Expand the community’s current retail market by incentivizing local retail start-ups and existing retailers which have capacity for growth.

Concentrate on local retail opportunities in Jefferson City and Cole County

Retail Attraction Action Team
Small Business Grant Program Subcommittee
Chair – Donna Maxwell
Develop a small business grant program which provides a one-time cash injection to eligible start-ups and existing retailers who have capacity for growth.

- Eligibility – Any for profit retail business
- Total Annual Allocation - $65,000
- Funding Limits
  - Limited to 10% of the total project costs
  - Or, a maximum of $15,000 per project
Must be located within Jefferson City/Cole County

Training

• New Start-up businesses are urged to attend a Financial Management Training series (offered by the University of Missouri Extension Office)

• Existing Business expansions are urged to attend the Small Business Academy or the Executive Roundtable program offered University of Missouri Business Office (online course)
Small Business Grant Program

Review Committee
- Five member committee made up of individuals from:
  - Banking sector
  - Private Sector
  - SCORE – Jefferson City Chapter
  - University of Missouri Extension Office

Cost Summary:
- One-Time Cost - $65,000
- On-going (annual) - $65,000
Intent: Increase the attractiveness of Jefferson City as a retail destination to both regional and non-regional retail shoppers by incorporating the use of Smart phone applications (Apps) and increase the usage of directional signage as a marketing tool.

Area of concentration (location): Jefferson City

Recommendations/Conclusions:
• Smart Phone Application
  o Develop a Smartphone application (App) as an alternative means of marketing the retail community to individuals who have embraced the Smartphone era. The App’s primary focus is to connect visitors and residents with attractions offered in Jefferson City by providing information and directions to local attractions. After the implementation process, an App offers an administrator the flexibility to quickly revise and/or add data when compared to traditional marketing materials (i.e. printed material).
  o Parking Component – In order to maximize parking utilization, the Smartphone App will employ real-time parking information.
  o Marketing of the App
    ▪ Local retailers would be asked to display a “map of Jefferson City” which doubles as a marketing tool for the App itself and retail attractions located with the city.
• Directional Signage
  o Increase the use of directional signage to help visitors more easily located historical landmarks in Old Town section of Jefferson City. Currently, the utilization of directional signage in Jefferson City is somewhat limited, especially in certain sections of Old Town, and any increase in signage would only increase the awareness of historic sites to visitors.
    ▪ Directional signage would be strategically placed in specific location with Old Town, with a priority place on major historic landmarks such as the State Capitol, Missouri Supreme Court Building, Lohman’s Landing and Governor’s Mansion.

Cost Summary:

<table>
<thead>
<tr>
<th>Retail Marketing</th>
<th>Cost One-Time</th>
<th>Cost On-Going (Yearly)</th>
<th>Staff Hours One-Time</th>
<th>Staff Hours On-Going (Yearly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smart Phone Application (App)</td>
<td>$25,000</td>
<td>$1,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directional Signage</td>
<td>$100,000</td>
<td>$7,500</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Increase the attractiveness of Jefferson City as a retail destination by incorporating the use of a Smart Phone application (App) and increase the usage of directional signage as a marketing tool.
Develop a Smart Phone App as an alternative means of marketing Jefferson City’s attractions to visitors as well as local residents.

Benefits:
- Flexibility to quickly revise information
- Low cost to administer
- 24/7 – always open for business

Marketing of the App – Local retailers would be encouraged to display advertisements for the Smart Phone App.
Retail Marketing

Directional Signage –

• Increase the use of directional signage to help visitors locate historic landmarks within Jefferson City

• Directional signage would be strategically placed at the following locations:
  • W. Capitol Street and Highway 54
  • W. High Street and Highway 54
  • Highway 50/63/54
  • Missouri Boulevard and Highway 50/63
  • Broadway Street and Highway 50/63
  • Jefferson Street and Highway 50/63
  • Madison Street and Highway 50/63
  • Monroe Street and Highway 50/63
  • Highway 50/63 Interchange (Lafayette Street)
Retail Marketing

