. Our philosophy is to generally retain control of anchor facilities such as hotels and conference centers along with the support uses around the hotel. Anchor uses such as a hotel/conference/entertainment center can be a catalyst to draw other investment to an area. Ensuring that such an anchor stays at its highest performing level, often requires the need to retain ownership.

In regard to the MSP Site redevelopment, we would envision retaining ownership of the hotel/conference center and support facilities, which may require up to 1/3 of the site. We would be open to partnerships in developing the other uses of the master plan. Another scenario might have us selling some of the remaining parcels, with design and land use regulations to ensure that future development is compatible to the core facilities.

SOUND ANALYSIS

Our team starts any development project with a thorough analysis of the existing conditions and future markets to help produce a sound development program. The analysis will include research in the best development incentives and financing packages for a project. Understanding the hospitality/convention business for a market area is also critical for project success. Making use of market data and future forecasting is part of our development process. Our plan and design process will evaluate the technical design and site issues, identifying the challenges and opportunities, which will affect the program and vision.

We believe the MSP Site will require utilizing the many incentives identified in the request for qualifications, to help leverage capital for the various phases of the development. The extensive data already produced regarding the hospitality/convention market, site surveys and engineering studies of the site, will prove helpful in developing a redevelopment program for the MSP site.

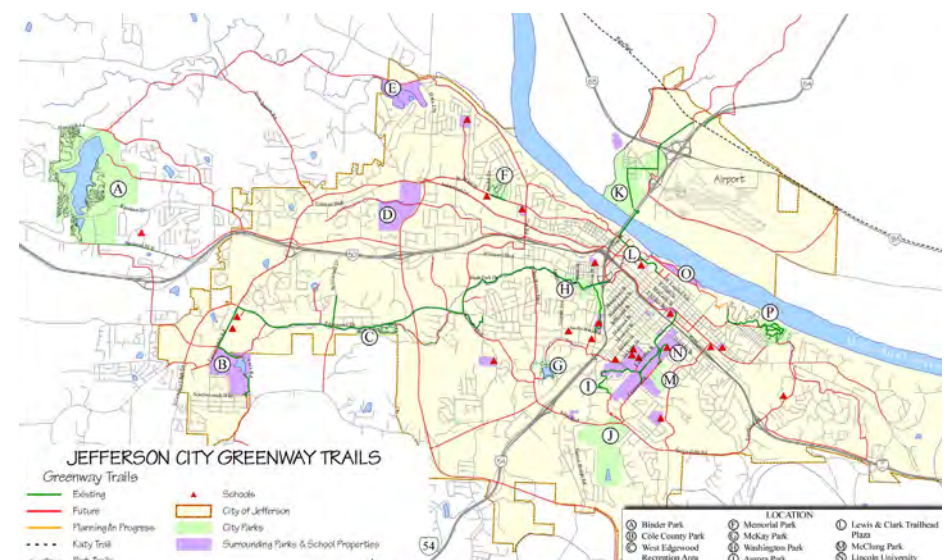
CREATE A COMMUNITY

Large development projects have the opportunity to create identity, attract investment and transform a community. A mixed use development of various land uses and market demands can become a destination, both locally and regionally. A creative master plan with uses that complement each other and the context of the adjacent neighborhoods will become integral to a community. A development plan should build confidence in the product - the facilities and uses of the plan - but also build confidence in the larger market, to attract more interest and investment in a community.

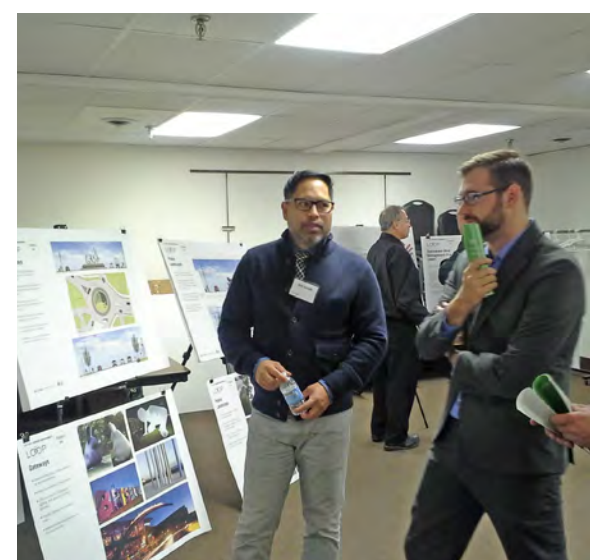
The MSP site has the potential to transform Jefferson City, creating a new downtown district. The site master plan will be a vision for the future, showcasing Jefferson City as a leader in redevelopment of small Midwestern cities. We believe the redevelopment plan will be that catalyst project that creates a synergy with the adjacent East Side neighborhood, fostering increased investment in an area which is already experiencing a renaissance. Engaging the community, creating bold design plans and building an identity for the MSP site will help create a new community and regional experience in Jefferson City.



