

Appendix C – Workshops & Public Input

In August of 2000, The Division of Design and Construction introduced Parsons HBA as the planning firm selected to assist the State of Missouri and the Task Force in the preparation of a Framework Plan for the redevelopment of the Jefferson City Correctional Center. The following sections document the interaction between the Parsons HBA Team, the Task Force and the public during the initial planning phase titled *The Process Definition Plan*.

SECTIONS

- 1) Agenda & Task Force Workshop #1 and #2 Handout, August 24, 2000
- 2) Agenda & Task Force Workshop #3 Handout, September 21, 2000
- 3) Agenda & Meeting Notes, Public Forum #1, September 28, 2000
- 4) Agenda & Task Force Workshop #3A Handout, October 4, 2000
- 5) Agenda & Task Force Workshop #3B Handout, October 18, 2000
- 6) Agenda & Handout, Planning Advisory Team Meeting, October 25, 2000
- 7) Agenda & Task Force Workshop #4 Handout (Preliminary Draft, Process Definition Plan), November 1, 2000
- 8) Agenda & Presentation, Public Forum #2, November 1, 2000
- 9) Agenda & Oversight Committee/Task Force Joint Meeting Handout, (Draft, Process Definition Plan), September 14 & November 16, 2000

Appendix C – Workshops & Public Input

SECTION 1

Agenda & Task Force Workshop #1 and #2 Handout, August 24, 2000

Mel Carnahan
Governor



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JCCC Redevelopment Task Force

MEETING AGENDA

August 24, 2000

1. Introduction of Masterplanning Firm – Parsons Harland Bartholomew & Associates
 - a) Overview of the proposed planning process & schedule
 - b) Questions from members of the Task Force

2. Next Task Force Meeting – **September 21, 2000 – 9:00 AM to 11:00 AM**
Truman Building

Tentative Agenda – Planning Workshop with Masterplanner

- a. Review and discuss Concepts, Values & Priorities as reflected in the Charrette Submittals
 - b. Review and discuss alternatives and possible redevelopment scenarios for inclusion in the Conceptual Masterplan
-
3. Tentative Schedule of Future Events
 - September 28, 2000 – Public Forum – 7:00 PM
 - November 1, 2000 – Task Force Review of Conceptual Masterplan – 9:00 AM
 - November 1, 2000 – Public Forum – 7:00PM
 - November 15,2000 – Joint Oversight & Task Force Meeting – 9:00 AM

Task Force Workshop #1

Masterplan for Redevelopment Jefferson City Correctional Center

Jefferson City, Missouri



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Agenda

- Introductions
- Parsons HBA Project Team
- Design Approach
- Design Schedule Plan
- Conversation with the Task Force
- Questions and Answers

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Introductions

Parsons HBA Team Overview

- Parsons HBA
- Development Strategies, Inc.
- George Dickie
- Trivers Associates
- William Tao Associates
- TSI Engineering

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Introductions

Key Personnel

<i>Team Member</i>	<i>Role</i>	<i>Firm</i>
Barry Hogue	Principal In Charge	Parsons HBA
Dan Bockert	Project Manager	Parsons HBA
Bob Lewis	Feasibility	Development Strategies Inc.
George Dickie	Urban Design	George Dickie
Jeff Morrisey	Architecture	Trivers Associates
Noel Fehr	Landscape Arch.	Parsons HBA
Bruce Levitt	M/E/P Systems	William Tao Associates
Sylvester Douglas	Environmental	TSI Engineering

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Parsons HBA Team Experience

- Feasibility
- Community Planning
- Urban Context
- Historic Architecture / Preservation
- Mixed Use
- Understanding Redevelopment
- Public / Private Partnerships
- Infrastructure / Facilities
- Environmental

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Parsons HBA Team Experience

Feasibility

- Market Based Development Opportunities
- Economics: Balancing Revenue & Cost
- Public Impacts: Multiplier Effects & Government Support



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Parsons HBA Team Experience

Community Planning

- Feasibility Planning
- Market & Tourism Analysis
- Community Planning

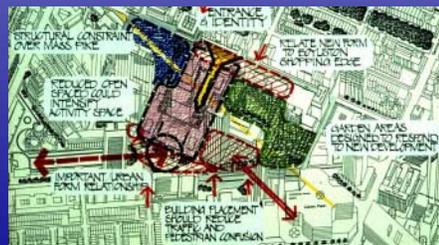


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Parsons HBA Team Experience

Urban Context

- Neighborhood Scale
- District Scale
- Community Scale



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Parsons HBA Team Experience

Historic Architecture

- Building Analysis
- Historic Preservation
- Adaptive Reuse



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Parsons HBA Team Experience

Mixed Use

- Compatible Uses
- Neighborhood Context
- Market Demand



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Parsons HBA Team Experience

Understanding Redevelopment

- Rehab vs New Construction
- Underlying Demand
- Physical vs Fiscal Feasibility



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Parsons HBA Team Experience

Public / Private Partnerships

- Private Resources
- “GAP”
- Identifying Public Resources



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Parsons HBA Team Experience

Infrastructure / Facilities

- Feasibility
- Alternatives
- Appropriate Systems
- Maintenance and Operating Costs



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Parsons HBA Team Experience

Environmental

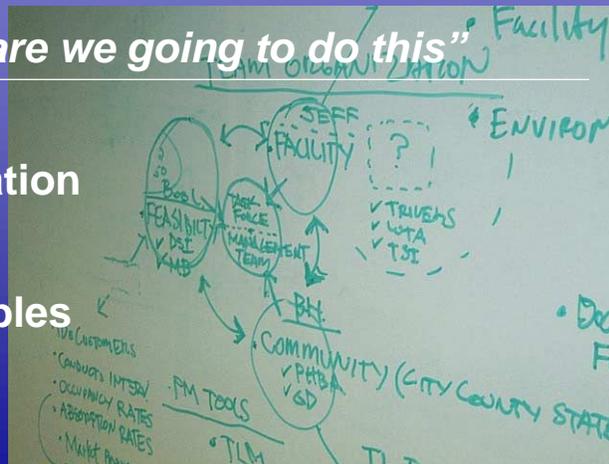
- Environmental Site Assessments
...Phase I and Phase II
- Subsurface Evaluation ...UST's, Groundwater, Soils
- Hazardous Material Associated with Demolition/Renovation....Asbestos, Lead, Heavy Metals, PCB's

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Design Approach

“...how are we going to do this”

- Organization
- Process
- Deliverables

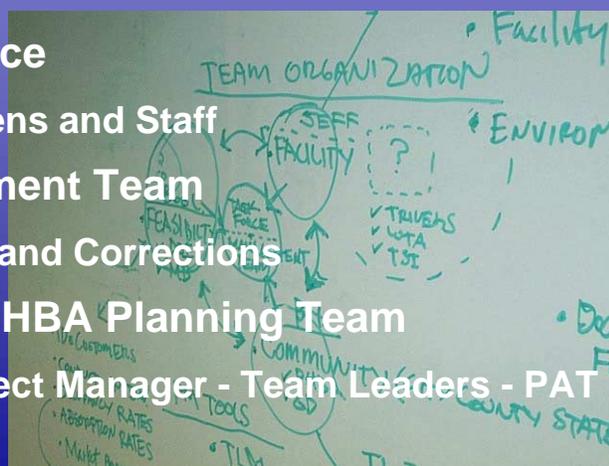


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Design Approach

Organization

- Task Force
 - Citizens and Staff
- Management Team
 - D&C and Corrections
- Parsons HBA Planning Team
 - Project Manager - Team Leaders - PAT



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Design Approach

The Process

- Preamble
- Process Definition Plan
- Framework Plan



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The Process

The Preamble

- **JCCC Redevelopment** ...July 30, 1999
- **Evaluation of Values, Concepts and Priorities**December 22, 1999
- **JCCC Charrette**April 7, 2000
- **Consultant Selection**July 12, 2000

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The Process

Process Definition Plan

- Identify Redevelopment Authority
- Identify the Planning Process
- Graphic Delineation of a “Consensus Plan”

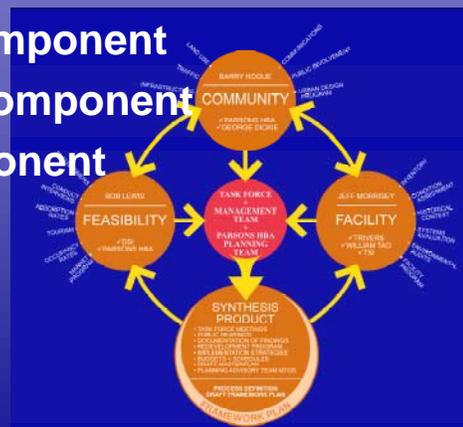


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The Process

Framework Plan

- Feasibility Component
- Community Component
- Facility Component



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The Process

Framework Plan



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The Process

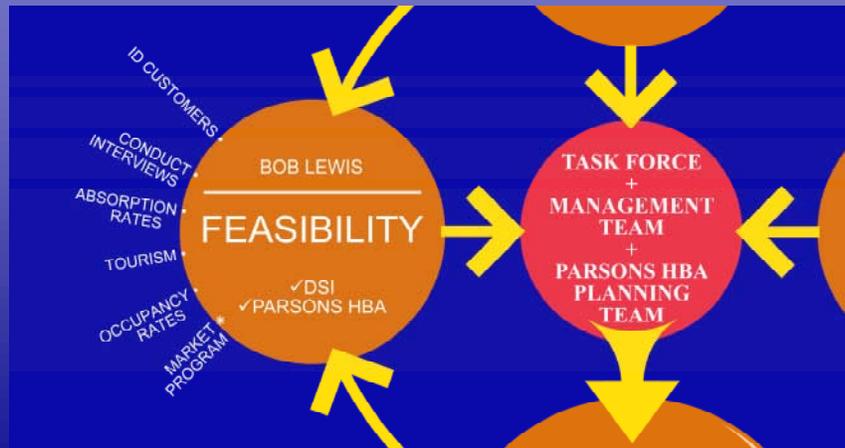
Framework Plan



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The Process

Framework PlanFeasibility



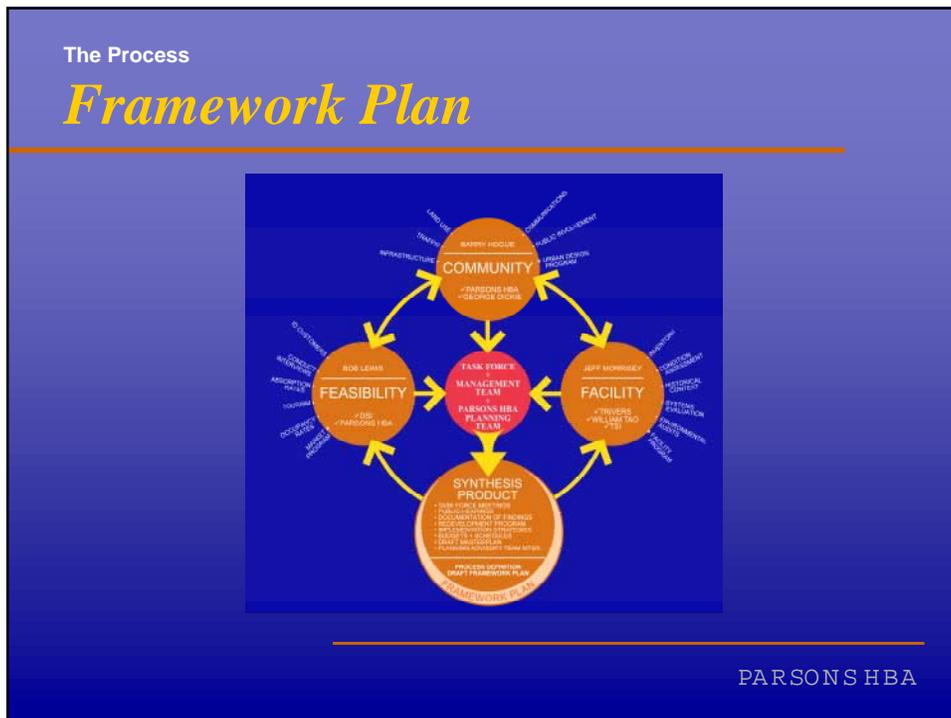
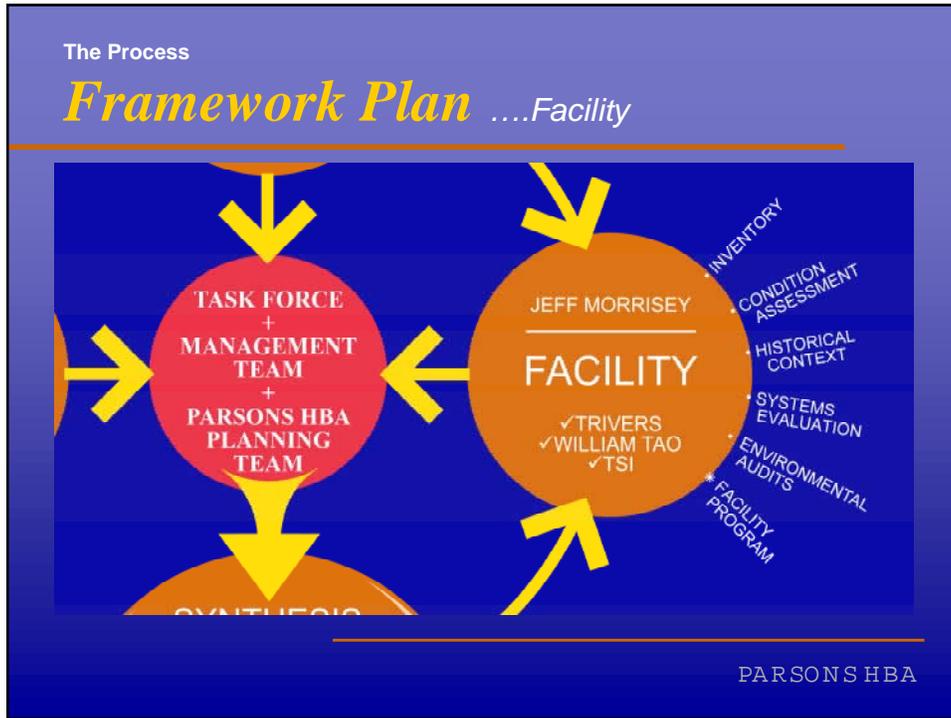
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The Process

Framework PlanCommunity



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Design Approach

Deliverables



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The Process

Process Definition Plan ...The First 100 Days

- Identify Redevelopment Authority
- Identify the Planning Process
- Graphic Delineation of a
“Consensus Plan”



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Design Schedule Plan

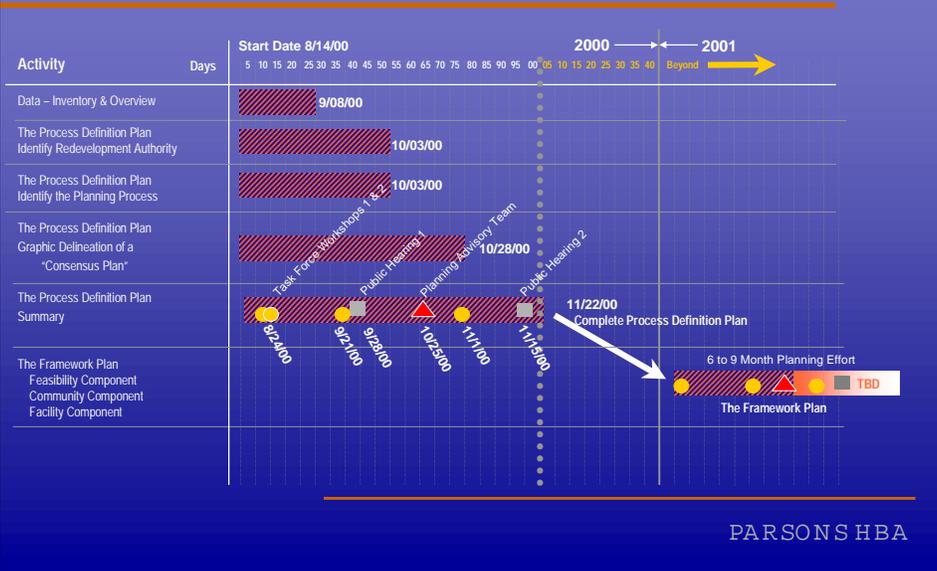
- The First 100 Days
- Activities
- Beyond



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Design Schedule Plan

The First 100 Days



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Discussions with the Task Force

Questions and Answers



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Meeting Notes

Date and Time: 8-24-00 1-3:00 p.m. Page 1 of 2
Place: Room 400, Truman Office Building
Purpose: Task Force Workshop #2 – Data Collection
Attendees: See Attached List
Prepared by: Dan Bockert / Noel Fehr
Parsons Harland Bartholomew & Associates, Inc.
Voice: (314) 434-2900
Fax: (314) 576-2702
Copies to: JCCC Task Force
Project name: Jefferson City Correctional Center Redevelopment
Project No: Parsons HBA 738538
Design & Construction C0020-01

Task Force Workshop #2 was held with selected members of the task force to discuss the following:

1. Existing site conditions.
2. Coordinate the efforts of the State, Cole County and the City of Jefferson.
3. Identify current planning studies by these entities, both contemplated and underway.
4. The city/county cooperative relationships for implementation of the plan.
5. Existing neighborhood groups around the JCCC.
6. Existing infrastructure that serves the JCCC facility.
7. How the project impacts future city plans.
8. Design charrette overview was presented to the group.