Intersections identified for directional signage
Retail Marketing

Cost Summary:

Smart Phone App
- One-Time Cost: $25,000
- Ongoing Cost: $1,500

Directional Signage
- One-Time Cost: $100,000
- On-Going Cost: $7,500
Retail Attraction Action Team: Co-Chairs – Eric Schulte, RE/MAX and Lori Hoelscher, Ameren Missouri
Capital Mall Subcommittee: Chair – Eric Schulte

**Intent:** Identify specific strategies to increase pedestrian traffic and tenant occupancy within the Capital Mall. Partner with Capital Mall management to identify areas of concerns, solutions and potential funding mechanisms.

**Area of concentration (location):** Capital Mall

**Recommendations/Conclusions:**

*General Growth Properties’ new Chief Executive Officer, Sandeep Matharani recently toured the Capital Mall along with each property within GGP’s portfolio. As a next step, GGP is currently developing a list of priority properties which will be targeted for future capital improvements. Presently, the timeline for prioritization is yet to be determined, but it is understood that GGP’s will place a priority on communities which have been receptive to the use of Tax Increment Financing and Community Improvements Districts.*

- Partner with General Growth Properties (GGP) and local mall management to identify potential public/private financing options based on GGP’s capital improvements plan. GGP has identified specific properties within their portfolio as “Opportunity Properties”, and the Capital Mall is one several properties on this list.
  - Continue to work with General Growth Properties to identify potential financing options based GGP’s capital improvements plan
  - Correspond with the appropriate public entities based the potential use of public funds

**Cost Summary:**

<table>
<thead>
<tr>
<th>Capital Mall</th>
<th>Cost One-Time</th>
<th>Cost On-Going (Yearly)</th>
<th>Staff Hours One-Time</th>
<th>Staff Hours On-Going (Yearly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Mall Enhancement Study</td>
<td>$ 25,000</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Identify specific strategies to increase customer traffic and tenant occupancy within the Capital Mall by partnering with Capital Mall management to identify areas of concern, solutions and potential funding mechanisms.

Cost Summary:
- One-time cost
  - Incentives Study – $25,000
- On-going cost
  - TBD

Retail Attraction Action Team
Capital Mall Subcommittee
Chair – Eric Schulte
Partner with General Growth Properties and local mall management to identify potential public/private financing options based on General Growth Properties’ capital improvement plan

- Continue to work with General Growth Properties in identifying potential financing options to address potential capital improvements
- Correspond with the appropriate public entities to evaluate the long term benefits of the potential use of public funds
Executive Summary Report – August 31, 2011

Transformation Steering Committee

Downtown Action Team: Co-Chairs – Steve Houser, Hawthorn Bank and Carrie Carroll, Carrie’s Hallmark.
Downtown Housing Subcommittee: Chairs – Sam Bushman, Samuel’s Tuxedos and Gifts

- **Intent:** Develop a framework of action to increase downtown housing opportunities via zoning, incentives, mitigating barriers, inventory available space as well as conduct outreach to the public, downtown property owners and developers.

**Area of concentration (location):** Downtown Jefferson City

**Recommendations/Conclusions:**
- After developing an inventory of the potential housing in the downtown area and showcasing it to developers, the public and property owners through the “Hidden Spaces, Secret Places” Tour, the committee concluded Downtown Jefferson City has substantial space suitable for housing. The development of such housing is essential to the continued resurgence of the Downtown area.
- The committee recommends the encouragement of condo development in the downtown area by funding a basic level of legal assistance to develop condo agreements. Condo development allows owners to cash out a portion of long-held properties in need of investment while still retaining an interest in them.
- Due to the lack of water mains sufficient to adequately sprinkler potential downtown housing on the north side of High St., the committee recommends funding for a supplemental water main under Commercial Way.
- In conjunction with the Business Growth Action Team, the subcommittee recommends the city adopt alternative flexible building codes for redevelopment purposes.
- In coordination with other Action Teams, the subcommittee asks the city to consider form-based zoning as a means of encouraging development conducive to downtown redevelopment.
- Through a cost-share program, the committee recommends augmenting the sidewalk improvements accomplished on High Street with similar improvements from Adams St. to Lafayette St. These streetscape improvements will bring additional new investment to the Downtown area, enhance its walkability and boost its desirability as an area in which to live. The subcommittee recommends a 90/10 cost share arrangement.