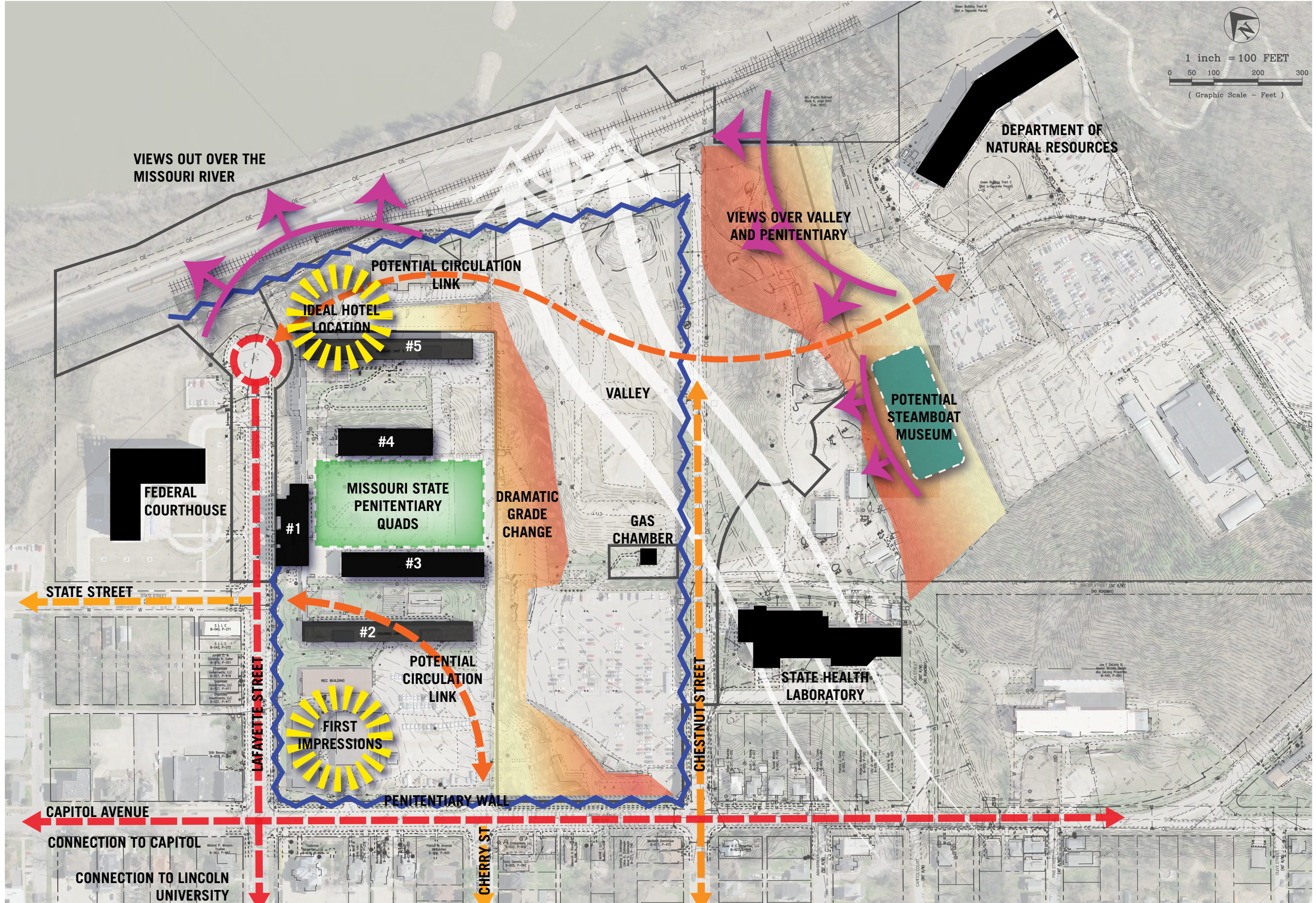
MISSOURI STATE PENITENTIARY 2002 MASTER PLAN



JEFFERSON CITY GREENWAY TRAIL MAP



PUBLIC ENGAGEMENT



SITE INVENTORY ANALYSIS

04 | Project Vision

MASTER PLAN

The site plan incorporates the original 23 acres of the project along with extensions into the adjacent state property. While we believe the history of the Missouri State Prison is important to remember, given the physical condition of the remaining structures and the prior demolition conducted on the site, our proposal recommends maintaining and investing in the historic prison core but embracing the future with the balance of the site.

To honor the history of the site and as a measure of sustainability the design proposes to salvage and repurpose the material of the existing prison walls.

The gas chamber building is proposed to be relocated and rebuilt in the historic quad area, due east of the Housing Unit 4 building. Relocation to the historic quad consolidates the prison tour experience and focuses future financial investment and maintenance expenses. Relocating this important historical prison feature also increases the development potential of the lower yard.

Our preliminary site plan does not provide for the reuse or rehabilitation of the Shoe Factory. An on-site inspection, by our team's construction manager, concluded that the structural integrity of the building was in dangerous condition and the rehabilitation of the building would be cost prohibitive.

We envision the MSP redevelopment being anchored and catalyzed by the hotel and convention center constructed on the bluff at the end of Lafayette Street. This elevated site to the north of the historic prison entry and yard provides hotel guests with expansive Missouri River views and simple access from the US HWY 50/63 interchange. Locating the hotel on Lafayette Street creates an immediate synergy and critical mass with the Federal Courthouse across the street. The deteriorated Shoe Factory Building and Housing Unit 5 would be demolished to make way for the new construction. The hotel ballroom would be built immediately east of the hotel helping to create a continuous street face. A larger expo hall is planned at a lower elevation to the north.

A new access road running perpendicular to Lafayette Street runs between the hotel and prison Housing Unit 4 providing direct access to the hotel, ballroom, and conference center. A multilevel parking garage sits to the east of the hotel ballroom and will mediate the severe grade change between the upper and lower levels of the site. This hotel access road is envisioned to be a pedestrian friendly, walkable street, with a planted median.

The plan proposes the extension of Cherry Street north from Capitol Avenue to meet the hotel access road. This extension along the edge of the upper yard would formalize service driveways into a public street and connect Capitol Avenue and Lafayette Streets through the redevelopment area. The Cherry Street extension would provide service to the rear of the historic prison yard where a new amphitheater is planned. With this amenity the prison yard becomes a civic space for cultural activities and has increased potential as a revenue generator.

State Street would also be extended to connect the upper and lower yards and Chestnut Street with the Cherry Street extension. To further the site connectivity the plan proposes the construction of Riviera Street between Chestnut and the Lewis and Clarke State Office Building to the east.

The lower yard development is anchored by a new 82,500 SF two-sheet ice arena. This project along with mixed-use retail and residential construction will create a public green and be serviced by the 5-level parking structure. The arena would support the growing demand for ice time, provide a venue for expanded club, collegiate, and semi-professional hockey training and games, and be a community and regional asset.

The second significant anchor of the lower yard is a proposed site for the Steamboat Museum, relocated from Kansas City. We believe the Museum would be ideally located at the terminus of Chestnut Street overlooking the Missouri River.

The Hotel Conference Center and Expo Hall (entered from the river side) Ice Facility, and Museum would all be serviced by surface parking at the north end of the lower yard. The plan also recommends the relocation and construction of a new Amtrak Rail Depot at the north end of the site. While not necessary to the success of this proposal we believe the timing is right to rethink the location of the station and believe this would be a positive synergy for the destination facilities proposed.

The master plan is completed with the introduction of urban housing on the corner of Capitol Avenue and Chestnut Street and the suggestion of an office development on the State property at the intersection of Lafayette Street and Capitol Avenue.

We believe that this mix of programs provides the ingredients needed to ensure a vibrant and economically sustainable future for the MSP Redevelopment site.