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Meeting Notes

To:

Date:

Page 2 of 2

ATTENDEES

Dan Bockert (314) 434-2900	Parsons HBA
Dave Dormire 751-3224	Dept. of Corrections
Steven Kroner 751-2621	Dept. of Corrections
Jim Grothoff 751-7172	Dept. of Corrections
Jack Kramer 634-6439	Dept. of Public Works
Mark Schreiber 526-6526	Dept. of Corrections
Chris Yarnell 636-3614	Cole County Public Works
Charlie Brzuchalski 526-7814	Div. Of Design & Construction
Janice McMillan 634-6424	City of Jefferson - Planning Division
Noel T. Fehr	Parsons HBA

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Appendix C – Workshops & Public Input

SECTION 2

Agenda & Task Force Workshop #3 Handout, September 21, 2000

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JCCC Redevelopment Task Force

MEETING AGENDA

September 21, 2000

1. Introductions
2. Overview of Project
 - a.) Process
 - b.) Schedule
3. Discussion of Redevelopment Entity
4. Discussion of Planning Process
5. Formulation of Consensus Plan
 - a.) Review and discuss Concepts, Values & Priorities as reflected in the Charrette Submittals
 - b.) Review and discuss alternatives and possible redevelopment scenarios for inclusion in the Conceptual Masterplan
6. General Discussion

7. Tentative Schedule of Future Events

September 28, 2000 – Public Forum – 7:00 PM – Jefferson City Public Library

October 4, 2000 – Task Force Review & Workshop with Masterplanner – 9:00 AM

November 1, 2000 – Task Force Review of Conceptual Masterplan – 9:00 AM

November 1, 2000 – Public Forum – 7:00PM

November 15, 2000 – Joint Oversight & Task Force Meeting – 9:00 AM

Task Force Workshop #3

Masterplan for Redevelopment Jefferson City Correctional Center Jefferson City, Missouri



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Design Approach

The Process

- Preamble
- Process Definition Plan
- Framework Plan



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The Process

The Preamble

- **JCCC Redevelopment** ...July 30, 1999
- **Evaluation of Values, Concepts and Priorities**December 22, 1999
- **JCCC Charrette**April 7, 2000
- **Consultant Selection**July 12, 2000

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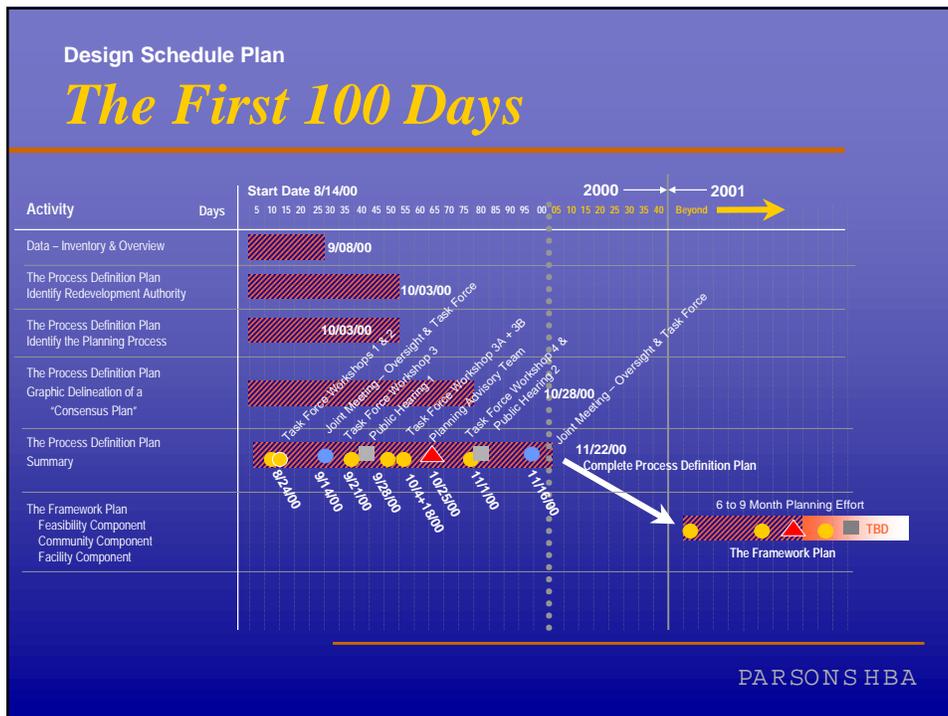
The Process

Process Definition Plan

- **Identify Redevelopment Authority**
- **Identify the Planning Process**
- **Graphic Delineation of a “Consensus Plan”**



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Process Definition Plan

Redevelopment Entity

- Recommend the type & structure of an organizational and management entity to oversee the redevelopment of the JCCC site
- Approach: Case studies of sites with similar characteristics:
 - Scale
 - Scope
 - Market opportunities
 - Ownership
 - Funding capacity
 - Debt capacity
 - Development costs

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Process Definition Plan

*Redevelopment Entity***Examples Presently Under Study**

- Denver Stapleton Airport Re-Use
- South Carolina State Prison Re-use (Columbia, SC)
- Capital Riverfront Improvement District in Augusta, ME
- Capital Complex and Surrounding Districts in Montpelier, VT
- Re-Use of Several Military Bases (e.g., Rickenbacker, Chanute)
- Washington University Medical Center Redevelopment Corp., St. Louis (Chapt 353)
- Forest Park improvements, St. Louis
- Missouri Housing Development Corporation (MHDC)
- Bi-State Development Agency

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Process Definition Plan

Planning Process

- Define the steps in the process to prepare the Framework Plan
- Describe and illustrate the approach of how the components will be prepared
- Provide a methodology to prepare the direction for the redevelopment of JCCC

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Process Definition Plan

Consensus Plan Positive Design Elements

RivEscap

- Linkage to riverfront
- Historic District core site plan
- Community blend through vehicular circulation

PubTm

- Federal Courthouse using super max
- Improved access at eastern ½ of site
- Natural Preservation eastern third of site
- Extensive Trails

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Process Definition Plan

Consensus Plan *Positive Design Elements*

Redev

- Community integration
- Alignment of prominent features
- Strong land use zoning
- Multi-family
- Hotel/Villa complex
- Corner green space
- Strong site organization

RecyBldg

- Federal court house superblock
- Structure parking at quarry grade change
- Semi-pro baseball stadium

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Process Definition Plan

Consensus Plan *Positive Design Elements*

Legend

- Unique combination of community facilities (convention center / community center / botanic garden)
- Emerging architectural and site themes

TowLt

- Preservation of Natural Area
- Development of a strong design theme

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Process Definition Plan

Consensus Plan Positive Design Elements

MoInst

- Enhanced roadway access between site and community
- Well defined land use zoning
- Urban space forms
- Site planning concepts
- Creation of quality spaces

SiteZone

- Good definition of museum district
- Connection between hotel / conference / restaurant
- Retain Building Facade at historic district
- Connection to river at core activity area

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Process Definition Plan

Consensus Plan Positive Design Elements

DNR Plan

- Preservation of natural resources
- Recreation opportunities
- Educational and cultural facilities

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Process Definition Plan

Consensus Plan *Evaluation Method*

- Part A - Historic Value of the Property
- Part B - Historic Value of the Buildings
- Part C - Planning Values
- Part D - Potential Uses

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Process Definition Plan

Consensus Plan *Part A - Historic Value Of Property*

Ranking of Options

- E - Selected Buildings Inside the Walls
- F - A Limited Group of Buildings
- D - A portion of the Site Inside the Walls
- C - Everything Inside the Walls
- B - Everything Inside the Walls and a Few Other Buildings
- A - ALL of the 142 Acre Site and Buildings
- G - NONE of the 142 Acre Site and Buildings

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Process Definition Plan

Consensus Plan Part B - Historic Value of the Buildings

The Top 10 Buildings with Historical Value

- Housing Unit 4
- Housing Unit 1
- Housing Unit 3A & 3B
- The Wall & Towers (Upper Yard)
- Gas Chamber
- Centennial Cells
- I-Hall
- The Wall & Towers (Lower Yard)
- Shoe Factory
- Potato House

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Process Definition Plan

Consensus Plan Part C – Planning Values

Rankings of Planning Values

- | | |
|-------------------------|-------------------------|
| ■ Cost Effectiveness | ■ Maximum Diversity |
| ■ Historic Preservation | ■ Recreation |
| ■ Community Acceptance | ■ Economic Impact |
| ■ Local Usability | ■ Long Term Flexibility |
| ■ Compatibility | ■ Open Space |
| ■ Vistas | ■ Cost to Taxpayer |
| ■ Tourism | |

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Process Definition Plan

Consensus Plan Part D – Potential Uses (1 - 28)

Ranking in Order of Perceived Benefit

- Riverfront Park
- MSP Museum
- Historic Sites
- Access to Adrian's Island
- Retail Shops
- Park (Picnic Areas, Trails, etc.)
- Performing Arts Center
- Natural Green Space
- Riverboat Landing Site
- Other Museums
- Federal Courthouse
- Tourist Information Center
- Hotel
- Public Land - Open Spaces
- Private Office Space
- State Government Office Space
- Green Ways Trail Connection
- Outdoor Recreation Complex
- Film Site or Studio
- AmTrak Station
- Exhibition Hall
- Bed & Breakfast
- Office Building Campus
- Convention Center
- Reserve Land for Future
- Office for JC Chamber
- Jail Conversion of Super-Max
- Winery

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Process Definition Plan

Consensus Plan Part D – Potential Uses (29 - 45)

Ranking in Order of Perceived Benefit

- Boat Slips
 - State Warehouse Facilities
 - 2nd Public High School
 - Youth Hostel
 - Duplex / Townhomes / Condominiums
 - Light Industrial
 - Convenience Stores
 - Affordable Housing
 - Homeless Center
 - Single Family Homes
 - Camping Sites for RV's
- Potential Uses Proposed by Write-In to the Survey
- Science Center (River Theme)
 - Entertainment District
 - Training Facility (Fire, Law Enforcement, EMT)
 - Restaurants
 - Farmers Market
 - Multiplex Movie Theaters

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Discussions with the Task Force

Questions and Answers



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Appendix C – Workshops & Public Input

SECTION 3

Agenda & Meeting Notes, Public Forum #1, September 28, 2000

Mel Carnahan
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PUBLIC FORUM

JCCC Redevelopment Task Force

September 28, 2000

MEETING AGENDA

1. Welcome and Introductions
2. Design Charrette Overview
3. Emerging Concepts
4. Comments from the Public
5. Summary
 - a.) Report to Task Force
 - b.) Public Forum – 7:00 PM - November 1, 2000
6. Adjourn

For Additional Information Contact:

Charles Brzuchalski A.I.A., Project Manager
Division of Design & Construction
Truman State Office Building
Jefferson City, MO 65102

Phone: 573-526-7814
E-Mail: brzucc@mail.oa.state.mo.us

Parsons

Meeting Notes

Date and Time: 9-28-00, 7:00p.m. Page 1 of 4
Place: Jefferson City, MO Public Library
Purpose: Public Forum
Attendees: Public
Prepared by: Dan Bockert / Mark Grillot
Parsons Harland Bartholomew & Associates, Inc.
Voice: (314) 434-2900
Fax: (314) 576-2702
Copies to: JCCC Task Force
Project name: Jefferson City Correctional Center Redevelopment
Project No: Parsons HBA 738538
Design & Construction C0020-01

Public Meeting

Mr John Boehm, Co-Chairman of the Task Force welcomed the public, introduced members of the Task Force present and other distinguished guests in the audience. He gave a brief overview of the Task Force mission and explained why the Task Force was holding the public input session.

Mr. Boehm then introduced Mr. Randall Allen, Director, Division of Design & Construction and turned the meeting over to Mr. Charles Brzuchalski, Project Manager for Design and Construction. Mr. Brzuchalski, then introduced the consultant planning team: Dan Bockert, project manager, Barry Hogue, Marc Grillot, Parsons HBA ; and Bob Lewis, Development Strategies. Mr. Brzuchalski overviewed the Task Force planning process, consultant selection and the overall accomplishments of the Task Force to date. He then described the design charrette process and the generalized results from the two-day design effort.

Mr. Brzuchalski and Mr. Bockert then described the positive design attributes contained in each of the design charrette solutions. Nine charrette solutions were discussed. Based on the presented design attributes Mr. Bockert then began the development of a bubble diagram on a map of the JCCC site that captured several key concepts that were compatible with the Task Force's goals for the redevelopment of the project.

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Meeting Notes

To:

Date:

Page 2 of 4

A copy of the conceptual bubble diagram is attached.

Mr Bockert stressed that this “first pass” of a concept was a work in progress and not a finalized plan. The diagram was characterized as a “straw man” intended to generate discussion of ideas.

After the diagram was completed, the audience was invited to make comment, ask questions and offer ideas. The following is an interpretation of what was discussed and not an exact recording of comments.

1. Graycen Peters – Arts & Entertainment – Community Arts / Performing Arts Center. 1993 study of arts in the City indicated a need for this type of facility. Lincoln University has the only Performing Arts Center. He also stated that there is a need for a Seniors Nutrition Center at the east end of town.
2. Are we planning to tear down the wall? **Answer:** *The wall will be preserved to the greatest degree possible.*
3. Concern over Clark access to the JCCC site going through existing neighborhoods, schools, church, community and houses. **Response:** *We discussed the need for access to the site and that a city wide transportation study is under consideration, and that this redevelopment should be considered in the study. No specific alignments have been identified.*
4. Desire for a Entertainment Center, hands on Children’s Center / Museum for tourist visiting the Capitol.
5. Desire for a Hotel / Convention Center. This is currently a dead issue, but some feel it will resurface. **Response:** *The Task Force will look at the possibility of including this as part of the program. When the Task Force was developing the favored program elements for the site a proposal existed that would have developed a Convention center elsewhere in the City. That proposal ultimately failed.*
6. Discussion regarding a Federal Courthouse. Many feel that this would be a positive addition to the site as well as the entire Community. Has the Task Force expressed an interest? **Response:** *Yes, the Task Force has expressed an interest and the federal courts people know about the interest. It is very early in the planning process for the federal courts people.*

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Meeting Notes

To:

Date:

Page 3 of 4

7. What is Super-Max? **Response:** *Super-Max is where they put prisoners that don't get along very well with other prisoners.*
8. Tie in with Downtown Beautification Plan (George Dickie).
9. Public with private dollars. Will it be a viable project?
Response: *In 2003 JCCC will be vacated, 142 acres will need to be dealt with. It will take some public funds to generate development (infrastructure, environmental abatement, etc.). This project will have to be a public/private money redevelopment.*
10. We informed the audience that there would be another public meeting November 1st where they could see a more refined version of the consensus plan.
11. The project will be phased in over 20 to 30 years.
12. Mark Schreiber commented about how the site fits into the Community, Capitol Ave, and how the wall actually had "wagon wheel" gates that passed through the wall.
13. Grayson Peters discussed how Liberty and Paducah had done wonderful things regarding cultural and performing arts centers and how this benefits the community economically.

With no further comments or questions, John Boehm thanked the audience for their attendance and reminded them to come back in a month. The next half hour was spent answering questions from the members of the audience in an informal post-presentation setting. The public was gone by 8:45pm.