**Cost Summary:**

<table>
<thead>
<tr>
<th>Downtown Housing</th>
<th>Cost One-Time</th>
<th>Cost On-Going (Yearly)</th>
<th>Staff Hours One-Time</th>
<th>Staff Hours On-Going (Yearly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condo Agreement Development</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downtown Water Infrastructure Improvements</td>
<td>$175,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redevelopment-Specific Building Codes</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downtown Sidewalk Improvement Cost Share (High St.)</td>
<td>$1,200,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Form-based zoning</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Downtown Water Infrastructure Improvements

- Downtown/Loft Housing
  - Potential and interest abound
    - Hidden Spaces, Secret Places tour
  - Insufficient water supply to sprinkler condos
  - Solution: supplemental water main in alley (Commercial Way) -- $175,000
  - Impact: Residents = vitality
High Street from Adams St. to Lafayette St., lighting included

90/10 Cost Share Arrangement

View from Lafayette

Sets the stage for growth

Similar to 100-300 block of High St.
Executive Summary Report – August 31, 2011

Transformation Steering Committee

Downtown Action Team: Co-Chairs – Steve Houser, Hawthorn Bank and Carrie Carroll, Carrie’s Hallmark.

- **Intent:** Develop a plan to address quantified parking needs, including reallocation of current spaces, identification of and cost estimates of potential additional surface parking and parking structure sites in order to make this parking available to tenants of Downtown properties.

**Area of concentration (location):** Downtown Jefferson City

**Recommendations/Conclusions:**
- After an inventory of the existing spaces in the downtown area, the committee concluded any solution short of adding spaces would not address downtown parking deficits documented in studies as recently as 2005 and identified as a barrier to downtown redevelopment. Reallocation may have some marginal effect, but to mitigate the situation, additional parking spaces are necessary.
- Additional surface parking was considered, but due to the inherent inefficiency of such facilities and a lack of useable sites, a 5-story, approximately 440-space parking structure was determined to be the best solution by far.
- After consideration of several sites, the only site which offered both location and dimensions which lent itself to efficiency (thereby keeping long-term costs as low as possible) was Hawthorn Bank’s lot behind the 100 block of High Street.
- The subcommittee determined a pass-through on the south side of the 100 block of High St. is essential to this plan. The pass through should feature public restrooms, a long-time need for the Downtown area.
- Businesses on the south side of the 100 block of High St. would essentially have two entrances. In order to incent businesses in that location to upgrade their current rear entrances, the subcommittee recommends a program similar to the city’s façade renovation program, but geared to rear entrances.
- In order to maximize parking utilization, the subcommittee recommends employing off-the-shelf technologies to add real-time parking information to a Jefferson City “mobile app”. Such a mobile app is also recommended by two other Action Teams and accounted for in their cost summaries.
- In coordination with other Action Teams, ask the city to consider form-based zoning as a means of encouraging development conducive to downtown redevelopment.

**Cost Summary:**

<table>
<thead>
<tr>
<th>Cost</th>
<th>Staff Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Parking</td>
<td></td>
</tr>
<tr>
<td>Downtown Parking Facility</td>
<td>$6,600,000</td>
</tr>
<tr>
<td>Pass–Through/Public Restrooms</td>
<td>$350,000</td>
</tr>
<tr>
<td>Rear Façade Matching Program</td>
<td>$340,000</td>
</tr>
<tr>
<td>Real-Time Parking Technology Infrastructure</td>
<td>$260,000</td>
</tr>
<tr>
<td>Form-based zoning</td>
<td>$0</td>
</tr>
</tbody>
</table>
Parking: where we are now