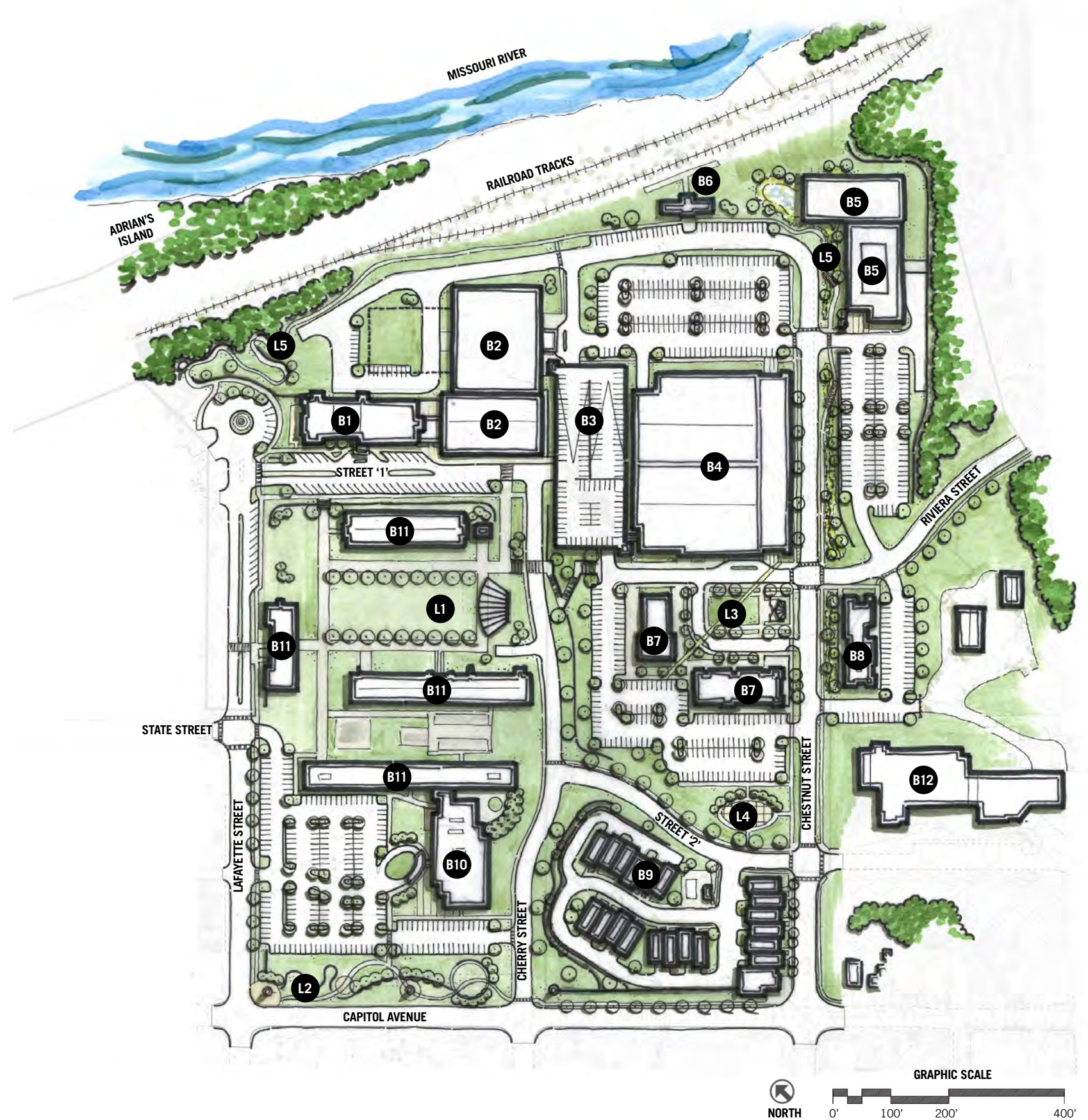
DEVELOPMENT PROGRAM

LAND USE	CURRENT SIZE	REQUIRED PARKING	PROPOSED PARKING
1. Hotel 150 rooms/7 stories	116,500 SF	150 spaces	165 (includes employees)
2. Conference Center 2 stories	26,300 SF	149 spaces	155 (includes employees)
3. Expo Center (Phase I) 1 space/200 sf. GFA	30,000 SF	132 spaces	140 (includes employees)
4. Expo Center (Phase II) 1 space/200 sf. GFA	20,000 SF	107 spaces	110 (includes employees)
5. Ice Arena 2 ice sheets, seating, lockers/concessions	82,500 SF	198 spaces	210 (includes employees)
6. Museum	45,00 SF	54 spaces	65 (includes employees)
7. Mixed Use/Retail	40,00 SF	72 spaces	90 (includes employees)
8. Parking Garage 2 phases	38,400 SF		360 Phase I 215 Phase II
9. Office 4 stories	60,000 SF	200 spaces	200

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MASTER PLAN

BUILDING USE		
HOTEL	B1	●
CONFERENCE CENTER	B2	●
PARKING GARAGE	B3	●
ICE ARENA	B4	●
MUSEUM	B5	●
TRAIN STATION	B6	●
MIXED USE - OFFICE	B7	●
MIXED USE - RESIDENTIAL	B8	●
RESIDENTIAL - TOWNHOMES	B9	●
OFFICE	B10	●
HISTORIC PENITENTIARY	B11	●
STATE LABORATORY	B12	●
PUBLIC SPACE		
PENITENTIARY QUAD W/ BANDSHELL	L1	●
INTERPRETIVE PARK	L2	●
SOCIAL SQUARE	L3	●
SCULPTURE PLAZA	L4	●





AERIAL PERSPECTIVE RENDERING OF MSP REDEVELOPMENT PLAN LOOKING SOUTHEAST FROM STATE STREET



AERIAL PERSPECTIVE RENDERING OF MSP REDEVELOPMENT PLAN LOOKING NORTH

04 | Project Vision

HOTEL & CONFERENCE CENTER

THE RIVERVIEW A TAPESTRY HOTEL BY HILTON JEFFERSON CITY, MISSOURI

Since 1825, Jefferson City has made its mark in the center of the country. A city designed by Daniel Morgan Boone, Missouri's state capital was on the route of Lewis and Clark and other pioneers forging new paths across the country. With this same adventurous spirit, a new destination is born with a modern sensibility. As A Tapestry Hotel by Hilton, The Riverview weaves together the best of the Midwest with local and authentic flair. Positioned above the Missouri River, connected to the fabric of downtown, the hotel is perfectly situated for convention-goers and travelers alike.