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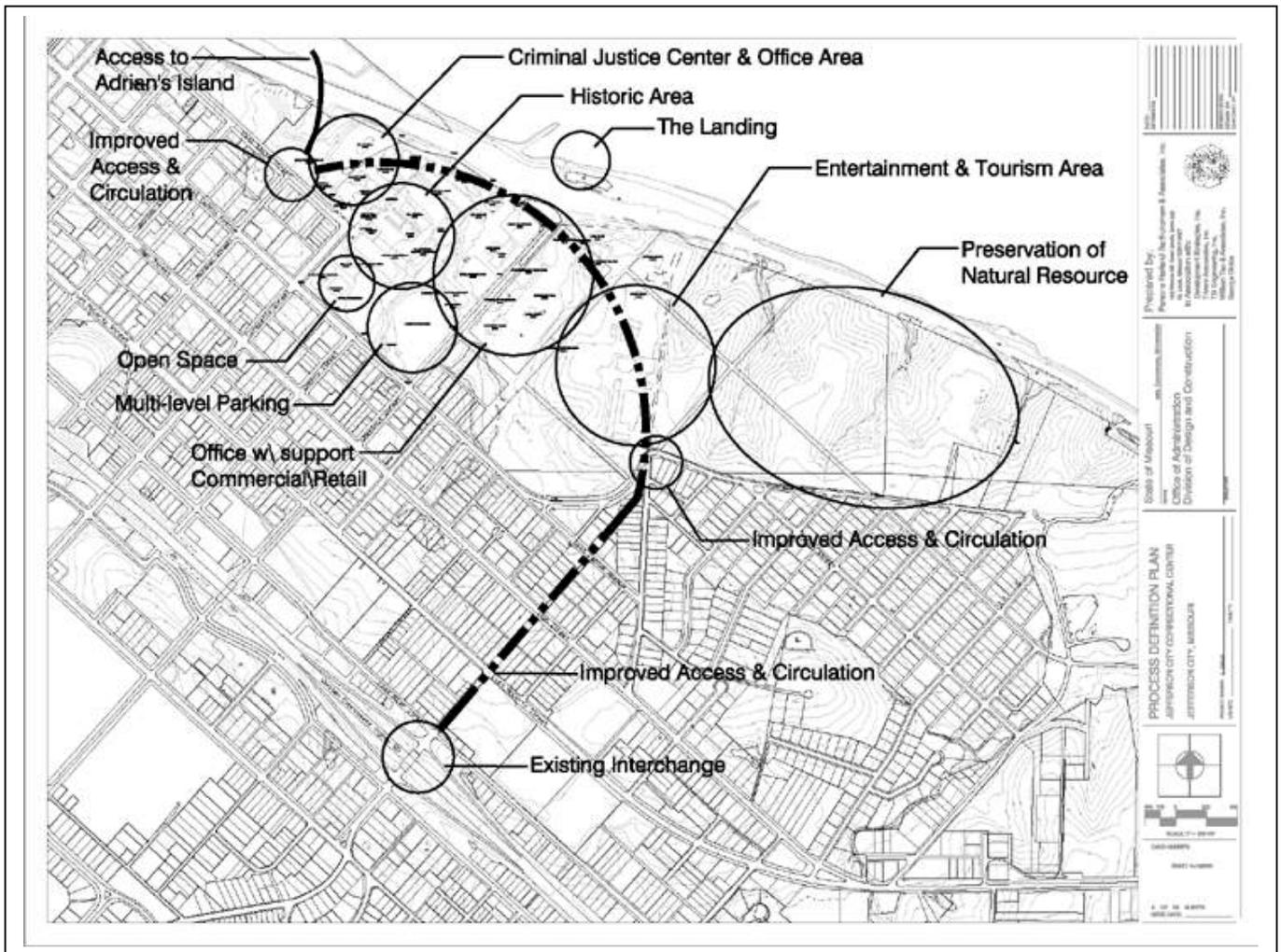
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Meeting Notes

To:
Date:

Page 4 of 4

The Following graphic represents the “bubble diagram” that was produced as a part of the public input process.



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Appendix C – Workshops & Public Input

SECTION 4

Agenda & Task Force Workshop #3A Handout, October 4, 2000

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JCCC Redevelopment Task Force

MEETING AGENDA

October 4, 2000

1. Introductions
2. Public Forum Conducted September 28, 2000
 - a.) Overview
 - b.) Discussion of Comments
3. Discussion of Redevelopment Entity
4. Formulation of Consensus Plan
 - a.) Continued review and discussion of "bubble diagram" process
 - b.) Review and discuss alternatives "bubble diagrams"
 - c.) Review content of Consensus Plan program statement
5. General Discussion

6. Tentative Schedule of Future Events

November 1, 2000 – Task Force Review of Conceptual Masterplan – 9:00 AM

November 1, 2000 – Public Forum – 7:00PM

November 15, 2000 – Joint Oversight & Task Force Meeting – 9:00 AM

Bubble Diagram of Potential Land Use Elements

10/4/00

Criminal Justice Center & Office Area (CJO)

- 5 Support Retail / Commercial
- 11 Federal Courthouse
- 15 Private Office Space
- 16 State Government Offices
- 17 Office Building Campus
- 26 Office for JC Chamber
- 27 Jail Conversion of Super-Max
- 33 Apartments
- 42 Residential
- Shared University Campus
- Surface Parking

28 Historic Area (Selected Buildings Inside The Walls) (HA)

- 1 Riverfront Park Linkage
- 2 Prison Museum
- 3 Historic Site
- 5 Retail / Commercial
- 10 Other Museums
- 12 Tourist Information Center
- 13 Hotel
- 19 Film Site or Studio
- 33 Residential
- Educational
- Institutional (research / education)
- Parking

Open Space (OS)

- 1 Riverfront Park Linkage
- 8 Natural Green Space
- 10 Other Museums
- 12 Tourist Information Center
- 14 Public Land / Open Space
- 17 Greenway Trail Connection
- 44 Farmers Market
- Urban Plaza
- Office Space
- Parking

Multi-Level Parking (P)

- 24 Convention Center

Bubble Diagram of Potential Land Use Elements

10/4/00

Community Center
Parking Structure
Parking Structure with Office / Retail Above
Parking Structure with Urban Plaza Above
Ball Park
Amphitheater

29 Office With Support Commercial / Retail (OCR)

5 Support Retail / Commercial
7 Performing Arts Center
10 Museum
13 Hotel
15 Private Office Space
16 State Government Office Space
21 Exhibition Hall
23 Office Building Campus
28 Wine-Garden / Winery
30 State Warehouse
34 Light Industrial
35 Convenience Store
Conference Center
General Office Space
Parking

The Landing (L)

9 Excursion / Riverboat Landing
29 Riverfront Marina
Observation Deck / Tower (Pedestrian Only)
Riverfront Commercial

Entertainment & Tourism Area (ETA)

5 Retail Shops
7 Performing Arts Center
13 Hotel / Villas
17 Greenway Trail Connection
21 Exhibition Hall
22 Bed & Breakfast
24 Convention Center
28 Winery
32 Youth Hostel
35 Convenience Store
36 Residential
37 Homeless Center (at eastern edge)

Bubble Diagram of Potential Land Use Elements

10/4/00

- 43 Science Center
- 44 42 Restaurants
- 45 Multiplex Movie Theaters
- Brewery
- Restaurants
- Multi-Family Residential
- Commercial / Retail
- Mixed-Use Residential / Commercial / Retail
- Horse Stables
- Botanical Gardens
- Conference Center
- Surface Parking

Preservation of Natural Resources

- 1 Riverfront Park (Active and Passive Recreation)
- 6 Park (Picnic Areas, Trails, Etc.)
- 8 Natural Green Space
- 14 Public Land Open Space
- 17 Greenbelt Trail Connection
- 18 Outdoor Recreation Complex (at western edge)
- 25 Future Development
- 31 Second Public High School (at eastern edge)
- 32 Youth Hostel (at western edge)
- 33 Multi-Family Residential
- 37 Homeless Shelter (at western edge)
- 38 Single Family Residential
- 39 Camping Site for RV's
- Community Center (Between Entertainment and Natural Areas)
- Passive Recreation
- Active Recreation (Golf Course)
- Retreat Lodge
- Botanical Gardens
- Amphitheater
- Walking / Biking Trails Linked to Community and KATY Trail
- Semi-Pro Baseball Complex
- Parking

Access to Adrian's Island (ranked #4 in list of land used)

- At Grade Access to Adrian's Island
- Above Grade Access to Adrian's Island

Additional Design Elements

- Link to Existing Clark / Highway 50 Interchange

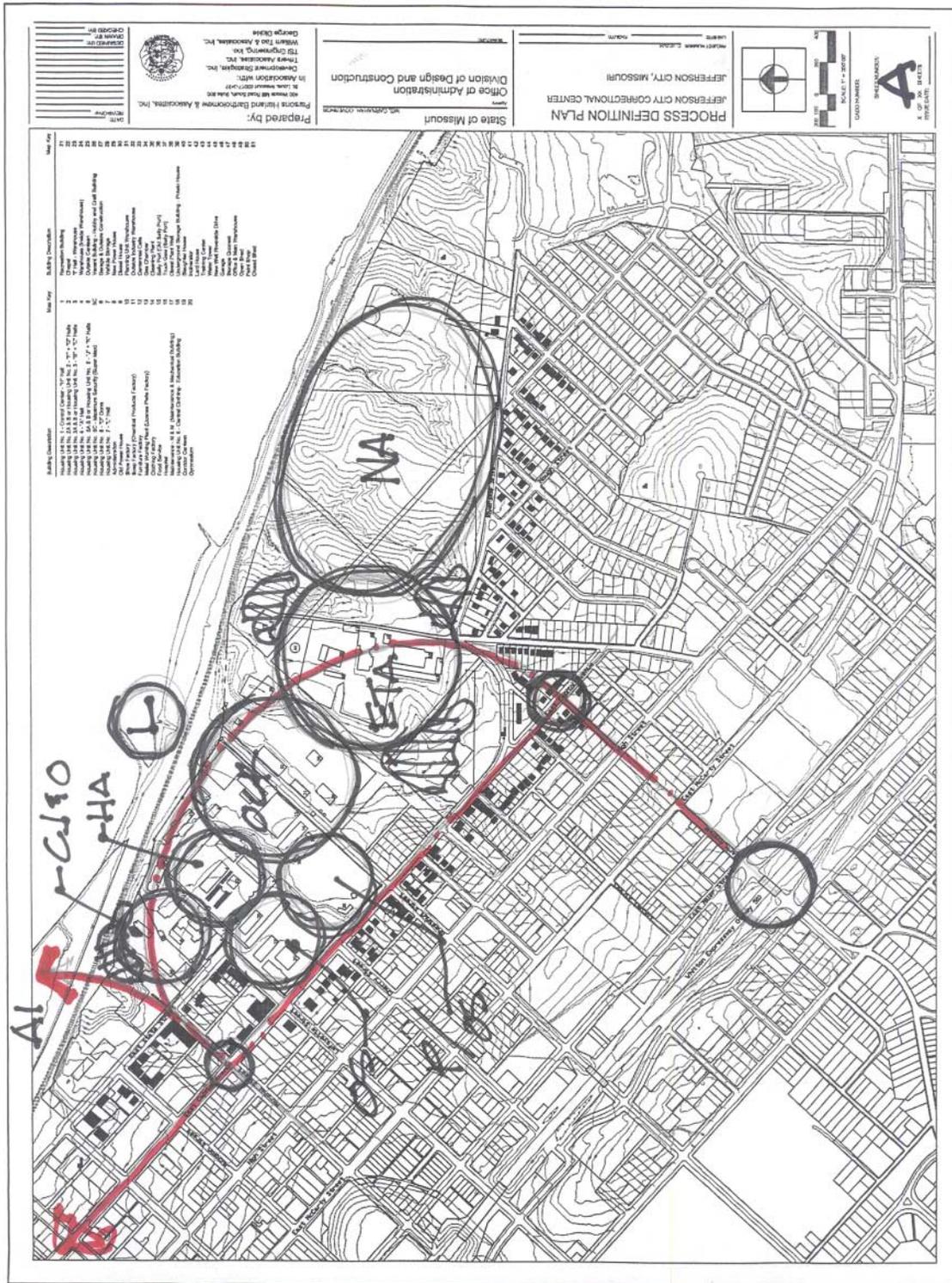
Bubble Diagram of Potential Land Use Elements

10/4/00

Loop Roadway Through Site
Improve Circulation at Peripheral Roadways
Trolley / Bus Connection to Site
Pedestrian Linkage to Lincoln University and Downtown
Enhanced Landscape / Plaza Development of Critical Roadways
Pedestrian Circulation / Access
Pedestrian Entry Plaza Development
Pedestrian Linkage with Adjacent Development Areas

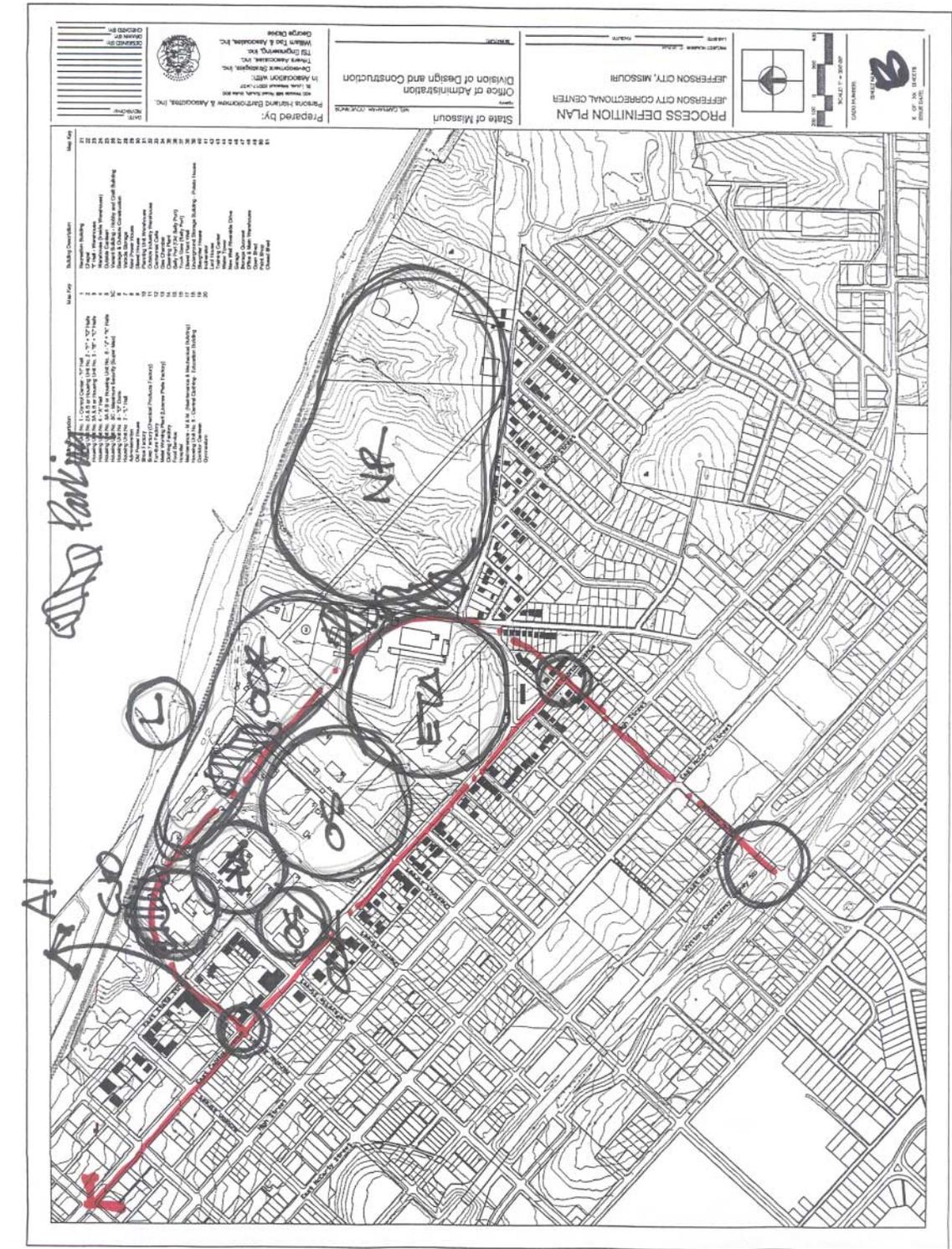
Bubble Diagram of Potential Land Use Elements

10/4/00



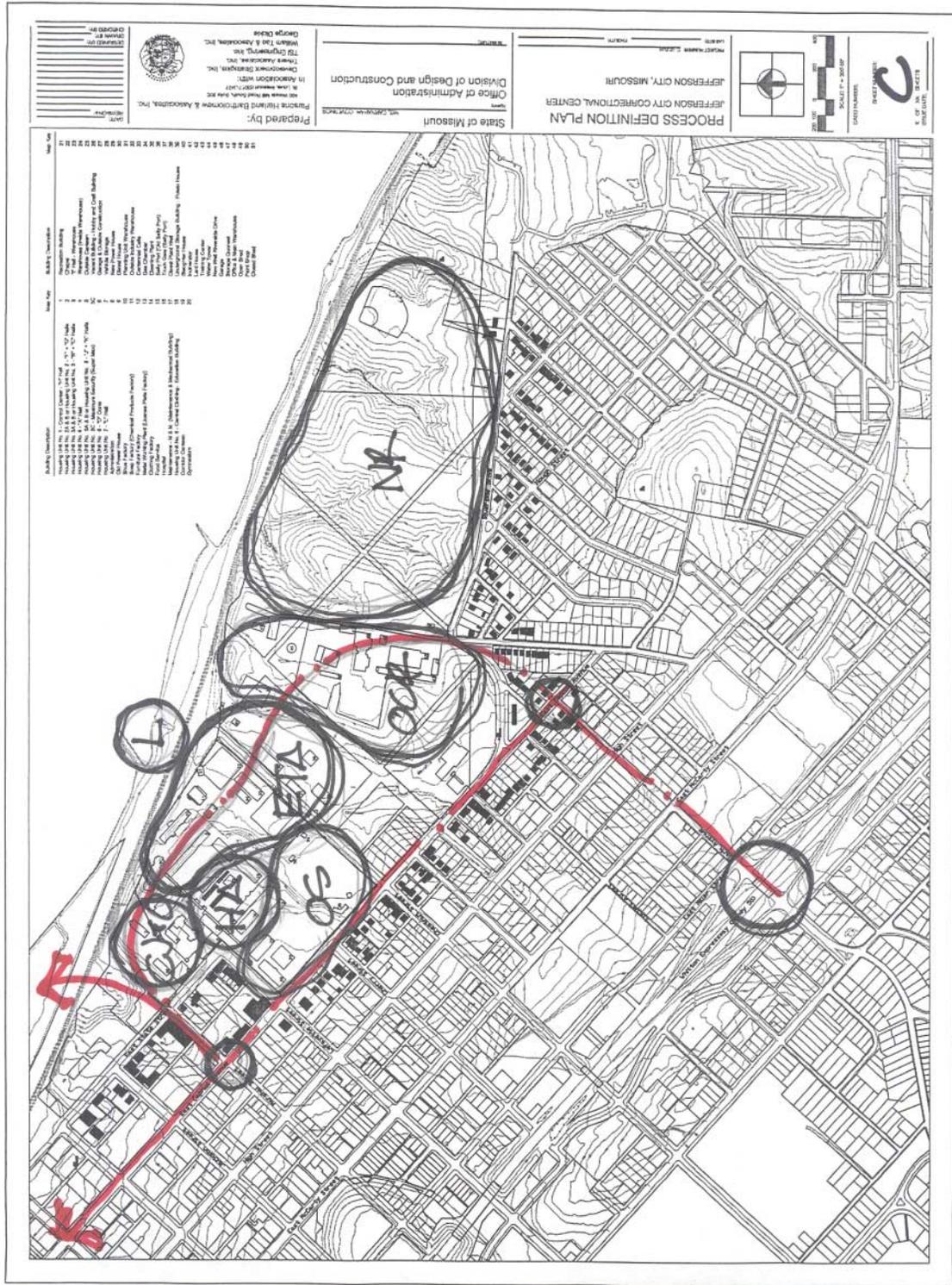
Bubble Diagram of Potential Land Use Elements

10/4/00



Bubble Diagram of Potential Land Use Elements

10/4/00



Overview of Public-Private Partnerships for Urban Redevelopment

Jefferson City Correctional Center Task Force

October 4, 2000

Bob Lewis

DEVELOPMENT STRATEGIES

JCCC Assumed Mission

- Take legal control of property at appropriate time(s).
- Prepare Master Plan for redevelopment.
- Conduct all appropriate studies for planning.
- Identify and capitalize on relevant sources of funding, including public and private resources.
- Prepare site for redevelopment.
- Oversee redevelopment/hire master developer.
- Maintain high degree of state government oversight and participation.