- Downtown is in a parking deficit
  - The core of downtown is on a ridge
  - Surface parking inadequate
  - Loss of spaces due to new County Jail
  - Lack of parking is a bottleneck on downtown growth
  - Reallocation has not helped supply meet demand
  - 1999 consultant study
    - 1,475 space deficit
  - **Essential to area economic growth**
  - Enables downtown to be a destination corridor
  - **Cost: $6,600,000**
Solution: A parking structure

Parameters
- Service the core area
- Sufficient space for future growth
- Easy (at grade) access to High St.
- Facility footprint needs

Potential sites considered
- News Tribune lot
- Jefferson St. structure
- Lot behind Saffee’s
- Central Bank lot
- Hawthorn lot
Downtown Parking—$6,600,000
Artist’s Rendering from McCarty
Artist’s Rendering from Wall Way (Alley)
Pass-through Facility--$350,000

- “Line of Sight”
- At Grade Access for Parking Garage
- Restrooms are a constant issue
  - Downtown is the community’s “gathering place”
Rear Façade Matching Program--$340,000

- Garage creates two entrances
- “Courtyard” feel
- Attractive, inviting space necessary
- Creates a favorable impression on the walk from the car to the street
Real Time Parking Technology--$260,000

- Use off the shelf technology
- Changes perceptions of Jefferson City
- Leverages available parking spaces
- Ties in with Retail Attraction’s smartphone app
Old Town Action Team: Co-Chairs – Bob Gilbert, Bartlett and West and Ron Medin, Central Bank.
Central East End Entertainment District: Chairs – Janet Weckenborg, CRMC and Jim Wisch, WAVCO Construction

- **Intent:** Create a designated area in the Central East End of Old Town for the development of entertainment venues

**Area of concentration (location):** The Central East End of Jefferson City

**Recommendations/Conclusions:**
- The group recognized a budding entertainment has already been established in the Central East End. O’Donoghue’s Steaks and Seafood, Prisons Brews, the Stained Glass Theater, and The Mission have been operating long before the formation of this subcommittee.
- The subcommittee recommends the creation of a special district with its own distinct rules and regulations to promote and foster its vitality
  - The district boundaries recommended are Marshall Street on the west, Commercial Way on the north, Pine Street on the east, and East McCarty Street on the south.
- The group surveyed Chamber and Eastside Business Association members, and over 400 responses indicate substantial interest in the concept. Many of the subcommittee’s recommendations have their genesis in those survey results.
- The Central East End is an older area of town and many of sidewalks, curbs, and streets are in disrepair. The subcommittee recommends new sidewalks and enhanced lighting to provide a “safe” feeling and security throughout the district.
- The subcommittee recommends a multi-pronged approach to addressing parking issues, including
  - A relaxation of parking codes within the established district.
  - Promotion of shared parking arrangements for existing lots.
  - The acquisition and development of small “pocket parking lots” as opportunities arise.
- The subcommittee recommends that a new noise ordinance be implemented within the Central East End Entertainment District with objective criteria in order to strike a middle ground between the needs of the entertainment venues and their residential neighbors.
- As a means of creating a “brand” for the district, the subcommittee recommends distinctive signage for the District, which can be used to alert visitors to parking, transportation and other public accommodations.
- The subcommittee recommends multiple uses for parking lots. The addition of a pavilion roof over a parking area could also provide a venue for outside markets, music and entertainment during off-hours when parking is not required.

**Cost Summary:**

<table>
<thead>
<tr>
<th>Central East End Entertainment District</th>
<th>Cost One-Time</th>
<th>Cost On-Going (Yearly)</th>
<th>Staff Hours One-Time</th>
<th>Staff Hours On-Going (Yearly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Streetscape Improvements</td>
<td></td>
<td>$1,500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Development</td>
<td></td>
<td>$1,000,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Survey results

- 405 persons responded to survey
  - Largest response to any survey conducted by the Chamber
  - Survey sent to Chamber membership and Eastside Business Association members
- Ranked highly (and almost equally)
  - Sidewalks & lighting
  - Security
  - Parking
Streetscape Improvements
Streetscape Improvements