Located just blocks from Missouri's State Capital and adjacent to the new 26,300 SF Conference Center and the 30,000 SF Multi-Use Expo Center, this upscale seven-story lifestyle hotel provides 150 guest rooms and luxury accommodations for convention attendees and visitors. With a 12,000 SF ballroom for weddings and large events and 4,000 SF of smaller meeting spaces, The Riverview is the perfect setting for both business and social events. A full-service restaurant, Benton's, is a sophisticated atmosphere reminiscent of where impassioned political debates occurred but now is where bespoke decor inspires new connections. The 1825 Lounge features local Missouri craft beers as well as creative cocktails served atop a sleek rooftop bar with its panoramic view of the Missouri River and the State Capital.

The Riverview is development the anchor of the new district in Jefferson City showcasing all the city has to offer with Midwest moxie and an adventurous spirit. So why be on the edge, when you can be at the center of it all at The Riverview.



SOUTH ELEVATION OF HOTEL AND CONFERENCE CENTER



AERIAL PERSPECTIVE RENDERING OF SOUTH FACADE OF HOTEL AND CONFERENCE CENTER



RENDERING OF RIVERVIEW HOTEL AT THE TERMINUS OF LAFAYETTE STREET OVERLOOKING THE MISSOURI RIVER

04 | Project Vision

PARKING GARAGE

The MSP Master Plan envisions the construction of a five level structured parking garage mediating the fifty foot elevation change between the Upper and Lower Yard developments. The garage would be constructed in two phases with the north end providing the 5-Percent slope from deck to deck and accommodating 360 parking spaces. A second phase of flat deck construction would be added to the south expanding the facilities capacity by an additional 215 parking spaces.

Working with our technical advisors, Walker Parking, we believe this facility would be owned and operated by the City or a private entity, and parking spaces would be leased to the hotel and convention center along with other surrounding uses.



AERIAL PERSPECTIVE RENDERING OF PARKING GARAGE

04 | Project Vision

MUSEUM

The proposed museum would be located at the north end of the site, providing a beautiful terminus to the view down Chestnut Street. The site would be for the potential Steamboat Museum, which would be relocated from Kansas City and has strong local support in Jefferson City. We know that civic and political leaders are leading an effort to secure funding for a future steamboat museum, in the state. The current museum in Kansas City, the Arabia Steamboat Museum attracts 80,000 visitors a year. In addition to the Arabia, the goal of the expanded museum would be to house additional steamboat artifacts including the possibility of a complete recovered steamboat. A facility of such caliber would be a great attraction to the MSP site and a compliment to the other uses of our preliminary site plan.

The museum would be located on a parcel, along the east edge of the street, which can be developed once funding and programming for the museum is secured. The museum would have a view of the nearby Missouri River, being located up the slope from the road. The museum is situated along our proposed greenway trail and a large stormwater bio-detention basin. The dramatic setting and design of the museum could serve also as an event space, further adding to the site as a destination district. We believe the Steamboat Arabia Museum could be an important anchor to the MSP redevelopment and the community should make every effort to relocate the museum to Jefferson City.



AERIAL PERSPECTIVE SKETCH OF MUSEUM

04 | Project Vision

ICE ARENA

The lower yard development is anchored by a 82,500 SF two-sheet ice arena. Locating a new ice facility in the heart of the MSP development would create a community and regional destination that would satisfy the increased demand for ice time from regional hockey and skating programs. A facility of this caliber would provide a top-tier venue for expanded club and collegiate organizations, and possibly attract semi-professional hockey to Jefferson City.

With a facility of this caliber, Jefferson City could regularly host regional hockey tournaments and other ice events. Teams and families visiting the region would provide additional hotel business and neighboring retail spaces would benefit from the captive audience between games.

The facility would house locker rooms, team offices, concessions, and other spectator amenities. A glass circulation spine running parallel to Chestnut street will provide access to both the surface parking lot to the north and the public green to the south, while creating visual interest on the street. The structured parking garage would support the parking needs of the arena.

This community and regional asset could be funded through a public-private partnership or be publicly funded.



AERIAL PERSPECTIVE RENDERING OF ICE ARENA



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PERSPECTIVE RENDERING LOOKING NORTH ON CHESTNUT STREET.

04 | Project Vision

RESIDENTIAL

The MSP redevelopment plan proposes a mix of urban housing options to be included in Redevelopment Project Areas 3 & 4. A walkable neighborhood subdivision composed of townhomes with attached garages is proposed at the corner of E. Capitol Avenue and Chestnut Street. This development would occupy the former penitentiary ballfields and nestle into the terraced landscape of the lower yard. This development acts as a 'bridge' to the existing residential communities surrounding the site and is adjacent to civic green space and parks.

To the south-east side of Chestnut Street, north of the State Health Laboratory, the team envisions a 4-story mixed-use apartment building. This multi-unit elevator building would offer well appointed rental apartments marketed to young professionals and empty-nesters over first floor commercial. This project is to be planned for development in RPA 3 and upon completion would overlook the urban green. Apartment dwellers would be within steps of lively restaurants fronting the Social Square and civic center of the project.



AERIAL PERSPECTIVE RENDERING OF THE PROPOSED RESIDENTIAL TOWNHOMES

04 | Project Vision

MIXED-USE RETAIL

The master plan proposes mixed-use retail developments at the midpoint of Chestnut Street, south of the Ice Arena. With a rich mix of destination programs - the Ice Arena, Museum, and Convention Center - the team believes that these will be attractive spaces for business to flourish. We imagine a potential mix of restaurants, brew pubs, coffee retailers at street level and professional offices on elevated levels. We anticipate that local retailers would be welcomed and heavily patronized by adjacent State and Federal Employees throughout the day.



AERIAL PERSPECTIVE RENDERING OF MIXED-USE DEVELOPMENTS

04 | Project Vision

STREETS / INFRASTRUCTURE

The goal of the proposed street network is to provide access to the proposed development sites and to provide pedestrian and vehicular connectivity between uses within the site. Connection between Lafayette Street, and Chestnut Street is achieved by an extension of Cherry and State Streets, providing the connectivity to and through the site.