DEVELOPMENT STRATEGIES

1

Public Redevelopment Organizations TYPES

- Local Governments
- Regional Planning Organizations
- State Economic Development Organizations
- Business Improvement Districts

DEVELOPMENT STRATEGIES

2

Public Redevelopment Organizations ADVANTAGES

- Easier access to most public funding sources for leverage.
- Retention of municipal/state powers (taxing, eminent domain, zoning, etc.).
- Ready access to other government services such as planning, research, law, public works.
- Ability to use municipal powers to create/coordinate public policies and strategies.
- Greater likelihood of full buy-in from public officials.

DEVELOPMENT STRATEGIES

3

Public Redevelopment Organizations DISADVANTAGES

- Economic influence can be limited to the jurisdiction
- Municipal debt limitations that may restrict financing.
- Often prohibited from lending to private sector.
- Often cannot participate in profit-making ventures.
- Normally cannot build/operate non-public facilities.
- Elected official turnover can cause inconsistent policies.
- Ditto with changes in department heads/appointed officials.
- Private organizations often mistrust government.
- Public disclosure laws may restrict private negotiations.

DEVELOPMENT STRATEGIES

4

Private Redevelopment Organizations TYPES

- Chambers of Commerce
- Certified Development Corporations
- Community Development Financial Institutions

DEVELOPMENT STRATEGIES

5

Private Redevelopment Organizations ADVANTAGES

- Intermediaries between government and developers.
- Not directly accountable to a broad constituency.
- Likely to be organized for quick decision-making.
- Perform functions in public interest but not necessarily allowable government activities.
- May invest equity capital and generate profits.
- Raise funds in the private market.
- Private non-profits can receive tax-deductible donations.
- Ease in utilizing subsidiary for- and non-profit resources.
- Can still directly receive some federal funds (e.g., SBA).

DEVELOPMENT STRATEGIES

6

Private Redevelopment Organizations DISADVANTAGES

- Lack powers of eminent domain and other land regulatory powers (exception: Chapter 353)
- May lack public sector support and commitment—riskier to assume responsibility for some initiatives.
- Taxes on income.
- Prohibitions on self-dealing.
- Minimum annual distributions of assets.
- Since self-supporting, resources might be shifted away from redevelopment plan.

DEVELOPMENT STRATEGIES

7

Public-Private Redevelopment Organizations TYPES

Public-Private Mix: board representation, funding, objectives, and/or staff.

- Policy Planning Organizations
 - Ad hoc committees to help set policy
 - Downtown councils to coordinate investments
- Implementation Organizations (quasi-public corporations)
 - Institutions given public powers or special financing tools.
 - Independent private sector (usually non-profit) with public and private representatives on the board.

DEVELOPMENT STRATEGIES

8

Public-Private Redevelopment Organizations ADVANTAGES

- Minimal political influence (though some is advisable)
- Can assume greater development risk because board members (probably) don't run for public office.
- Bold decisions more likely when boards' salaries aren't at stake.
- Use of public resources and powers with fewer public limitations (e.g., red-tape, citizen review, civil service).
- Can expand on government powers by investing in non-profit and, sometimes, for profit ventures.
- Straw-man role to test public support.
- Mobilization of both public and private funds.

DEVELOPMENT STRATEGIES

9

Public-Private Redevelopment Organizations **ADVANTAGES** *(continued)*

- Mixing of public and private resources, knowledge, public support, private support.
- Frequently easier to raise funds in private sector for a public purpose than in the legislature.
 - Private market, equity investors
 - Donations within tax-exempt status
- Access to public financing tools and/or tax exempt funds for infrastructure.
- Insulate governance from financial risk through incorporation laws.
- Eventually can be self-supporting.

DEVELOPMENT STRATEGIES

10

Public-Private Redevelopment Organizations **DISADVANTAGES**

- Public accountability is limited.
- Restricted freedom of action because of public participation.
- Possible forfeiture of influence if public sector is not satisfactorily represented or appeased.

DEVELOPMENT STRATEGIES

11

**Example Public-Private Boards of Directors
CAPITAL RIVERFRONT IMPROVEMENT
DISTRICT – Augusta, Maine**

- 1 from Heart of Augusta Team (non-profit)
- 1 from City Council
- 1 from City Planning Board
- 1 City manager or designee (adv & cons of council)
- 1 from a regional or state environmental org (appt by Gov.)
- 3 city residents (east, west, business/chamber member)
- 1 Director of State Planning or designee
- 1 Director of State Housing Authority or designee
- 1 State Commissioner of Transportation or designee

DEVELOPMENT STRATEGIES

12

**Example Public-Private Boards of Directors
Augusta, Maine (continued)**

- 1 Director of Bureau of General Services (State Dept. of Administration) or designee.
 - 1 State Senator representing Augusta (appt by Senate Pres)
 - 1 State Representative from Augusta (appt by Speaker)
 - 1 Resident of Augusta appointed by Governor
 - 1 Director of State Historic Preservation Commission or designee.
- TOTAL: 16 (8 representing the State)

DEVELOPMENT STRATEGIES

13

**Example Public-Private Boards of Directors
UNION STATION ASSISTANCE CORP.
Kansas City/Science Center**

- 1 CEO of local bank
- 1 CEO of Kaufman Foundation
- 1 from Friends of Union Station
- 1 Overland Park Chamber of Commerce
- 1 real estate developer from north Kansas City area

Geographic and technical representation.

**Example Public-Private Boards of Directors
LOWRY REDEVELOPMENT AUTHORITY
Denver, Colorado**

- 7 from City of Denver, appointed by Mayor (90% of land)
- 2 from City of Aurora, appointed by Mayor (10% of land)
- 2 ex-officio from city planning departments

Members include developers, bankers, attorneys, educators,
public officials.

Appendix C – Workshops & Public Input

SECTION 5

Agenda & Task Force Workshop #3B Handout, October 18, 2000

Mel Carnahan
Governor



Richard A. Hanson
Commissioner

State of Missouri
OFFICE OF ADMINISTRATION
Post Office Box 809
301 West High
Jefferson City
65102

Randall G. Allen, AIA
Director
Division of Design and Construction
573-751-3339

JCCC Redevelopment Task Force

MEETING AGENDA

October 18, 2000

1. Introductions
2. Discussion of Redevelopment Entity
3. Formulation of Consensus Plan
 - a.) Continued review and discussion of "bubble diagram" process
 - b.) Review and discuss alternatives "bubble diagrams"
 - c.) Review content of Consensus Plan program statement
4. General Discussion

5. Tentative Schedule of Future Events

November 1, 2000 – Task Force Review of Conceptual Masterplan – 9:00 AM
Room 450 – Ball Room, Governor Office Building

November 1, 2000 – Public Forum – 7:00PM

November 16, 2000 – Joint Oversight & Task Force Meeting – 9:00 AM

Bubble Diagram of Potential Land Use Elements

10/18/00

Judicial Center & Office Area

- Support Retail / Commercial
- Federal Courthouse
- Private Office Space
- State Government Offices
 - Attorney General
 - Public Defender
 - State Legal Entities
 - State Corrections
 - Water Safety
- Jail Conversion of Super-Max
- Surface Parking

Historic Area

- Adaptive Reuse of Selected Buildings Inside The Walls
- Riverfront Park Linkage
- Prison Museum
- Historic Site
- Retail / Commercial
- Other Museums
- Tourist Information Center
- Film Site or Studio
- Educational
- Parking

Open Space

- Riverfront Park Linkage
- Natural Green Space
- Other Museums
- Tourist Information Center
- Public Land / Open Space
- Greenway Trail Connection
- Outdoor Recreation Complex
- Youth Hostel
- Community Center
- Farmers Market
- Urban Plaza
- Office Space
- Parking Structure
- Parking Structure with Office / Retail Above
- Parking Structure with Urban Plaza Above
- Amphitheater

Office With Commercial / Retail Area

- Support Commercial / Retail

Bubble Diagram of Potential Land Use Elements

10/18/00

Private Office Space
State Government Office Space
Exhibition Hall
Office Building Campus
State Warehouse
Light Industrial (State Support)
 Archives
 Maintenance
 Back Office Space
Conference Center
General Office Space
Parking

The Landing Area

Excursion / Riverboat Landing
Observation Deck / Tower (Pedestrian Only)
Riverfront Commercial

Entertainment & Tourism Area

Retail Shops / Convenience Store
Performing Arts Center
Hotel / Villas
Greenway Trail Connection
Exhibition Hall
Bed & Breakfast
Convention Center
Winery
Science Center
Restaurants
Multiplex Movie Theaters
Brewery
Restaurants
Mixed-Use Residential / Commercial / Retail
Surface Parking

Natural Resources Area

Riverfront Park (Active and Passive Recreation)
Park (Picnic Areas, Trails, Etc.)
Natural Green Space
Public Land Open Space
Greenbelt Trail Connection
Passive Recreation
Retreat Lodge
Botanical Gardens

Bubble Diagram of Potential Land Use Elements

10/18/00

Amphitheater
Walking / Biking Trails Linked to Community and KATY Trail
Parking

Additional Design Elements

At Grade Access to Adrian's Island
Above Grade Access to Adrian's Island
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Pedestrian Linkage with Adjacent Development Areas

Overview of Public-Private Partnerships for Urban Redevelopment

Jefferson City Correctional Center Task Force

October 18, 2000

Bob Lewis

Barb Weigel

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6. Oversee redevelopment/hire master developer.
7. Maintain high degree of state government oversight and participation.

DEVELOPMENT STRATEGIES

1

Public Redevelopment Organizations TYPES

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2. Regional Planning Organizations
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4. Business Improvement Districts

DEVELOPMENT STRATEGIES

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DEVELOPMENT STRATEGIES

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DEVELOPMENT STRATEGIES

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**CAPITAL RIVERFRONT IMPROVEMENT
DISTRICT
Augusta, Maine**

- Closing of dam upriver from City spurred interest in re-orientation of City towards the Kennebec River
- Small, capital City
- District includes hospital, capital grounds, State offices, City facilities
- Joint State-City Commission formed-primarily for planning efforts initially - Master Plan approved
- Has many powers (except taxing powers) for flexibility
- City Economic Development Office charge with implementation

DEVELOPMENT STRATEGIES

12

**Example Public-Private Boards of Directors
CAPITAL RIVERFRONT IMPROVEMENT
DISTRICT – Augusta, Maine**

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DEVELOPMENT STRATEGIES

13

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- 1 Director of Bureau of General Services (State Dept. of Administration) or designee.
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 - 1 Resident of Augusta appointed by Governor
 - 1 Director of State Historic Preservation Commission or designee.
- TOTAL: 16 (8 representing the State)

DEVELOPMENT STRATEGIES

14

**UNION STATION ASSISTANCE
CORPORATION (USAC)**
Kansas City, Missouri

- Created in 1994, somewhat grassroots level, including business and public leaders
- Oversaw redevelopment of historic Union Station - opened in 1999
- Focus has changed over time - from plan development, campaigning for bi-state 1/4 cent sales tax, to construction
- Now has facility management role
- Historic tax credits, 1/4 cent, leasing and management fees are part of capital and operations financial package

DEVELOPMENT STRATEGIES

15

**Example Public-Private Boards of Directors
UNION STATION ASSISTANCE CORP.
Kansas City/Science Center**

- 1 CEO of local bank
- 1 CEO of Kaufman Foundation
- 1 from Friends of Union Station
- 1 Overland Park Chamber of Commerce
- 1 real estate developer from north Kansas City area

Geographic and technical representation.

DEVELOPMENT STRATEGIES

16

**LOWRY AIR FORCE BASE
Lowry, Colorado**

- 1991 BRAC - affected Aurora and Denver
- 1,866 acre site
- Land disposition included - Public Benefit Conveyances (400 acres) - the balance is a master planned community
- Master Plan - 800 acres for recreation/open space; 45 holes of public golf course; 4,000 residential units; commercial areas; 156 acres for educational purposes
- Lowry Redevelopment Authority (LRA) - inter-governmental agreement
- “Income neutral to cities”, and 5-10 year build out

DEVELOPMENT STRATEGIES

17

Example Public-Private Boards of Directors
LOWRY REDEVELOPMENT AUTHORITY
Denver, Colorado

7 from City of Denver, appointed by Mayor (90% of land)
2 from City of Aurora, appointed by Mayor (10% of land)
2 ex-officio from city planning departments

Members include developers, bankers, attorneys, educators,
public officials.