- Underground utilities
- Sidewalk uniformity
- Historic lighting
- “Branding” opportunities via color
  - Black=Downtown
  - Red=Old Munichburg
  - Green=East Side
  - Distinctive signage
- All support street side café options
- Encourage walking/biking throughout
Parking Development
Parking Development
Parking Development--$1,000,000

SITE PLAN: 1" = 60'-0"

NORTH ELEVATION: 1" = 10'-0"
Old Town Action Team: Co-Chairs – Bob Gilbert, Bartlett and West and Ron Medin, Central Bank.
Trolley Subcommittee: Chair – Donna Deetz, Click 2 Sell 4 U and Performance Plus Associates

- **Intent:** Develop and implement a circulating trolley system which would connect various tourist destinations as well as make a viable system for local transport via Downtown and near east/south sides.

- **Area of concentration (location):** Old Town Jefferson City

**Recommendations/Conclusions:**

- Provided the proposed trolley system has a “charter” system as a major component, the subcommittee concluded a trolley would be viable within Jefferson City.
- A circulating trolley can be run within Jefferson City but must be supplemented by a charter-service trolley to keep the trolley system solvent.
- The subcommittee’s preference is the trolley service to be a mostly private enterprise. A private structure allows for more flexibility in management.
- A special focus of the Chamber’s annual business plan competition should be the establishment of a trolley system with points awarded for the community service (circulating system) of the business and a caveat to accepting a $50,000 prize incentive would be that a circulating system must be part of the business plan.
- Start up funding for the trolley would be approximately $250,000.
- If a quasi-public system was preferred by the Steering Committee, the subcommittee recommends purchasing trolleys for a private operator under contract to allow for sufficient subsidization of circulating routes.

**Cost Summary:**

<table>
<thead>
<tr>
<th>Trolley</th>
<th>Cost One-Time</th>
<th>Cost On-Going (Yearly)</th>
<th>Staff Hours One-Time</th>
<th>Staff Hours On-Going (Yearly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Plan Competition Prize</td>
<td>$50,000</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Trolley acquisition</td>
<td>$150,000</td>
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</tr>
</tbody>
</table>
Why a Trolley?

FIRST: Research/Resources

- Missouri State Penitentiary
  - Nostalgia Draw
  - Easy Connector
  - Contractual supplement to Ghost Tours, etc.
- Downtown Revitalization
  - Alleviate Some Parking Issues
  - Make easy transport for housing growth
- Old Town/East End Development
  - Connection to East End Entertainment District
  - Fits Historic “feel” to Old Town
- Retail Development
  - Runs directly through the Capital Street Corridor
  - Opens Advertising Element to Visitors
- St. Mary’s Redevelopment
  - Connection to Lincoln and “the Linc”
  - Transport
- Lincoln University
  - A direct service to students/faculty to Downtown/East End/St. Mary’s/Millbottoms/Bike Bridge
  - Connection to Lincoln Museum under development
- Millbottom Development
  - Direct connection to Riverfront/Amtrak Station
  - Joint Use of Old Bus Depot-Bike/Trolley Station
- Economic Strategies/Business Growth
  - Adds new business to Jefferson City
  - Provides transportation for evenings, weekends, holidays
  - Unique attraction for Central Missouri
  - Provides supplement to city transportation (reuse of city funds)
  - Fun element
Trolley One Stops - Red Line
1) Back side of Capitol (Memorials, Cap Bldg)
2) Broadway and High (Supreme Court, Truman Bldg, St. Peters, Downtown 0-100 blk)
3) Capital Plaza
4) High and Jefferson (CVB, 100 block High)
5) High & Madison (New Parking Lot, Downtown 100 & 200 blk)
6) Central Dairy/Busch’s
7) Double Tree Hotel (also City Hall/Miller Center)
8) High and Monroe (300 block High/Courthouse/New Jail)
9) High & Lafayette (Whaleys/Transfers-Parking)
10) Lafayette & State (Fed Court House & MSP)
11) State & Jackson (Dulle Towers)
12) Capital and Adams (Library)
13) Capital and Madison (Mansion & Cole Co. Historical)