Five public streets are proposed in the master plan:

Hotel Entrance Road – This road would serve as the primary access point from Lafayette Street. It would be the primary entrance to the upper level of the site including the Hotel and Ballroom, and would have access to the upper level of the parking garage. Angled on-street parking would serve hotel guests and the historic quad.

Cherry Street – Cherry Street would be extended north from Capitol Ave to intersect with the Hotel Entrance Road, at the entrance to the parking garage. No parking would be permitted on Cherry Street.

State Street – State Street would serve as the internal connection between the upper level development and the lower level of the development, connecting Chestnut Street to Cherry Street. If Housing Unit #2 were to be removed, State Street could be further extended west to intersect with Lafayette Street. continuing the existing street grid network. No parking would be permitted on State Street.

Chestnut Street – Chestnut Street would be reconstructed and would serve as the primary access point to the lower level of the site and to the many proposed uses off of Chestnut Street. Parallel on-street parking would be permitted on Chestnut Street if needed.

Rivera Street – Rivera Street would be constructed easterly from Chestnut Street to the existing end at the Lewis and Clark State Office Building. Rivera Street would access parking for the Museum and the multi-use area east of Chestnut Street. No parking would be permitted on Rivera Street.

UTILITIES

Projects on and near the MSP site, such as the State Health Laboratory and Federal Courthouse have completed much of the utility infrastructure necessary for the remaining development. Primary services to the site have been completed, it is anticipated that utilities will be extended with street projects to serve individual building sites. Existing utility facilities are as follows:

Electric:

- Primary overhead electric located along the east side of Chestnut Street.
- Primary underground electric located along the east side of Lafayette Street.

Water:

- 12" main located along the east side of Lafayette Street to the cul-de-sac.
- 12" main located along Chestnut Street to the north property line of the State Health Lab.

Natural Gas:

- Main located on Lafayette St. from Capitol Ave. to State Street. Main will need to be extended north along Lafayette St. to serve the Hotel/Conference Center. There is also a 6" main located along Chestnut Street to the north property line of the State Health Lab

Sanitary Sewer:

- Existing mains are located along Chestnut Street and along the north property line parallel to the railroad tracks. Existing mains would be able to serve most of the proposed development, although some minor main extensions may be necessary to reach individual parcels.

Storm Sewer:

- An existing storm sewer tunnel is located along Chestnut Street and discharges to the Missouri River.
- New storm sewer conveyance system will be needed for runoff through the site to the existing system.
- Stormwater Quality measures may be installed to provide additional natural green space on the site.



VIEW OF LAFAYETTE STREET



VIEW OF DUNKLIN AND JEFFERSON



AERIAL PERSPECTIVE RENDERING OF STREETS AND INFRASTRUCTURE

04 | Project Vision

GREENSPACE AND PLACEMAKING

The MSP master plan includes multiple public amenities and greenspaces woven into the fabric of the new development. Like a string of pearls, these active and passive landscapes offer opportunities to recreate, gather, rest, and celebrate. Each is linked together with a network of paths, sidewalks, and bike lanes, creating a connected pedestrian friendly and walkable community.

Lafayette Round-about and nature trail – The master plan envisions improvements to the terminus of Lafayette Street that include a landscaped center island and a serpentine nature walk that will wind down the hillside connecting the Upper Yard and Bluff (Hotel Lobby Level) with the Lower Yard (Expo Level).

Historic Prison Quadrangle – While not officially part of the redevelopment area, our plan sees significant value in further investing in the Historic Prison Quad. While occupied, the quad of the prison was a place of beauty within an otherwise dreary routine. The inmates took pride in the area and maintained the quad with landscaping. Envisioned to be even more beautiful than what the prisoners’ experienced, we see potential in creating an event lawn in the Quad that would be framed by an allee of trees and capped with a bandshell. This space would further activate the area providing an outdoor community concert and theater venue.

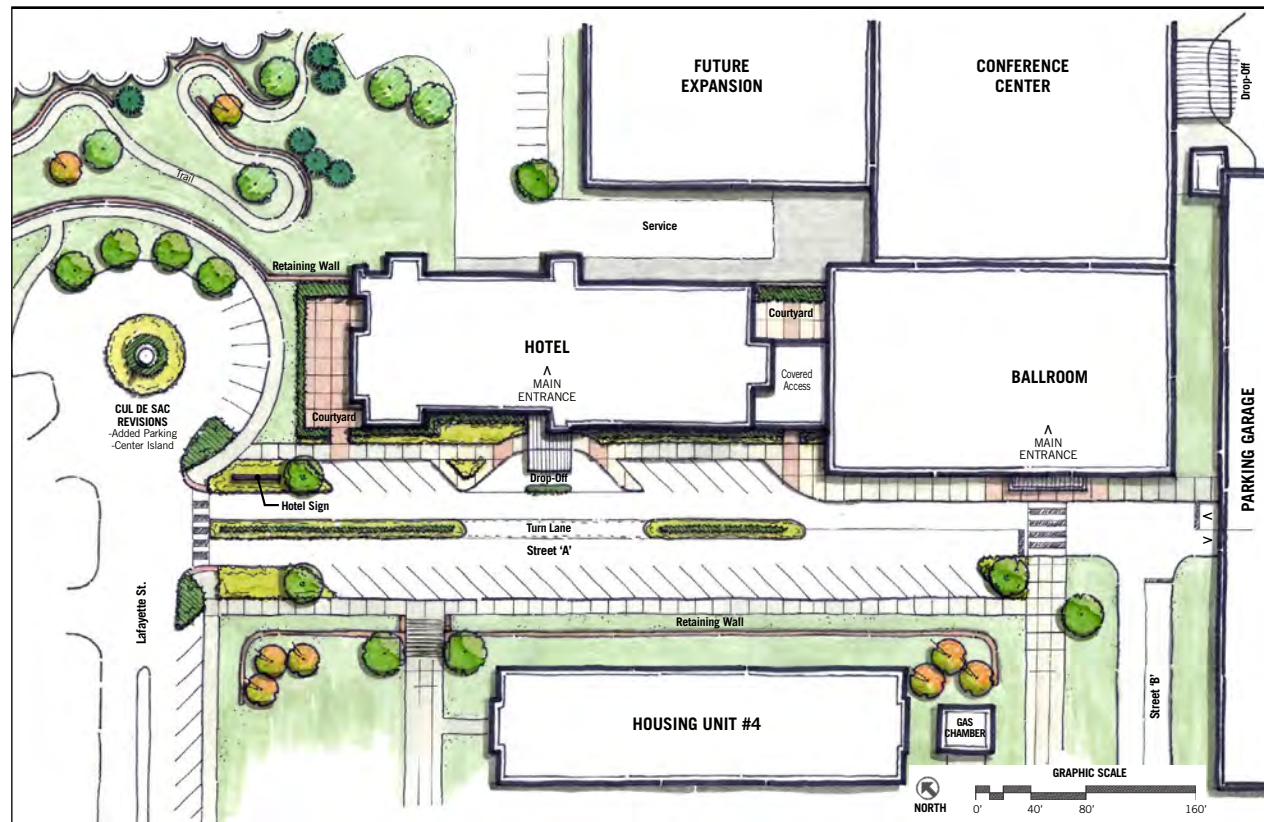
MSP Interpretive Park – Also officially outside the official redevelopment area we see the corner of Capitol and Lafayette playing an important role in the success of the project. An interpretive park, elaborating on the history of this the site incorporates the guard towers into the design while removing the prison walls to welcome visitors and residents to the site. Stone from the prison walls would be reused throughout the project.