DEVELOPMENT STRATEGIES

18

FOREST PARK FOREVER
St. Louis, Missouri

- 1986, Forest Park Forever formed (501)(3)(C)
- Partnership with Dept. of Parks, Recreation, and Forestry
- Growing use of park and insufficient funds to maintain grounds and facilities
- 1993 - Forest Park Forever and the City developed a Master Plan; approved in 1995
- Forest Park Forever and City each needed to raise \$43 million - total \$86 million capital projects
- Annual Friends campaign - primarily for admin. costs
- Specialized procurement issues beyond City's manpower

DEVELOPMENT STRATEGIES

19

Example Public-Private Boards of Directors
FOREST PARK FOREVER
St. Louis, Missouri

- 30 - 60 directors, including:
- 10 ex-officio officers including: Mayor; Alderperson for the Park; Director of Parks, Recreation, Forestry; Manager of Forest Park; and CEOs of Missouri Historical Society; St. Louis Art Museum; Triple A Golf and Tennis Club; St. Louis Zoo; Muny Opera; St. Louis Science Center
- Nominating Committee for board members
- Needs may change over time
- Board represents diverse interests

DEVELOPMENT STRATEGIES

20

FT. SHERIDAN REDEVELOPMENT
COMMISSION
Ft. Sheridan, Illinois

- North shore of Chicago - very strong market driven location
- Early 1990s - BRAC program
- A portion, or 405 acres transferred to local communities
- Historic preservation affected portions of site
- Highland Park and Highwood led efforts for a joint conceptual plan and issuance of RFP for development
- Communities were pass through of land transfer to Town of Ft. Sheridan Development Company
- A commission was formed to address joint issues

DEVELOPMENT STRATEGIES

21

Example Public-Private Boards of Directors
FT. SHERIDAN REDEVELOPMENT
COMMISSION
Ft. Sheridan, Illinois

- Inter-governmental agreement between two communities
- Appointed by Mayors from the two communities
- Seven members - 4 from Highland Park; 3 from Highwood
- Serves as a joint planning commission for development approvals process

DEVELOPMENT STRATEGIES

22

COLUMBIA CORRECTIONAL FACILITY
Columbia, South Carolina

- 24 acre maximum security prison, on bluff in Columbia
- Near Redevelopment Area
- City purchased land from State
- Due diligence - little value in retention of historic buildings; newer building retained
- State completed environmental remediation
- City initiated planning process
- TIF for public infrastructure
- Will sale to private development corporation; market driven
- Not all public costs will be recovered
- City Department of Economic Development manages project

DEVELOPMENT STRATEGIES

23

STAPLETON DEVELOPMENT CORPORATION (SDC) Denver, Colorado

- Stapleton closed in 1997; new regional airport opened; 4,000+ acres
- Master Planning process initiated by business community in early 1990s; Mayor also led efforts to create plan
- Plan incorporated into City's comprehensive plan
- Stapleton Redevelopment Corporation oversees implementation of plan and disposition of property to Forest City Development Corporation
- Master Lease Agreement, 15 year disposition, private market driven, 1,000 acres of open space and multi-use development
- SDC supported also by business enterprises, maintenance fee
- SDC has 10 voting and 9 ex-officio, non-voting members

DEVELOPMENT STRATEGIES

24

NAVAL TRAINING CENTER (NTC) Orlando, Florida

- 1993 - BRAC program; main base - 1,100 acres
- Located 3 miles from Orlando central business district; affluent neighborhood
- Mayor appointed Base Reuse Commission-public and private leaders
- Objective - quality development with sufficient private investment to generate additional tax revenues
- NTC Base Reuse Office (federal financial asst.)
- Developed Master Plan - over 200 public meetings
- Issued RFPs for development and purchase price offer
- City is pass through for transfer to developer; receives 25% fee
- Community Development District - funding mechanism (5 members)

DEVELOPMENT STRATEGIES

25

**WASHINGTON UNIVERSITY MEDICAL
CENTER REDEVELOPMENT CORP.
St. Louis, Missouri**

- Formed under Chapter 353 private redevelopment corporation statute
- Created in 1973 (99 years in duration)
- Objective is to redevelop neighborhood near Washington University Medical Center
- Eight board members, 50 shares of common stock
- Purpose is to acquire, construct, maintain and operate redevelopment projects
- Statement requiring “public purpose” to promote public health, safety, and welfare
- Net earnings from redevelopment project not to exceed 8%

DEVELOPMENT STRATEGIES

26

SUMMARY POINTS

- Flexibility in organizational structure and power
- Powers, organization will be tied to Master Plan objectives, financial needs, capacity, market forces, etc.
- Creativity required (particularly with funding needs and mechanisms)
- Extensive public involvement
- Inter-agency and inter-governmental cooperation
- Patience!

DEVELOPMENT STRATEGIES

27

PROPOSED MANAGEMENT ORGANIZATION INTRODUCTION

- It is anticipated that legislation will be introduced in the 2001 legislative session to establish a management structure and guidelines for the redevelopment process for reuse of the JCCC.
- This report represents a working draft of major issues and objectives to be addressed in the proposed legislation.

PROPOSED MANAGEMENT ORGANIZATION MISSION

- The mission of the Jefferson City Correctional Center Redevelopment Corporation ("the Corporation") is to prepare a plan and carry out a development program for reuse of the JCCC.
- The corporation is to oversee the reuse of the Jefferson City Correctional Institute property and grounds in a manner that is fiscally responsible to the residents of the State of Missouri.

PROPOSED MANAGEMENT ORGANIZATION OBJECTIVES

- To take legal control of property at appropriate time(s)
- To prepare a Master Plan for redevelopment of the site
- To conduct all appropriate studies for planning and pre-development
- To identify and capitalize on relevant sources of funding for planning and development, including public and private resources
- To prepare the property for redevelopment
- To oversee the development process directly or through a master developer
- To maintain a high degree of state government oversight and participation
- Coordinate actions and interests of the City of Jefferson and the State of Missouri related to disposition of the property
- To adequately maintain and repair all facilities and land until they become the legal responsibility of other parties

DEVELOPMENT STRATEGIES

30

PROPOSED MANAGEMENT ORGANIZATION GOVERNANCE

- A 16-member board of directors will govern the corporation.
- The Governing Board will consist of eight members who represent the interests of the state and local government, and eight members who represent community and private sector interests.
- The composition of the board is derived to support the Corporation's efforts in securing civic, public and private support for the mission of the corporation and to facilitate the governmental approval process that will be required to implement any project(s) proposed for the JCCC property.
- Members of the Board of Directors shall possess the skills, talents, and resources necessary to collectively fulfill the mission of the Corporation and shall be appointed as follows.

DEVELOPMENT STRATEGIES

31

PROPOSED MANAGEMENT ORGANIZATION POWERS

- To sue, initiate or appear in any proceeding
- To adopt and amend bylaws necessary or useful for carrying out any of its duties
- To acquire real or personal property, or any interest in real or personal property, including rights or easements by gift, purchase, transfer, foreclosure or lease;
- To improve, hold, sell with or without public bidding, assign, lease, rent, encumber, mortgage, loan or otherwise dispose of any real or personal property, or any interest in real or personal property, or mortgage interests owned or in its control, *that may be less than market value*, custody or possession and release or relinquish any right, title claim, lien, interest, easement, however acquired;

PROPOSED MANAGEMENT ORGANIZATION POWERS

- To lease or rent any land, building, structure, facility or equipment comprising all or a portion of a projects, projects or part of a project for such amounts as the District determines;
- To make and execute all contracts and other instruments necessary or convenient to the exercise of its powers
- To develop a comprehensive plan or redevelopment plan for the JCCC and to hold public hearings on the plans; and
- To create, develop, and implement plans for JCCC and the redevelopment of the JCCC which may provide for various uses, including but not limited to, residential, recreation, and commercial uses; and

PROPOSED MANAGEMENT ORGANIZATION POWERS

- To prepare, submit, and administer plans, and to participate in projects or intergovernmental agreements, or both, and to create reserves for planning, constructing, reconstructing, acquiring, owning, managing, insuring, leasing, equipping, extending, improving, operating, maintaining, and repairing land and projects that it owns or leases; and
- To provide for the insurance, including self insurance, of any property or operations of the Board or its members, directors, officers and employees, against any risk or hazard, and to indemnify its members, agents, independent contractors, directors, officers, and employees against any risk or hazard
- To appoint an executive director to retain, and employ offices, agents, independent contractors, and employees to carry out its powers and functions
- To make and execute any contract with any agency of the state or federal government, or any unit of local government

DEVELOPMENT STRATEGIES

34

PROPOSED MANAGEMENT ORGANIZATION FUNDING OF ORGANIZATION

- Resources will be required in the pre-development stages of the project to cover costs such as engineering, architectural analysis, environmental and feasibility analyses to determine and refine development opportunities and project costs, and to prepare the site for development.
- Resources will also be required to cover ongoing administrative and operations costs for the corporation and for maintenance of the facility property prior to redevelopment.

DEVELOPMENT STRATEGIES

35

Appendix C – Workshops & Public Input

SECTION 6

Agenda & Handout, Planning Advisory Team Meeting, October 25, 2000

Planning Advisory Team

A Review and Discussion of the Process Definition Plan

MEETING AGENDA

October 25, 2000

9:30 am to 3:30 pm

- ❖ Introductions (9:30 am)
 - Welcome, **Charlie Brzuchalski**, Project Manager, State of Missouri & **Dan Bockert**, Project Manager, Parsons HBA
 - Individual Introductions, “around the table”

- ❖ Overview of Project (9:40 am)
 - Preamble, **Charlie Brzuchalski**
 - Process Definition Plan, **Dan Bockert**
 - Schedule, **Dan Bockert**
 - Group Discussion

- ❖ Discussion of Redevelopment Entity (10:00 am)
 - Data Collection, **Bob Lewis & Barb Weigel, Development Strategies**
 - Findings, **Bob Lewis & Barb Weigel, Development Strategies**
 - Group Discussion

- ❖ Discussion of Planning Process (11:30 am)
 - Phase II, Where do we go from Here? **Charlie Brzuchalski**

~ Lunch (11:45 am) ~

- The Framework Plan, **Dan Bockert**
- Group Discussion over Lunch

- ❖ Discussion of Consensus Plan (1:30 pm)
 - Charrette Submittals, **Charlie Brzuchalski**
 - Task Force Values & Priorities, **Charlie Brzuchalski**
 - Program Statement, **Dan Bockert**
 - The Draft Consensus Plan, **Dan Bockert**
 - Group Discussion

- ❖ Summary Discussion (3:00 pm)

- ❖ Schedule of Future Events (3:15 pm), **Charlie Brzuchalski**
 - November 1, 2000 – Task Force Review of Presentation of **Draft** Process Definition Plan – 9:00 AM
 - November 1, 2000 – Public Forum – 7:00PM, Presentation of **Draft** Process Definition Plan
 -
 - November 16, 2000 – Joint Oversight & Task Force Meeting, Presentation of **Final Draft** Process Definition Plan – 9:00 AM
 - November 22, 2000 – Submittal of the **Final** Process Definition Plan



PAT Participants

Client: **State of Missouri – Office of Administration**
Post office Box 809
301 West High
Jefferson City, Missouri 65102
(573) 526-7814; (573) 751-7277 (F)

<u>Planning Advisory Team</u>	Members
Director	Randy Allen, Division Of Design & Construction (Unable to Attend)
Project Manager	Charles Brzuchalski, Division Of Design & Construction
Task Force Member	Mark Schreiber, Department of Corrections
Task Force Member	Chris Yarnell, Cole County Public Works
City of Jefferson	Jack Kramer, Public Works
City of Jefferson	Janice McMillan, City Planner
Consultant	Doris Danna, FAIA, Architect
Developer	Mike Goeke, McCormack Baron & Associates

Lead Firm **Parsons HBA**
400 Woods Mill Road South, Suite 330
St. Louis, Missouri 63017-3427
(314) 434-2900; (314) 576-2702 (F)

PIC Barry Hogue
PM Dan Bockert
Landscape Architecture Noel Fehr
And Urban Design Marcus Grillot

Economic Development: **Development Strategies**
10 S. Broadway St. Louis, MO 63102
(314) 421-2800; (314) 421-3401(F)

Market Feasibility Bob Lewis (Unable to Attend)
Economic Development Barbara Weigel

Urban Design: **GDA**
242 West Whitehall Road
State College, PA 16801
(814) 867-2935(V)+(F)

Urban Designer George Dickie (Unable to Attend)

Architecture: **Trivers Associates**
100 N. Broadway St. Louis, MO 63102
241-2900; 241-2909(F)

Principal Architect Andy Trivers (Unable to Attend)
Project Architect Jeff Morrisey
Architectural Historian Laura Johnson

Engineering: **TSI Engineering** (Tech Services, Inc.)
2 Campbell Plaza, Bldg. C St. Louis, MO 63139
(314) 644-3134; (314) 644-3135(F)

Environmental Manager Sylvester Douglas

Mechanical/Electrical: **William Tao & Associates**
2357 59th St. St. Louis, MO 63110
(314) 644-1400; (314) 644-6152 (F)

Facility Engineering Bruce Levitt



Presentation of Planning Concepts



PAT Planning Discussions

Potential Land Use Elements

10/25/00

Judicial Center Area

- Federal Courthouse
- Private Office Space
- State Government Offices
 - Attorney General
 - Public Defender
 - State Legal Entities
 - State Corrections
 - Water Safety
- Jail Conversion of Super-Max
- Support Retail / Commercial
- Parking

Historic Area

- Adaptive Reuse of Selected Buildings Inside The Walls
- Riverfront Park Linkage
- Prison Museum
- Historic Site
- Support Retail / Commercial
- Other Museums
- Tourist Information Center
- Film Site or Studio
- Educational
- Parking

Community Area

- Riverfront Park Linkage
- Natural Green Space
- Other Museums
- Tourist Information Center
- Chamber Office
- Public Land Open Space
- Greenway Trail Connection
- Outdoor Recreation Complex
- Youth Hostel
- Community Center
- Farmers Market
- Urban Plaza
- Office Space
- Parking Structure with Office / Support Retail Above
- Parking Structure with Urban Plaza Above
- Amphitheater

Potential Land Use Elements

10/25/00

Office Area

- Private Office Space
- State Government Office Space
- Exhibition Hall
- Office Building Campus
- Support Commercial / Retail
- State Warehouse
- Light Industrial (State Support)
 - Archives
 - Maintenance
 - Back Office Space
- Conference Center
- General Office Space
- Parking

Landing Area (river & trail)

- Excursion / Riverboat Landing
- Observation Deck / Tower (Pedestrian Only)
- Riverfront Commercial
- AmTraK Station

Entertainment Area

- Support Tourism Retail Shops
- Performing Arts Center
- Hotel / Villas
- Greenway Trail Connection
- Exhibition Hall
- Bed & Breakfast
- Convention Center
- Winery
- Science Center
- Restaurants
- Brewery
- Restaurants
- Other Museums
- Parking

Natural Resource Area

- Riverfront Park
- Active and Passive Recreation
- Picnic Areas, Trails
- Natural Green Space

Potential Land Use Elements

10/25/00

Public Land Open Space
Greenway Trail Connection
Retreat Lodge
Botanical Gardens
Amphitheater
Walking / Biking Trails Linked to Community and KATY Trail
Parking

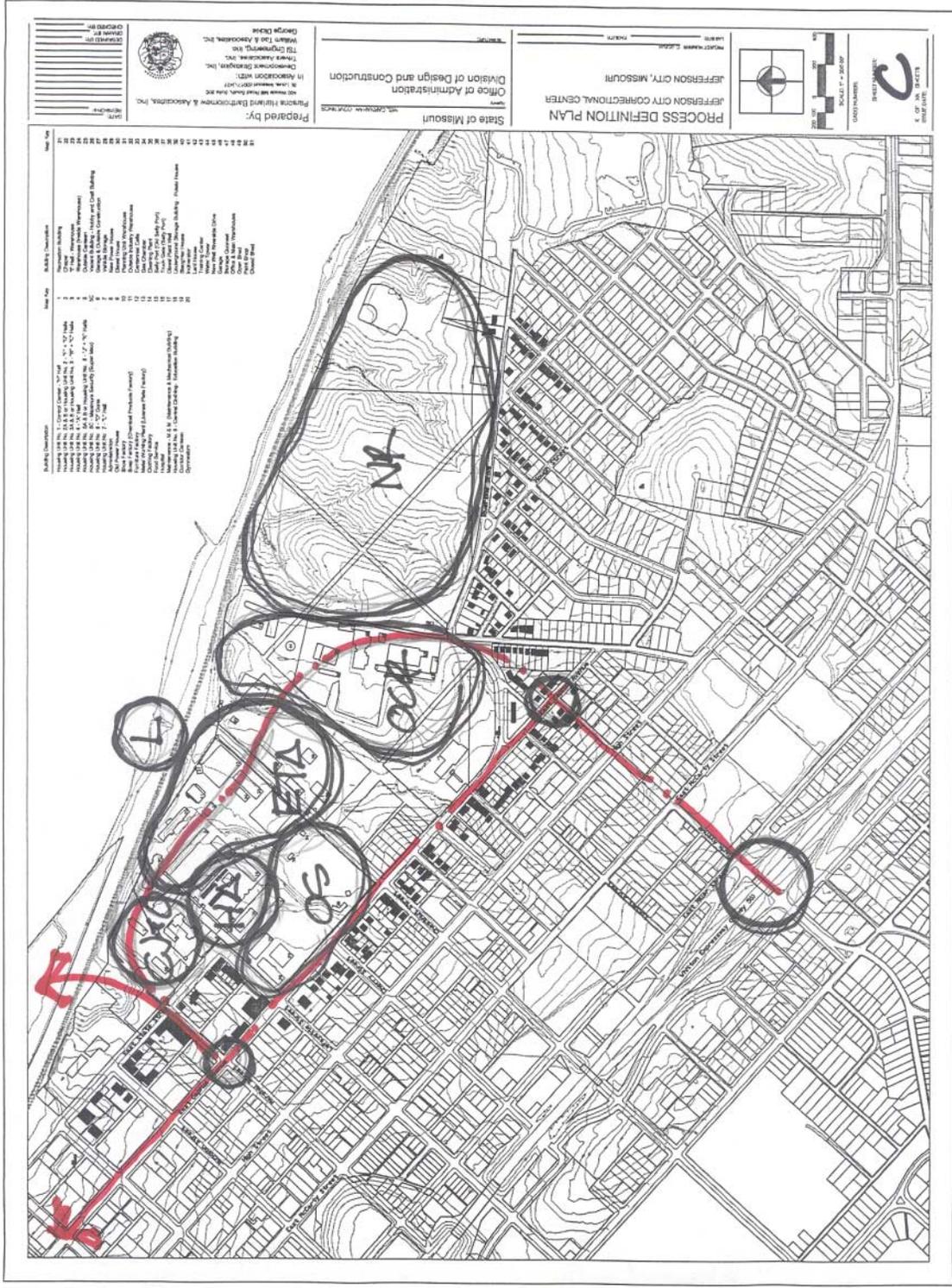
Additional Program Items

Access to Adrian's Island
Link to Existing Transportation Network
Loop Roadway Through Site
Improve Circulation at Peripheral Roadways
Trolley / Bus Connection to Site
Streetscape Linkage to Lincoln University
Streetscape Linkage to Downtown & Capitol Complex
Streetscape Development of Critical Roadways
Pedestrian Circulation / Access
Pedestrian Entry Plaza Development
Pedestrian Linkage with Adjacent Development Areas
Wall and Towers
Wall Openings
Reserve Land For Future