Trolley Two Stops - Blue Line
1) Back of Capitol
2) Millbottoms
3) Bolivar & Capital (Patty Malones, Rotary Park)
4) Capital & Clay (bike path)
5) McCarty (Trolley/Bike Center)
6) St. Marys Entrance Loop
7) Baymont Hotel
8) Broadway & Dunklin (Schaeffer House, Kas A, Munichberg)
9) Madison & Dunklin (Central Dairy; new Dunklin block-transfer point)
10) Lafayette & Dunklin (Lincoln University)
11) Lincoln Loop (Dunklin & Chestnut, Locust & E Atchison, E. Atchison & Chestnut)
12) High & Lafayette (transfer)
13) High & Ash (O’Donaghues, Prison Brews)
14) Capital & Lafayette (Prison & Marmaduke House)
15) Capital & Adams (Library, Churches)
16) Capital & Jefferson (Garden, Memorial, Jefferson Bldg)

TWICE DAILY OPTION
West Street (Train Station, College)
# Trolley Management Options

<table>
<thead>
<tr>
<th>City Run</th>
<th>Non-Profit</th>
<th>Small Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>35% federal, 55% city, 10% other</td>
<td><em>Positive</em> Would create sustainable funding source for business association</td>
<td><em>Positive</em> Easier to run as a private corporation—not as many “bosses”</td>
</tr>
<tr>
<td>Federal funds prohibit any “difference” in operations</td>
<td><em>Positive</em> Would qualify for grants as a 501c3</td>
<td><em>Positive</em> Funding is more direct</td>
</tr>
<tr>
<td></td>
<td><em>Negative</em> Would have to create a new “management” entity with a full-time manager</td>
<td><em>Positive</em> Can create business partners w/Linn Tech/Nichols/UMR/Biodiesel of MO</td>
</tr>
<tr>
<td></td>
<td><em>Negative</em> None of current associations want the responsibility</td>
<td><em>Positive</em> Would create a new business for Jefferson City</td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Positive</em> Good Models Available</td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Negative</em> Guarantee of Circulating Route</td>
</tr>
</tbody>
</table>
Costs/Options

- Initial start up to purchase trolleys
  - Broker system $20,000-$100,000 each

- First year’s costs
  - Recruiting drivers/salaries
  - Signage
  - Marketing

- Yearly costs
  - Usual: salaries/insurance/maintenance/management

- Income sources
  - Contracts
  - Advertising
  - Fees
Recommendations

Business Plan Competition
Trolley Acquisition

- Trolley to be a private company
- Include a special category in the annual Business Plan Competition with prize equal to $50,000 – business can also win overall competition
- A $150,000 grant be awarded from Transformation funds toward acquisition of trolley(s) with stipulation that a circulating route be established with contract of five years
- Circulating route similar to one presented
Old Town Action Team: Co-Chairs – Bob Gilbert, Bartlett and West and Ron Medin, Central Bank.
Single Family Housing Subcommittee: Chair – Alan Mudd, Associated Real Estate

- **Intent:** Work with city leaders to develop "overlay" zoning and regulation districts and multiple property acquisition plan to encourage more single family residential growth in the Old Town area.

**Area of concentration (location):** Old Town Jefferson City

**Recommendations/Conclusions:**

- The group concluded the area is dominated by often substandard rental housing. The average property in Old Town appraises for approximately half as much properties in other parts of Jefferson City and Cole County. While the efforts of city government have been laudable, the efforts of the private sector have been fragmented and sporadic.
- The subcommittee recommends a loan program with more generous terms than are otherwise available from lending institutions.
- The group sought out five local banks with substantial interest in the area to bring the power of private investment to bear in Old Town. Central Bank, Hawthorn Bank, Jefferson Bank, Providence Bank and Home Savings Bank has committed $500,000 each to fund a $2.5 million lending program to encourage purchases of single family residences in Old Town.
- Loans are designed to be combined with existing city programs that provide down payment assistance and tax abatement for eligible properties.
- In coordination with other Action Teams, the subcommittee asks the city to consider form-based zoning as a means of encouraging development conducive to single family housing redevelopment in the Old Town area.
- The subcommittee concluded the Old Town Redevelopment Company is best suited to acquire multiple residential properties. Seed money to enable this land assembly function is requested.