Community Park and Social Square – In the Lower Yard, two open spaces are planned as neighborhood amenities with benches for sitting, splash pads for cooling of in the summer open spaces to gather and recreate. The Community Park anchors the corner of Chestnut and State Streets and the Social Square is bounded by the Ice Arena and Mixed-Use Retail. With the ability to close the surrounding roads to vehicular traffic, the square could be transformed to host a farmers’ market, seasonal festivals and perhaps an outdoor ice rink in the winter.

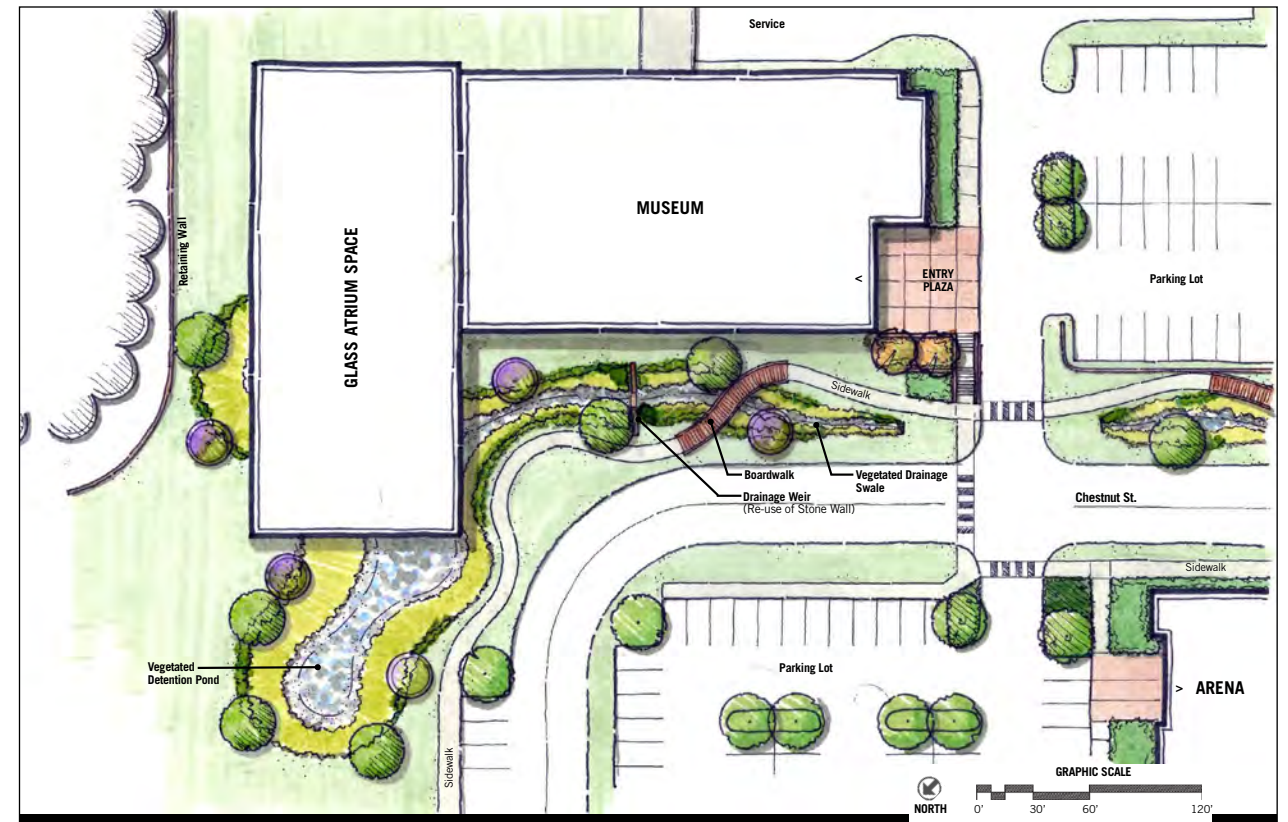
Museum Green – The entire MSP redevelopment site slopes toward the proposed Steamboat Museum site. The master plan proposes to capture and detain all stormwater from the site along Chestnut Street. Daylighting this important infrastructure provides a beautiful way to integrate water management into the design and create inspiring sustainable, and performative landscapes.