Potential Land Use Elements

10/25/00

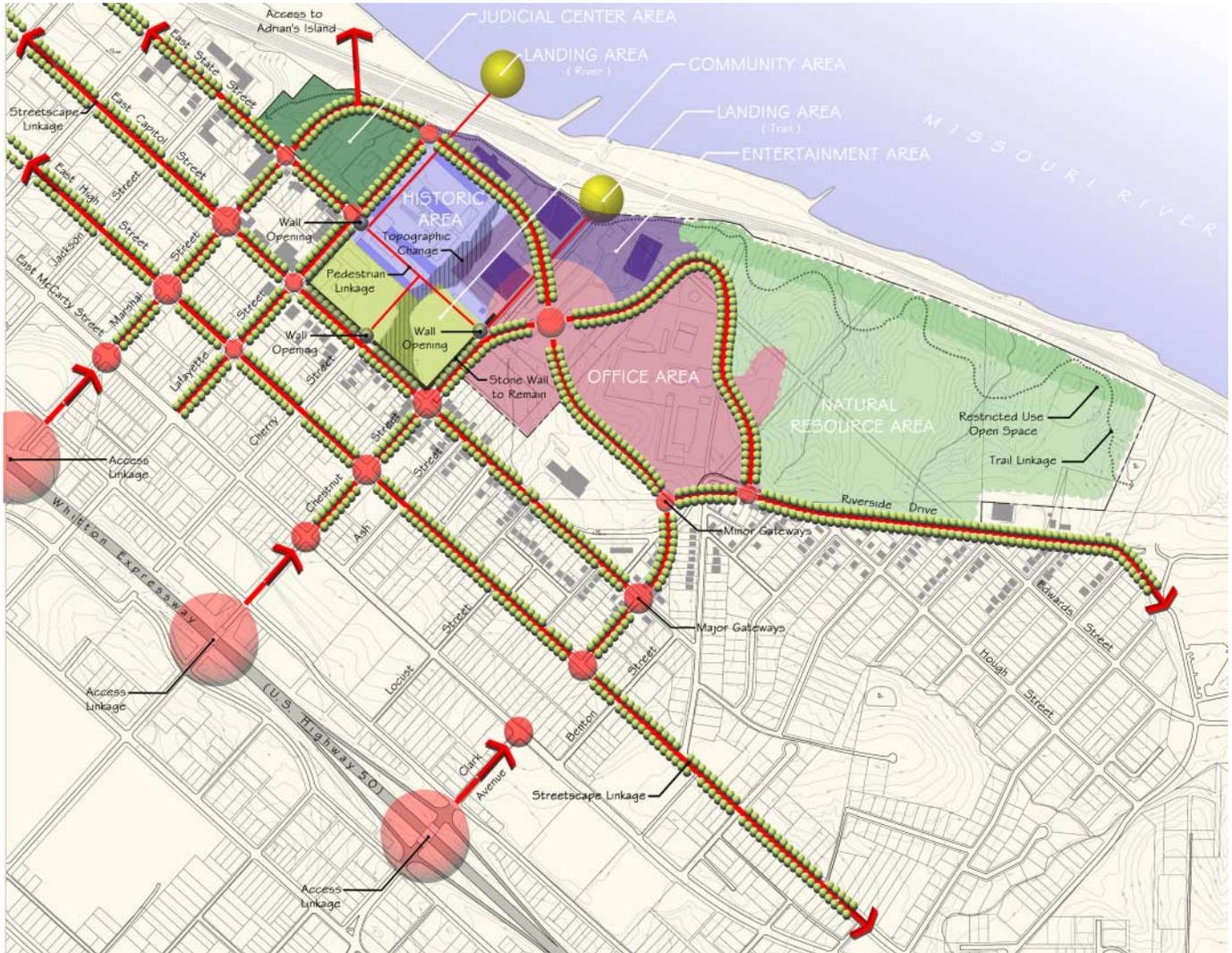
Selected Bubble Diagram



Potential Land Use Elements

10/25/00

Resulting Consensus Plan



PROPOSED MANAGEMENT STRUCTURE FOR REDEVELOPMENT OF THE JEFFERSON CITY CORRECTIONAL CENTER (JCCC)

Introduction

The Jefferson City Correctional Center (JCCC) is a State owned maximum-security facility that began operating in 1836. Through the decades, the facility has grown as structures have been constructed, additional land has been acquired, and business enterprises and resident services have been added. Today, the site now encompasses over 50 structures on 142 acres of land located above the river bluff in central Jefferson City. Thus, the announcement to close the site for use as a correctional facility was met with great concern by State and local officials. Beginning in 1999, the State began to consider what to do with the JCCC facility upon its closure. A task force was convened to provide early planning and guidance towards determining an approach and process for redevelopment of the site into uses that would benefit the public and be fiscally responsible to the State of Missouri, the City of Jefferson, and Cole County. It is anticipated that legislation will be introduced in the 2001 legislative session to establish a management structure and guidelines for the redevelopment process for reuse of the JCCC. This section represents a working draft of major issues and objectives to be addressed in the proposed legislation.

Development Strategies, Inc., (DSI) of St. Louis, was retained to research other cases where similar redevelopment issues and challenges occurred, and to recommend a management organization and structure for redevelopment of the JCCC site. As part of the research, DSI examined nine other redevelopment organizations located throughout the country that were charged with the planning and redevelopment of highly specialized facilities, such as a correctional facility, airport, and military bases. Development Strategies was charged with making recommendations to the JCCC Task Force regarding how public and community officials could organize their efforts in creating an effective program for redevelopment. From this research process, it is recommended that a non-profit, public-private board is created to develop a Master Plan for the JCCC site and its access facilities, and that this public-profit organization oversee development and implementation of the Master Plan. The following outlines Development Strategies' recommendations with regard to the board's mission, objectives, governance structure, and powers.

Mission and Objectives

Mission

The mission of the Jefferson City Correctional Center Redevelopment Corporation ("the Corporation") is to prepare a plan and carry out a development program for reuse of the JCCC. The corporation is to oversee the reuse of the Jefferson City Correctional Institute property and grounds in a manner that is fiscally responsible to the residents of the State of Missouri.

Objectives

Several objectives are to be undertaken by the development corporation, including:

- To prepare a Master Plan for redevelopment of the site
- To conduct all appropriate studies for planning and pre-development
- To identify and capitalize on relevant sources of funding for planning and development, including public and private resources
- To prepare the property for redevelopment
- To oversee the development process either directly or through a master developer
- To maintain a high degree of state, county, and local government oversight and participation
- To coordinate actions and interests of the State of Missouri, Cole County, and the City of Jefferson related to disposition of the property
- To adequately maintain and repair all facilities and land until they become the legal responsibility of other parties
- To take legal control of property at appropriate time(s)

Proposed Governance and Powers

Governance

A board of directors will govern the corporation. The board will be composed of _____ members appointed by the State of Missouri, Cole County, and the City of Jefferson. The composition of the board is derived to support the Corporation's efforts in securing civic, public and private support for the mission of the corporation and to facilitate the governmental approval process that will be required to implement any project(s) proposed for the JCCC property and access corridors. Members of the Board of Directors shall possess the skills, talents, and resources necessary to collectively fulfill the mission of the Corporation.

Powers

The board's powers will include:

- To develop a comprehensive plan, Master Plan, or redevelopment plan for the JCCC and to hold public hearings on the plans; and
- To create, develop, and implement plans for JCCC and the redevelopment of the JCCC and its access corridors, including traffic corridors, urban design corridors that address aesthetic issues and pedestrian connections, and infrastructure corridors, that include, but are not limited to street, sidewalks and utilities
- The development and implementation plans may provide for various uses, including but not limited to recreation, cultural, open space, historical, public space, and commercial uses; and
- To prepare, submit, and administer plans, and to participate in projects or intergovernmental agreements, or both, and to create reserves for planning, constructing, reconstructing, acquiring, owning, managing, insuring, leasing, equipping, extending, improving, operating, maintaining, and repairing land and projects that it owns or leases; and
- To provide for the insurance, including self insurance, of any property or operations of the Board or its members, directors, officers and employees, against any risk or hazard, and to indemnify its members, agents, independent contractors, directors, officers, and employees against any risk or hazard
- To appoint an executive director to retain, and employ offices, agents, independent contractors, and employees to carry out its powers and functions
- To make and execute any contract with any agency of the state or federal government, any unit of local government, or any person or corporation
- To form an assessment taxing district encompassing the JCCC site, for the purpose of generating capital for carrying out the Board's powers and functions, including but not limited to capital for public infrastructure
- To sue, initiate or appear in any proceeding
- To adopt and amend bylaws necessary or useful for carrying out any of its duties
- To acquire real or personal property, or any interest in real or personal property, including rights or easements by gift, purchase, transfer, foreclosure or lease; to improve, hold, sell with or without public bidding, assign, lease, rent, encumber, mortgage, loan or otherwise dispose of any real or personal property, or any interest in real or personal property, or mortgage interests owned or in its control, that may be less than market value, custody or possession and release or relinquish any right, title claim, lien, interest, easement, however acquired;
- To lease or rent any land, building, structure, facility or equipment comprising all or a portion of a projects, projects or part of a project for such amounts as the Corporation determines;
- To make and execute all contracts and other instruments necessary or convenient to the exercise of its powers

Citizen's Advisory Committee

Development Strategies also recommends that a Citizen's Advisory Committee (CAC) be initiated to advise the Board on issues that involve the public at large and to assist the Board and public agencies in developing long term support for the project. Citizen's Advisory Committees can be beneficial in lobbying for resources, such as Federal grants and loans, and in providing a channel through which the Board can communicate to the public on issues relating to the planning and development of the site. The CAC can be loosely organized and structured, and interest and participation from the committee will likely wax and wane in tandem with the types of activities being addressed by the Board. While the CAC would serve primarily in an advisory capacity, a representative from the CAC should be selected to serve on the Board of the JCCC Redevelopment Corporation.

Funding

- Resources will be required in the pre-development stages of the project to cover costs such as engineering, architectural analysis, environmental and feasibility analyses to determine and refine development opportunities and project costs.
- Resources will also be required to cover ongoing administrative and operations costs for the corporation and for maintenance of the facility property prior to redevelopment.
- An individual and supporting staff should be recruited to manage and execute the functions of the Board. An important task for the executive staff will be to seek capital and administrative funds to assist in paying for pre-development costs and long-term operating costs of administering to the Board in carrying out its objectives.

By-laws of Organization

Upon incorporation and the official establishment of the redevelopment organization, the Board should adopt By-laws that address the practical, internal rules of the organization. The By-laws represent a code of internal rules that can be enforced and provide guidance, structure, and formality to the organization. The By-laws can include, but not be limited to the following issues:

Duties of board members

- Board meeting attendance
- Functions
- Meeting requirements

Executive Committee

- Composition
- Functions, duties
- Meeting requirements (quorum, frequency)

Terms of Office

- Voting members
- Non-voting members, if any

Sub-Committees

- Purpose
- Duties
- Minimum requirements for membership
- Chairperson, if any

Quorum and Voting Requirements

- Full Board
- Executive Board
- Committees

Meetings

- Frequency
- Annual meeting, if any
- Place
- Public disclosure

Amendments to By-laws

- Requirements for amending By-laws
- Process for amending By-laws

Additional Personnel

- Executive director and staff, for example
- Lines of accountability
- Responsibilities of personnel
- Personnel policies

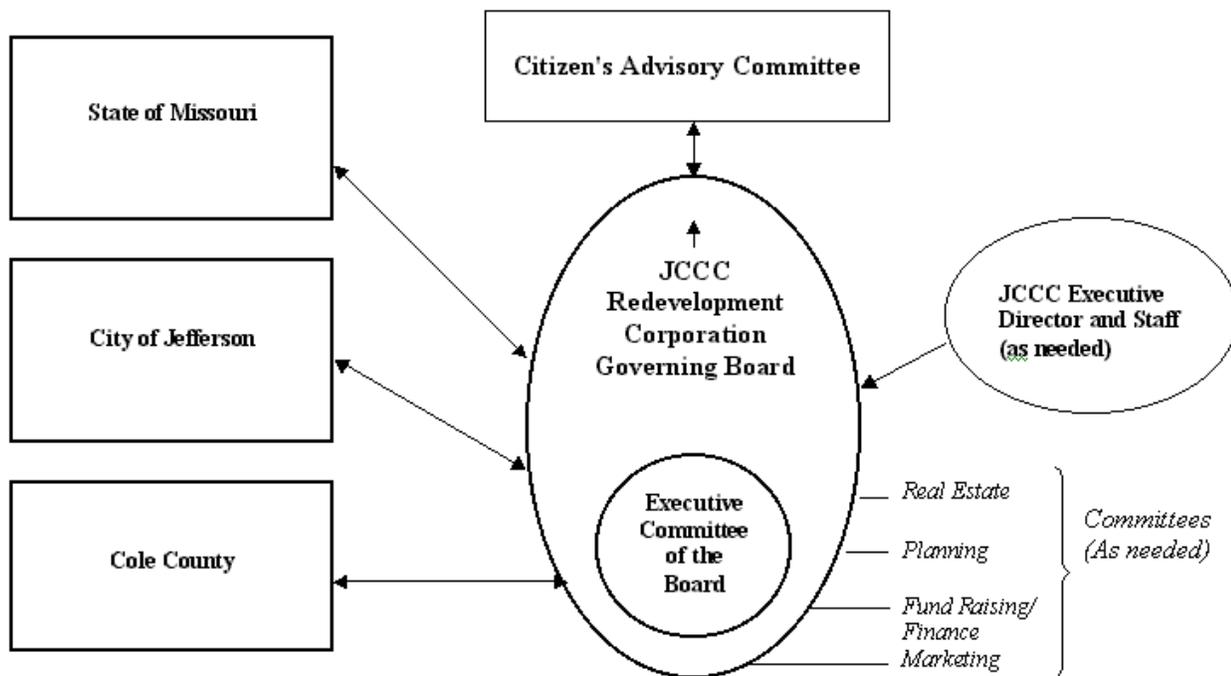
Conflict of Interest

- Definition of conflicts of interest
- Process for determining conflicts of interest
- Process for resolving conflicts of interest

Reporting Requirements (of the Board, to the State, County, City, if any)

- Establish reporting requirements, if required or needed
- Definition of reporting requirements
- Time to deliver required reports, and product, and process

**PROPOSED ORGANIZATIONAL AND MANAGEMENT PROCESS
FOR REDEVELOPMENT OF JCCC**



Appendix C – Workshops & Public Input

SECTION 7

Agenda & Task Force Workshop #4 Handout (Preliminary Draft, Process Definition Plan), November 1, 2000

Roger B. Wilson
Governor



State of Missouri
OFFICE OF ADMINISTRATION
Post Office Box 809
301 West High
Jefferson City
65102

Richard A. Hanson
Commissioner

Randall G. Allen, AIA
Director
Division of Design and Construction
573-751-3339

JCCC Redevelopment Task Force

MEETING AGENDA

November 1, 2000

1. Introductions
2. Discussion of Redevelopment Entity
3. Formulation of Consensus Plan
 - a.) Review content of Consensus Plan program statement
 - b.) Continued review and discussion of "bubble diagram"
4. General Discussion

5. Tentative Schedule of Future Events

November 1, 2000 – Public Forum – 7:00PM
Truman Building – Conference Room 490/492

November 16, 2000 – Joint Oversight & Task Force Meeting – 9:00 AM
Capitol Plaza Hotel – Lincoln University Room

PRELIMINARY DRAFT



Master Plan for Redevelopment

Process Definition Plan

Jefferson City Correctional Center

November 1, 2000



J C C C

Chapter 2 - Redevelopment Entity

PROPOSED MANAGEMENT STRUCTURE FOR REDEVELOPMENT OF THE JEFFERSON CITY CORRECTIONAL CENTER

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Chapter 2 - Redevelopment Entity

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Chapter 2 - Redevelopment Entity

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- To sue, initiate or appear in any proceeding
- To adopt and amend bylaws necessary or useful for carrying out any of its duties

Chapter 2 - Redevelopment Entity

- To acquire real or personal property, or any interest in real or personal property, including rights or easements by gift, purchase, transfer, foreclosure or lease; to improve, hold, sell with or without public bidding, assign, lease, rent, encumber, mortgage, loan or otherwise dispose of any real or personal property, or any interest in real or personal property, or mortgage interests owned or in its control, that may be less than market value, custody or possession and release or relinquish any right, title claim, lien, interest, easement, however acquired;
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Chapter 2 - Redevelopment Entity

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- Voting members
- Non-voting members, if any

Sub-Committees

- Purpose
- Duties
- Minimum requirements for membership
- Chairperson, if any

Quorum and Voting Requirements

- Full Board
- Executive Board
- Committees

Chapter 2 - Redevelopment Entity

Meetings

- Frequency
- Annual meeting, if any
- Place
- Public disclosure

Amendments to By-laws

- Requirements for amending By-laws
- Process for amending By-laws

Additional Personnel

- Executive director and staff, for example
- Lines of accountability
- Responsibilities of personnel
- Personnel policies