**Cost Summary:**

<table>
<thead>
<tr>
<th>Single Family Housing</th>
<th>Cost One-Time</th>
<th>Cost On-Going (Yearly)</th>
<th>Staff Hours One-Time</th>
<th>Staff Hours On-Going (Yearly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family Housing Rehab Program</td>
<td>$0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Old Town Revolving Fund</td>
<td>$200,000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Old Town Revitalization Company best suited for
- Property acquisition
- Clean up

Provide a means to get property back into productive use

Leverage Single Family Housing Program

Old Town Revolving Fund--$200,000
Old Town Revolving Fund

- Single Family Housing Rehab Program
- Favorable Terms
- $2.5 million in private dollars
- Shared goal
  - Facilitate getting property into the hands of those who want to improve it
Old Town Revolving Fund
Old Town Action Team: Co-Chairs – Bob Gilbert, Bartlett and West and Ron Medin, Central Bank.
Conference Center subcommittee: Chair – David Griffith, KRCG.

- **Intent:** The subcommittee was charged with finding ways to continue to support a plan for development of a conference center in the downtown area.

- **Area of concentration (location):** Old Town Jefferson City

**Recommendations/Conclusions:**
- The consensus of the subcommittee is that whatever is done “should be done right”, meaning the conference center should be built to meet the community’s present needs (with planning for future expansion) and that goal should not be undermined by passing exigencies or hampered by the weight of previous decisions.
- Association executives were surveyed (over 90 responses) and nearly 2 dozen interviewed in a townhall meeting.
- The message repeatedly communicated to the subcommittee was that the preliminary designs for conference center developed to date would not achieve the goal of making Jefferson City an attractive site for conferences and conventions of statewide associations.
  - Among other things, plans for exhibition space (which are the lifeblood of conventions and conferences) were regarded as inadequate.
- Persistent debate continues both among the prospective customers of a conference center and in the community at large as to whether it might better be located on the grounds of former Missouri State Penitentiary rather than as presently contemplated at West McCarty and Broadway.
- The subcommittee has explored the possibility of the alternative MSP site to the extent that it has concluded that it should not be ruled out – a conference center of proper size and dimensions might be physically located at either the West McCarty/Broadway location or on the grounds of the former Missouri State Penitentiary.
- The subcommittee recommends continuing to explore the relative merits of the two sites and report its conclusions to the Jefferson City Council this fall.

**Cost Summary:**

<table>
<thead>
<tr>
<th>Conference Center</th>
<th>Cost One-Time</th>
<th>Cost On-Going (Yearly)</th>
<th>Staff Hours One-Time</th>
<th>Staff Hours On-Going (Yearly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplemental Funding for Facility Upgrades</td>
<td>$5,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplemental Funding for Exhibition Space</td>
<td>$5,000,000</td>
<td></td>
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</tr>
</tbody>
</table>
Consensus: Do It Right

- This project will have ramifications in our community for decades to come
- $5,000,000—Get It Done!

Survey results

- 92 respondents—conference planning professionals
- Emphasis on two things
  - Exhibition space is critical (more later)
  - **Build a facility with character**
    - “Convention center needs to have style inside, like Branson - not just a big plain square with meeting rooms.”
Conference Center—Facility Upgrades
Conference Center—Exhibition Space

- Survey respondents
  - “The current conference facilities in Jeff City are limited because they do not offer flexible meeting space nor do they have separate exhibition space. Groups have to "fight" for space, there are challenges with double bookings, and our group has been pushed into smaller rooms due to these issues.”
  - “Our association really needs exhibition space. It's critical.”
  - “…exhibit space is a must. Conferences cannot pay their bills without the participation of exhibitors. Exhibitors can exhibit in a ballroom but then where do attendees convene if the only significant space is taken up in exhibits.”
Conference Center—Exhibition Space

- Exhibition space pays for conferences
- Conferences bring $5,000,000 is mission critical