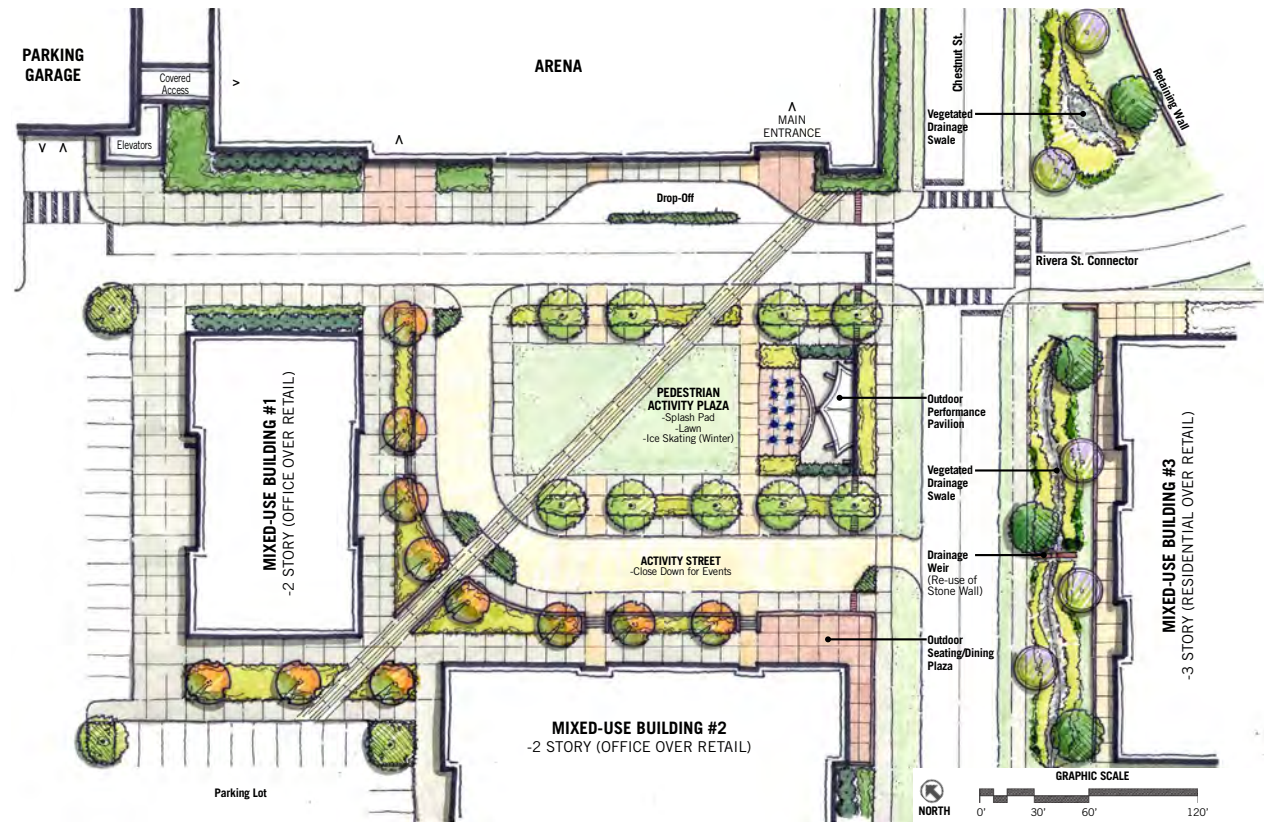
AERIAL PERSPECTIVE RENDERING OF PUBLIC AMENITY SPACE



ENLARGEMENT PLAN OF HOTEL / CONFERENCE CENTER



ENLARGEMENT PLAN OF MUSEUM



ENLARGEMENT PLAN OF SOCIAL SQUARE



ENLARGEMENT PLAN OF INTERPRETIVE PARK

05 | Project Feasibility

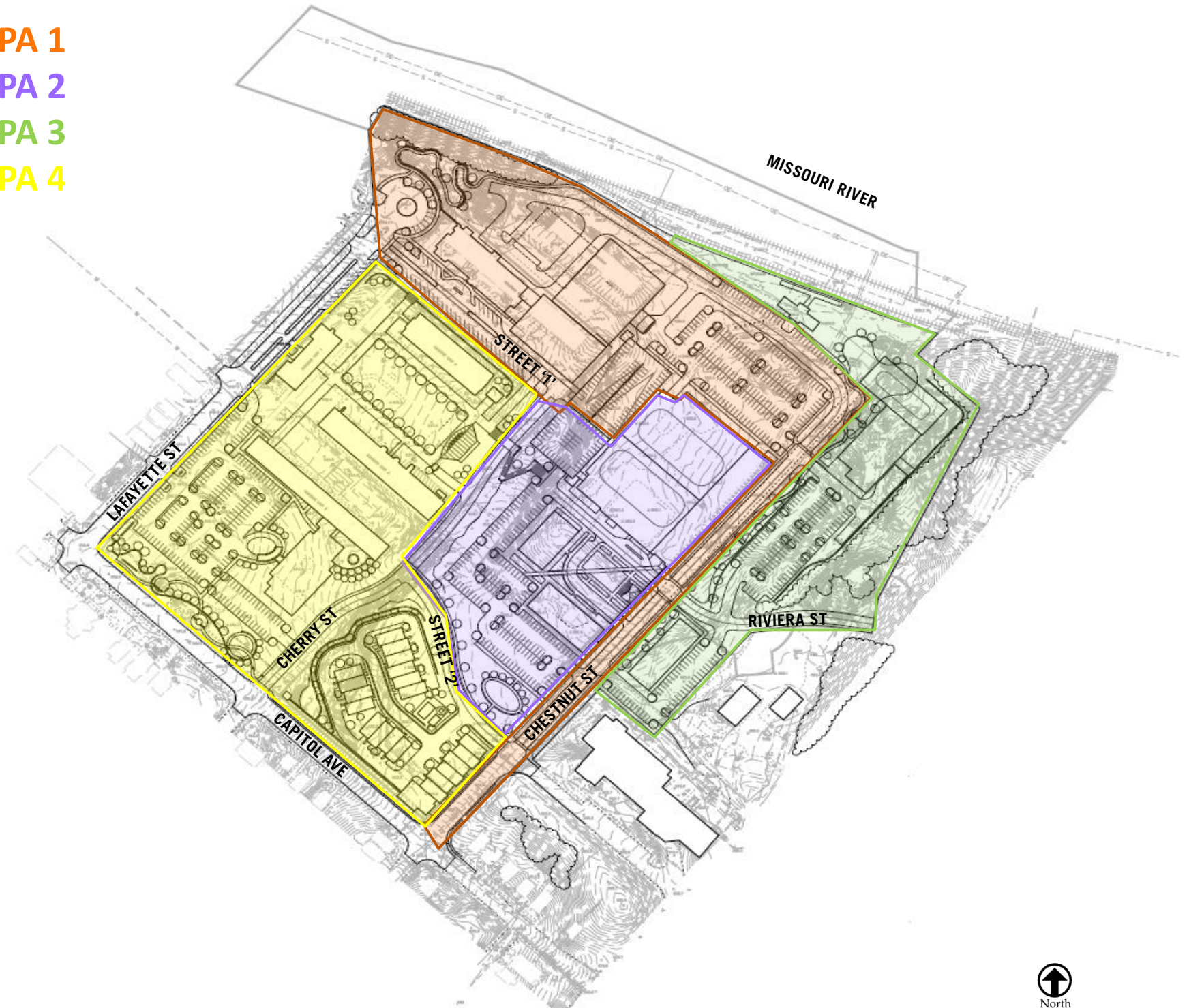
PROJECT PHASING

PHASING

The MSP site has the potential to transform Jefferson City, creating a new downtown district. The site master plan will be a vision for the future, showcasing Jefferson City as a leader in redevelopment of small Midwestern cities. We believe the redevelopment plan will be that catalyst project that creates a synergy with the adjacent East Side neighborhood, fostering more investment in the area which is already experiencing a rebirth. Engaging the community, creating bold design plans and building an identity for the MSP site will help create a new community and regional experience in Jefferson City.