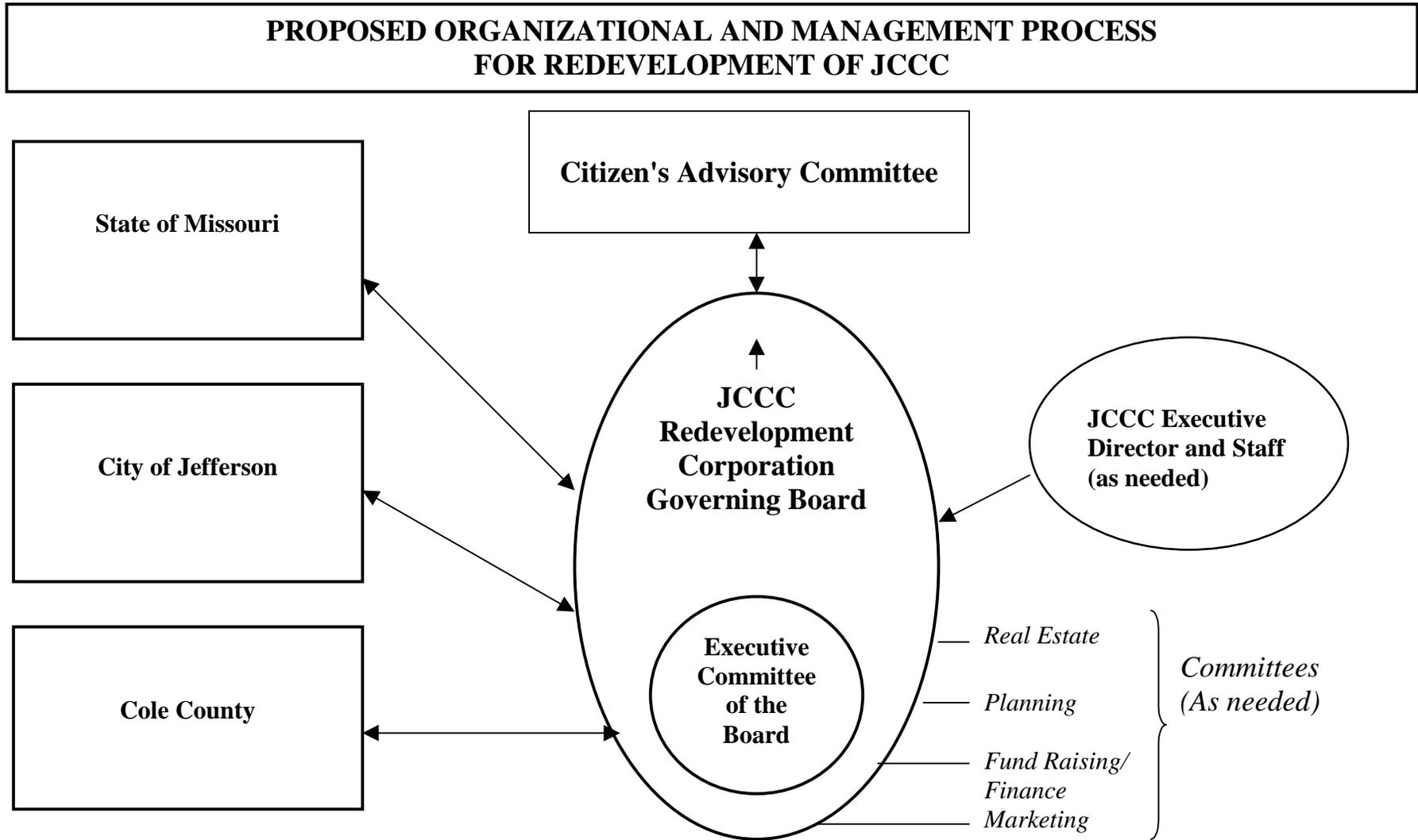
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Chapter 2 - Redevelopment Entity



Chapter 3 – The Consensus Plan

Introduction

The Consensus Plan represents

The Design Process

Program Statement

Judicial Center Area

Historic Area

Community Area

Office Area

Landing Area

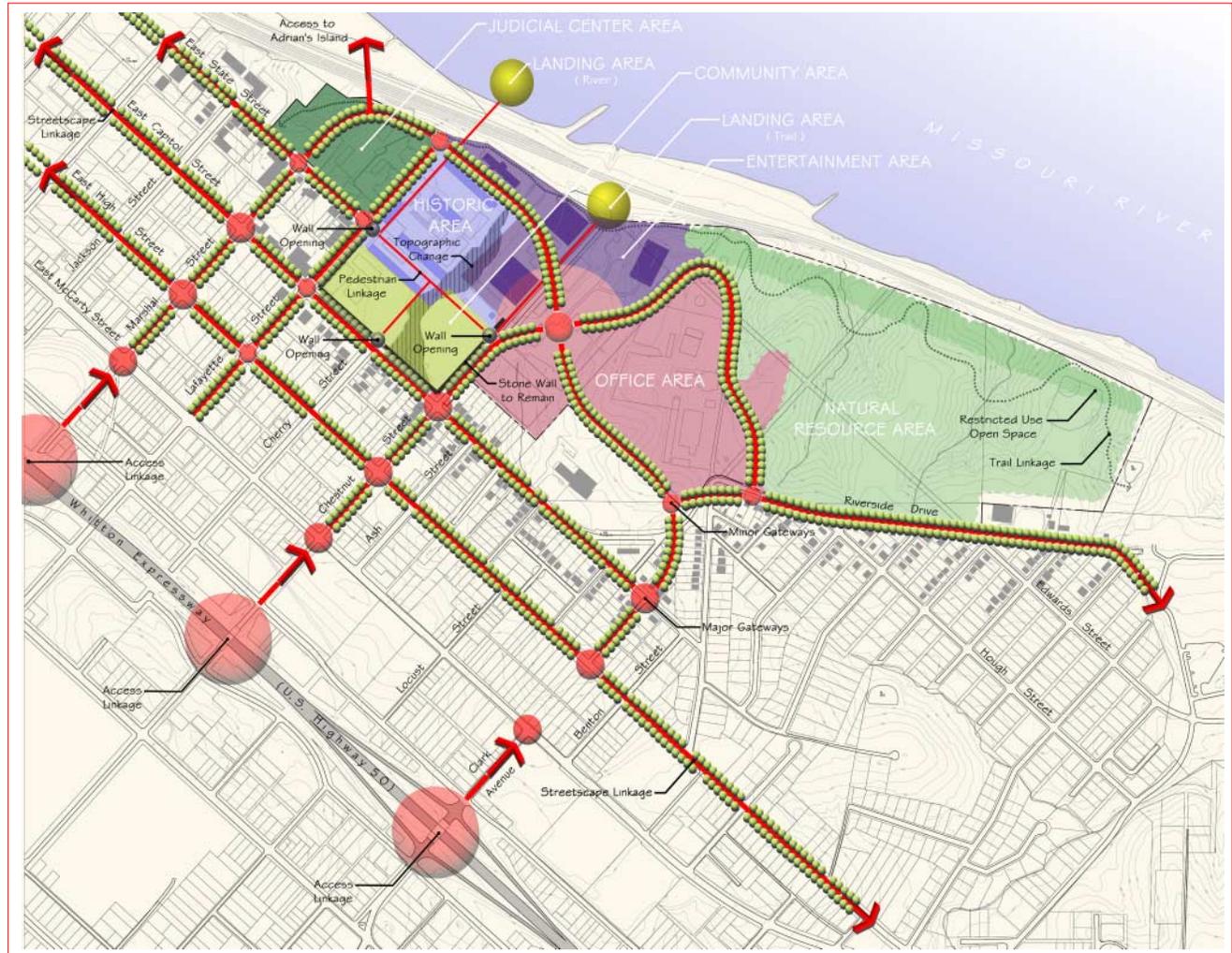
Entertainment Area

Natural Resources Area

Additional Program Items

Chapter 3 – The Consensus Plan

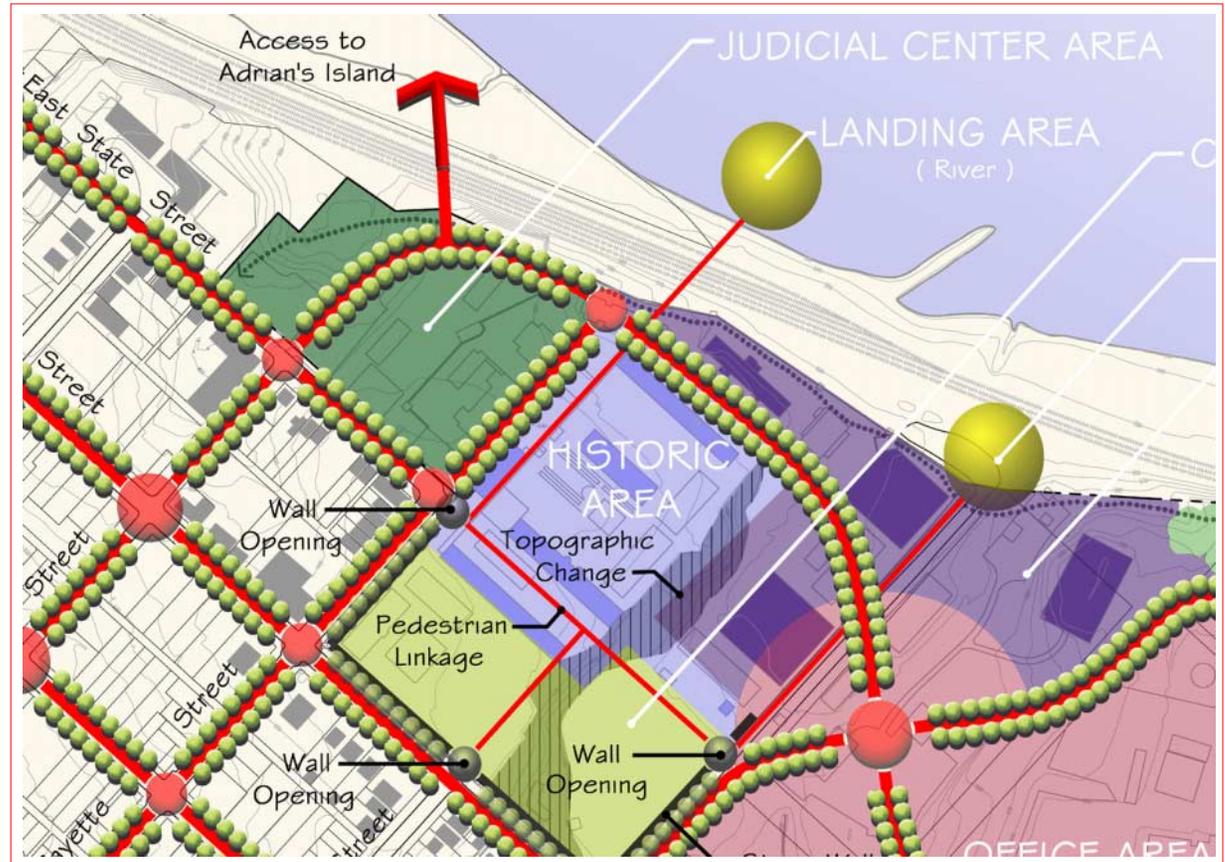
The Consensus Plan



Chapter 3 – The Consensus Plan

Judicial Center Area

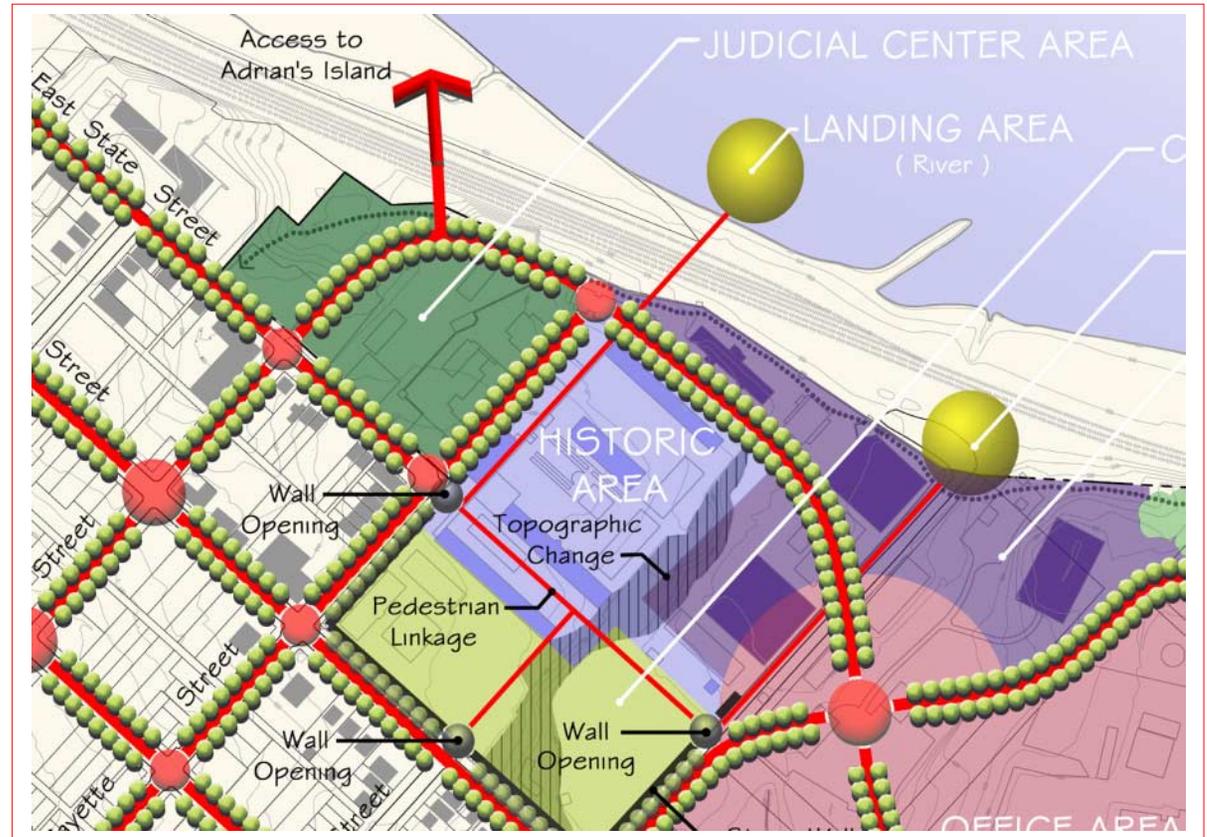
- Federal Courthouse
- Private Office Space
- State Government Offices
- Attorney General
- Public Defender
- State Legal Entities
- State Corrections
- Water Safety
- Jail Conversion of Super-Max
- Support Retail / Commercial
- Parking



Chapter 3 – The Consensus Plan

Historic Area

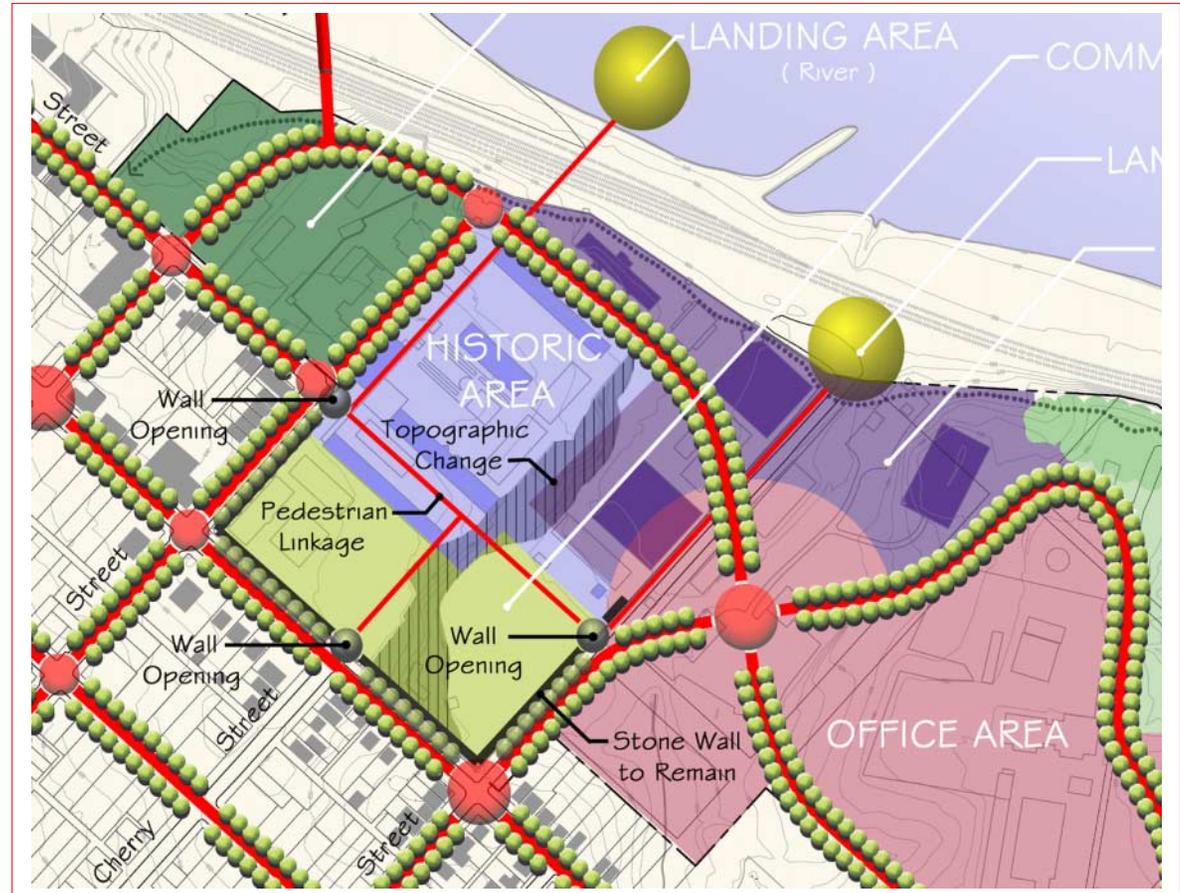
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- Riverfront Park Linkage
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- Historic Site
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- Other Museums
- Tourist Information Center
- Film Site or Studio
- Educational
- Parking