Accomplishing the ambitious goals of the MSP redevelopment plan will require creative financing, numerous development incentives, private equity, and public funding. The entire vision will be divided into four distinct Redevelopment Project Areas (RPAs) shown in the plan illustration at the right. Each RPA is color coded and corresponds with the table summarizing preliminary project costs, component sizes, and financing strategies.

- RPA 1
- RPA 2
- RPA 3
- RPA 4



REDEVELOPMENT PROJECT AREAS



05 | Project Feasibility

PROJECT FINANCING SUMMARY

PROJECT AREA	COMPONENT	EST. COST	SQ. FT.	NOTES	FINANCE ELEMENTS
RPA 1	THE RIVERVIEW, A TAPESTRY BY HILTON HOTEL	\$35,412,600	116,000 sq. ft.	7-Story full service hotel, lobby bar/restaurant, rooftop bar, with 150 guest rooms, breakout meeting space (4,000 sq ft)	1. PRIVATE EQUITY 2. CONVENTIONAL FINANCING 3. PACE FINANCING 4. CHAPTER 100 / R.E. TAX ABATEMENT 5. TIF EATS 6. 50% LODGING TAX REFUND 7. TDD 8. CID 9. NMTC 10. BROWNFIELD TAX CREDITS 11. OPPORTUNITY ZONE TAX BENEFITS
RPA 1	CONFERENCE CENTER (PHASE 1)	\$17,532,430	56,300 sq. ft.	EXPO CENTER - 30,000 gross sq ft, BALLROOM - 26,300 gross sq ft. Includes 12,000 sq ft ballroom and additional 4,000 sq. ft. of break out meeting space	CITY OWNED - OPERATED BY HOTEL 1. PUBLIC FINANCING a. CC LODGING TAX REVENUES (RESERVED) b. ONGOING CC LODGING TAX REVENUE c. NAMING RIGHTS d. BROWNFIELD TAX CREDITS e. TDD f. CID
RPA 1	PARKING GARAGE (PHASE 1)	\$7,920,000	38,400 sq ft	(4 levels/360 spaces)	CITY OWNED 1. REVENUE BOND FINANCING a. LEASE/RENTAL/USER FEES b. TDD REVENUES c. City/County Capital Improvement Tax
RPA 1	STREETS / INFRASTRUCTURE	\$2,500,000			COMBINATION FUNDING BY CITY/TDD - City/County Capital Improvement Tax
	TOTALS	\$63,365,030			

PROJECT AREA	COMPONENT	EST. COST	SQ. FT.	NOTES	FINANCE ELEMENTS
RPA 2	MULTI-USE ARENA	\$16,500,000	82,500 sq ft	2-sheet ice arena	CITY OWNED PUBLIC - PRIVATE PARTNERSHIP - CITY PARKS
RPA 2	MIXED USE / RETAIL	\$9,000,000	40,000 sq ft	MULTI TENANT: a. RESTAURANT b. SPORTS THERAPY c. GENERAL RETAIL d. GENERAL RETAIL e. GENERAL RETAIL f. PROF. SERVICES g. MED SERVICES	TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING TIF/CID FUNDING
RPA 2	PARKING GARAGE (PHASE 2)	\$4,730,000	need sq ft	(4 levels/215 spaces)	CITY OWNED 1. REVENUE BOND FINANCING a. LEASE/RENTAL/USER FEES b. TDD REVENUES c. City/County Capital Improvement Tax
RPA 2	CONFERENCE CENTER (PHASE 2)	\$5,000,000	20,000 sq ft	EXPO CENTER EXPANSION	CITY OWNED - OPERATED BY HOTEL 1. PUBLIC FINANCING a. CC LODGING TAX REVENUES (RESERVED) b. ONGOING CC LODGING TAX REVENUE c. NAMING RIGHTS d. BROWNFIELD TAX CREDITS e. TDD f. CID
RPA 2	STREETS / INFRASTRUCTURE	\$2,200,000			COMBINATION FUNDING BY CITY/TIF/TDD/CID - City/County Capital Improvement Tax
	TOTALS	\$37,430,000			

PROJECT AREA	COMPONENT	EST. COST	SQ. FT.	NOTES	FINANCE ELEMENTS
RPA 3	MUSEUM	\$19,000,000	45,000 sq ft		TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING TIF/CID FUNDING
RPA 3	MIXED USE / COMMERCIAL	\$9,000,000	40,000 sq ft	MULTI TENANT	TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING TIF/CID FUNDING
RPA 3	TRAIN STATION	\$2,200,000	3,000 sq ft		PUBLICLY OWNED FUNDING/DEVELOPED BY OTHERS TIF
RPA 3	STREETS / INFRASTRUCTURE	\$1,000,000			COMBINATION FUNDING BY CITY/TIF/TDD/CID - City/County Capital Improvement Tax
	TOTALS	\$31,200,000			

PROJECT AREA	COMPONENT	EST. COST	SQ. FT.	NOTES	FINANCE ELEMENTS
RPA 4	RESIDENTIAL	\$3,570,000	average 2,100 sq ft/unit	21 Townhomes	TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING
RPA 4	OFFICE	\$15,000,000	60,000 sq ft	4-story	TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING
RPA 4	STREETS / INFRASTRUCTURE	\$1,000,000			COMBINATION FUNDING BY CITY/TIF/TDD/CID - City/County Capital Improvement Tax
RPA 4	PLACEMAKING/AMPHITHEATRE	\$2,150,000		Wayfinding signage, amphitheatre, bandstand, public space amenities.	PUBLICLY OWNED FUNDING/DEVELOPED BY OTHERS TIF/CID
	TOTALS	\$21,720,000			

	TOTAL PROJECT COST:	\$153,715,030			
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