Chapter 3 – The Consensus Plan

Community Area

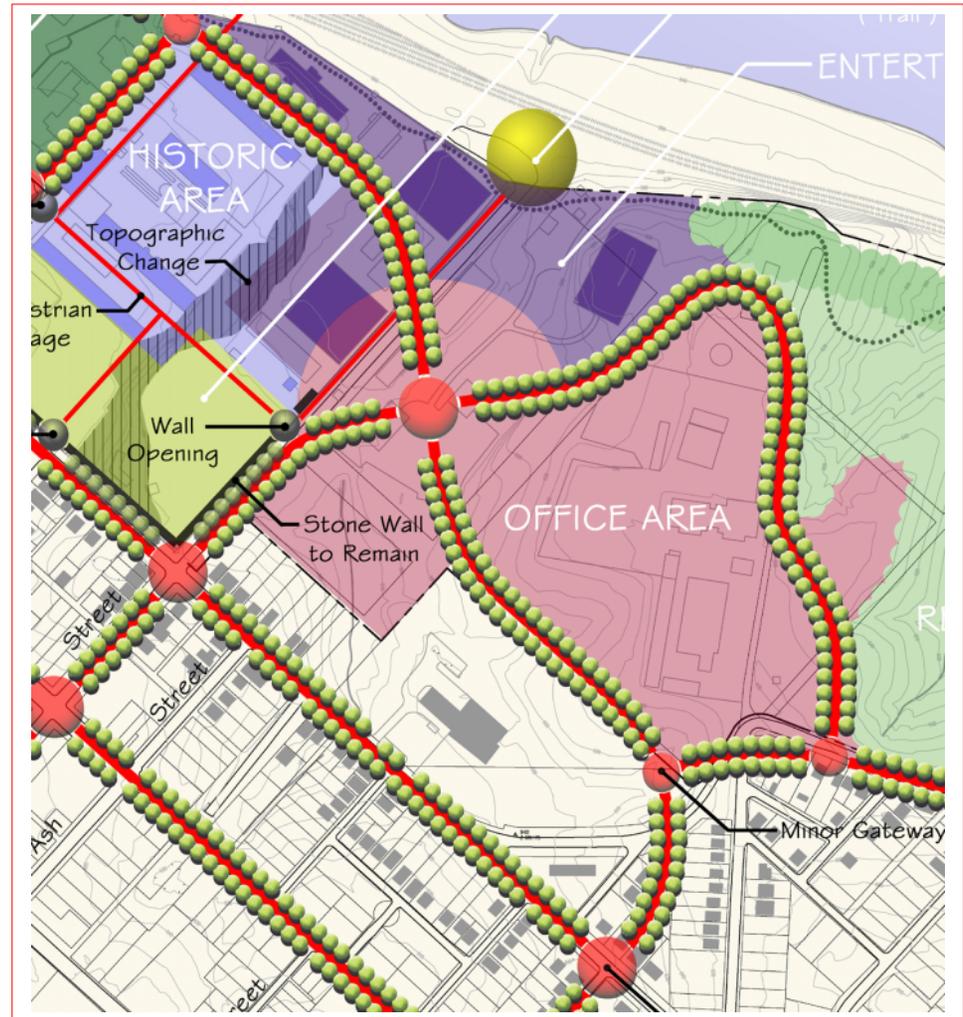
- Riverfront Park Linkage
- Natural Green Space
- Other Museums
- Tourist Information Center
- Chamber Office
- Public Land Open Space
- Greenway Trail Connection
- Outdoor Recreation Complex
- Youth Hostel
- Community Center
- Farmers Market
- Urban Plaza
- Office Space
- Parking Structure with Office
- Parking Structure with Urban Plaza
- Amphitheater



Chapter 3 – The Consensus Plan

Office Area

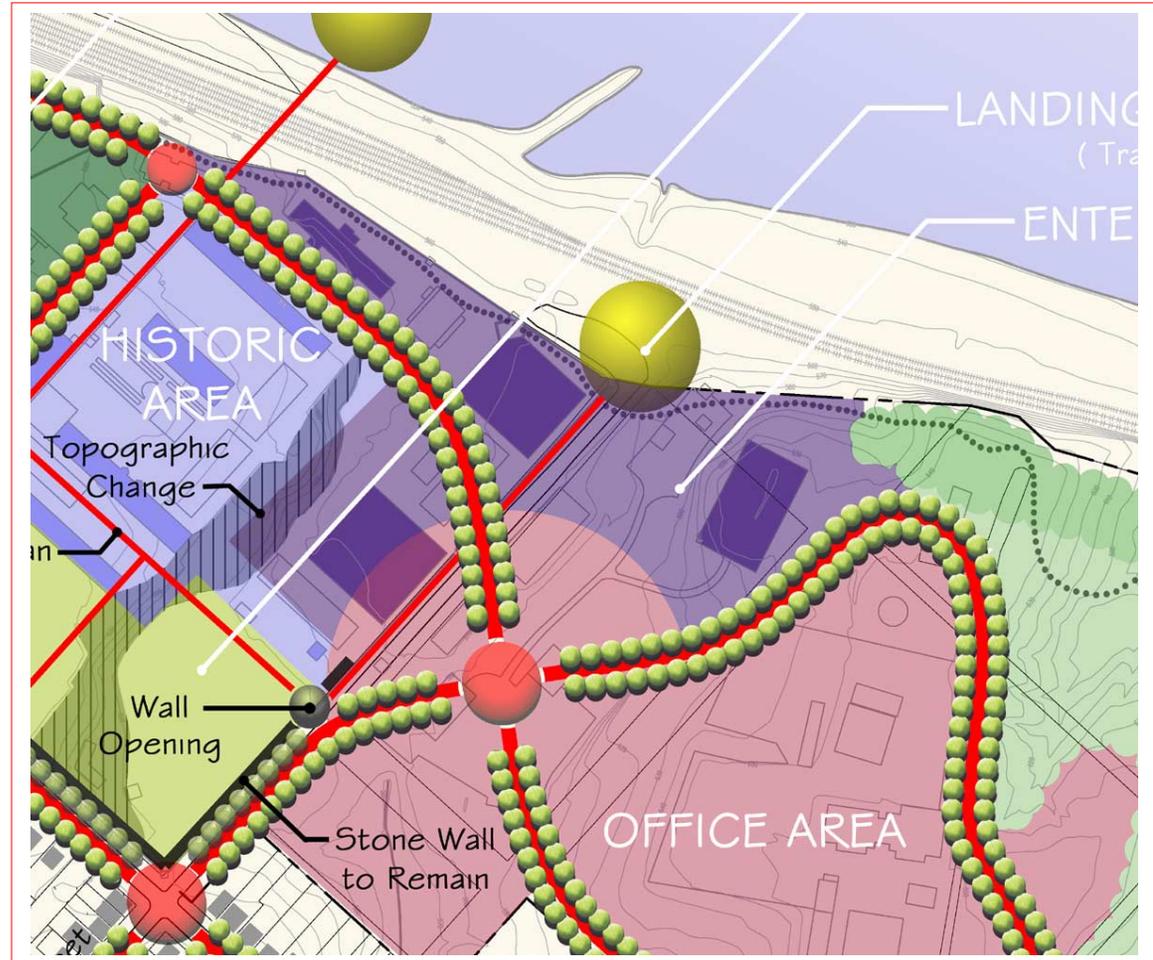
- Private Office Space
- State Government Office Space
- Exhibition Hall
- Office Building Campus
- Support Commercial / Retail
- State Warehouse
- Light Industrial (State Support)
 - Archives
 - Maintenance
 - Back Office Space
- Conference Center
- General Office Space
- Parking



Chapter 3 – The Consensus Plan

Entertainment Area

- Support Tourism Retail Shops
- Performing Arts Center
- Hotel / Villas
- Greenway Trail Connection
- Exhibition Hall
- Bed & Breakfast
- Convention Center
- Winery
- Science Center
- Restaurants
- Brewery
- Restaurants
- Other Museums
- Parking



Chapter 3 – The Consensus Plan

Landing Area (river & trail)

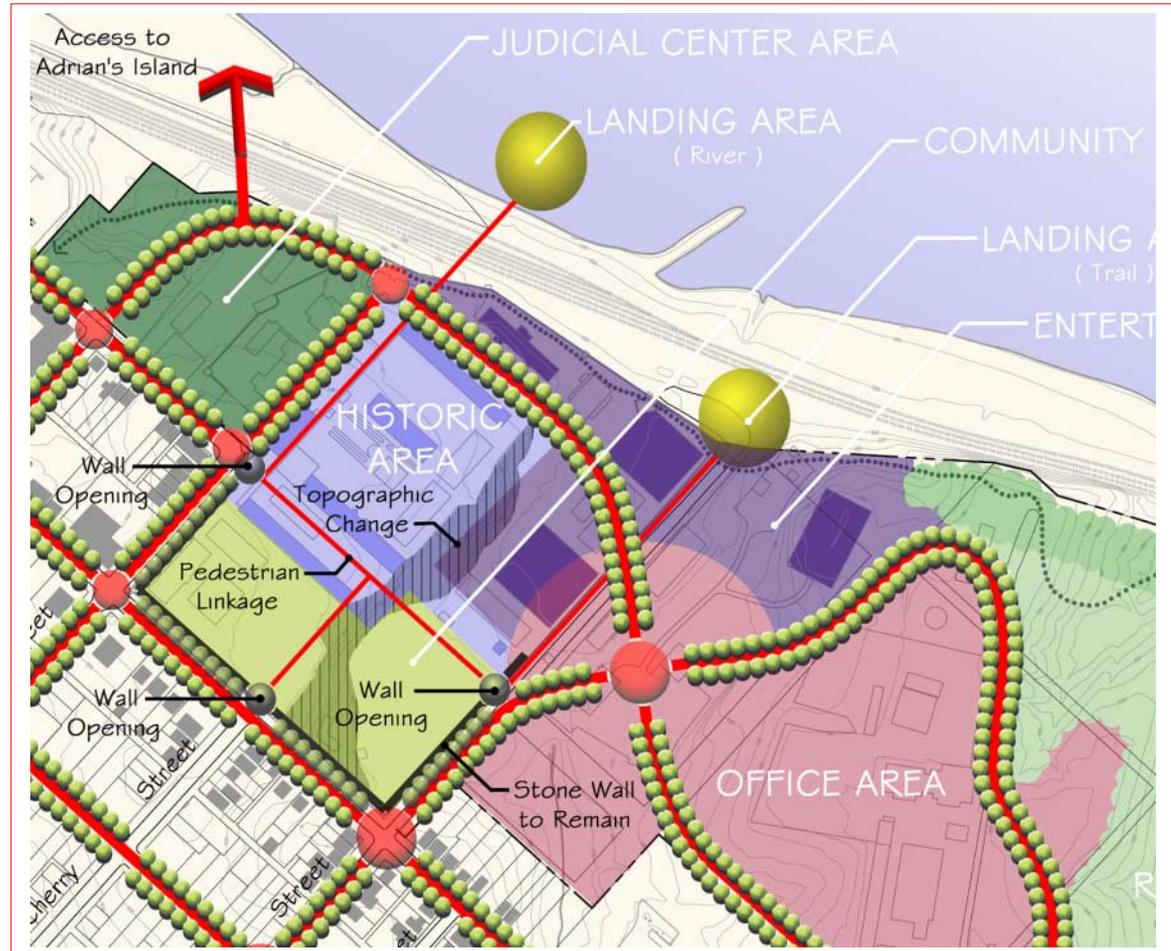
Excursion / Riverboat Landing

Observation Deck / Tower (Pedestrian Only)

Riverfront Commercial

AmTrak Station

Pedestrian Linkages



Chapter 3 – The Consensus Plan

Natural Resource Area

Riverfront Park

Active and Passive Recreation

Picnic Areas, Trails

Natural Green Space

Public Land Open Space

Greenway Trail Connection

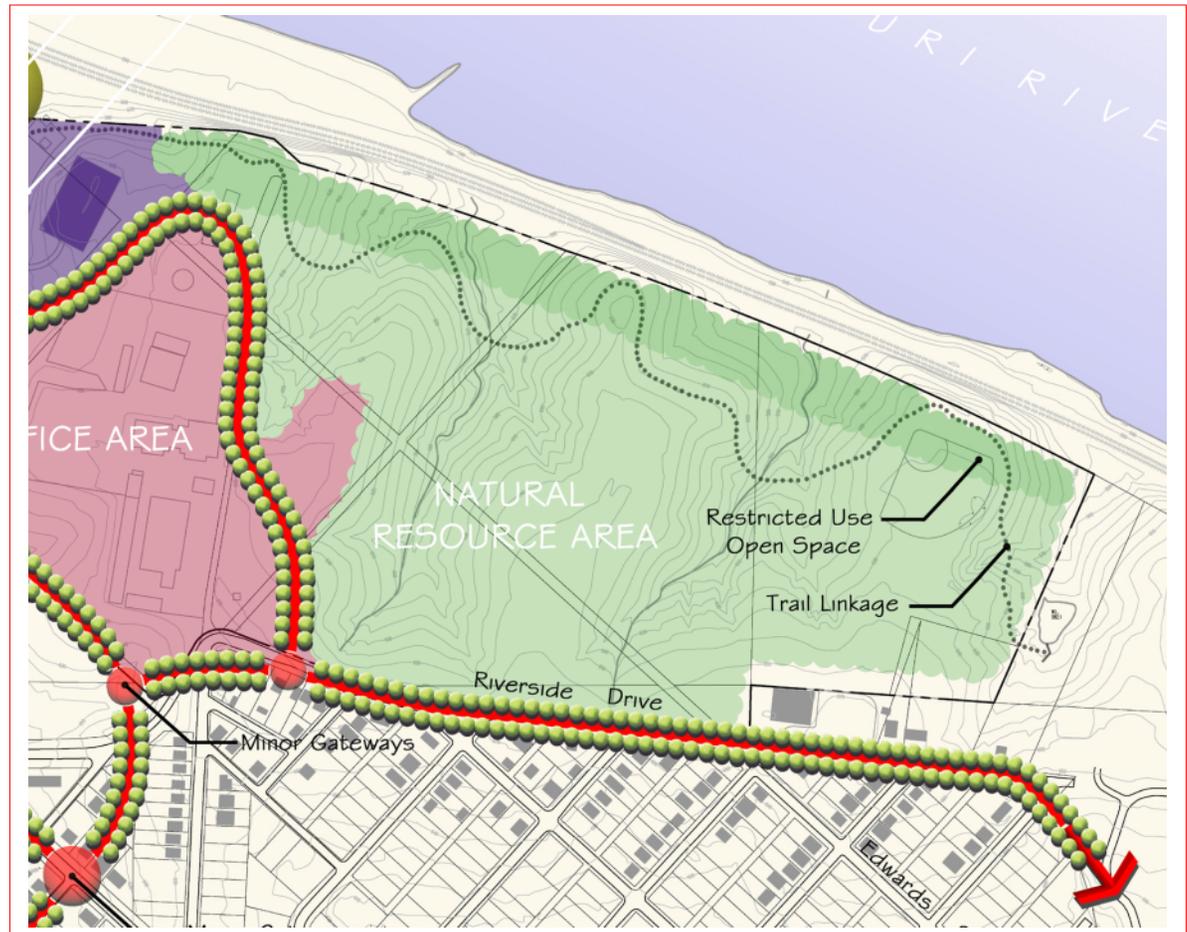
Retreat Lodge

Botanical Gardens

Amphitheater

Walking / Biking Trails Linked to
Community and KATY Trail

Parking



Chapter 3 – The Consensus Plan

Additional Program Items

Access to Adrian's Island

Link to Existing Transportation Network

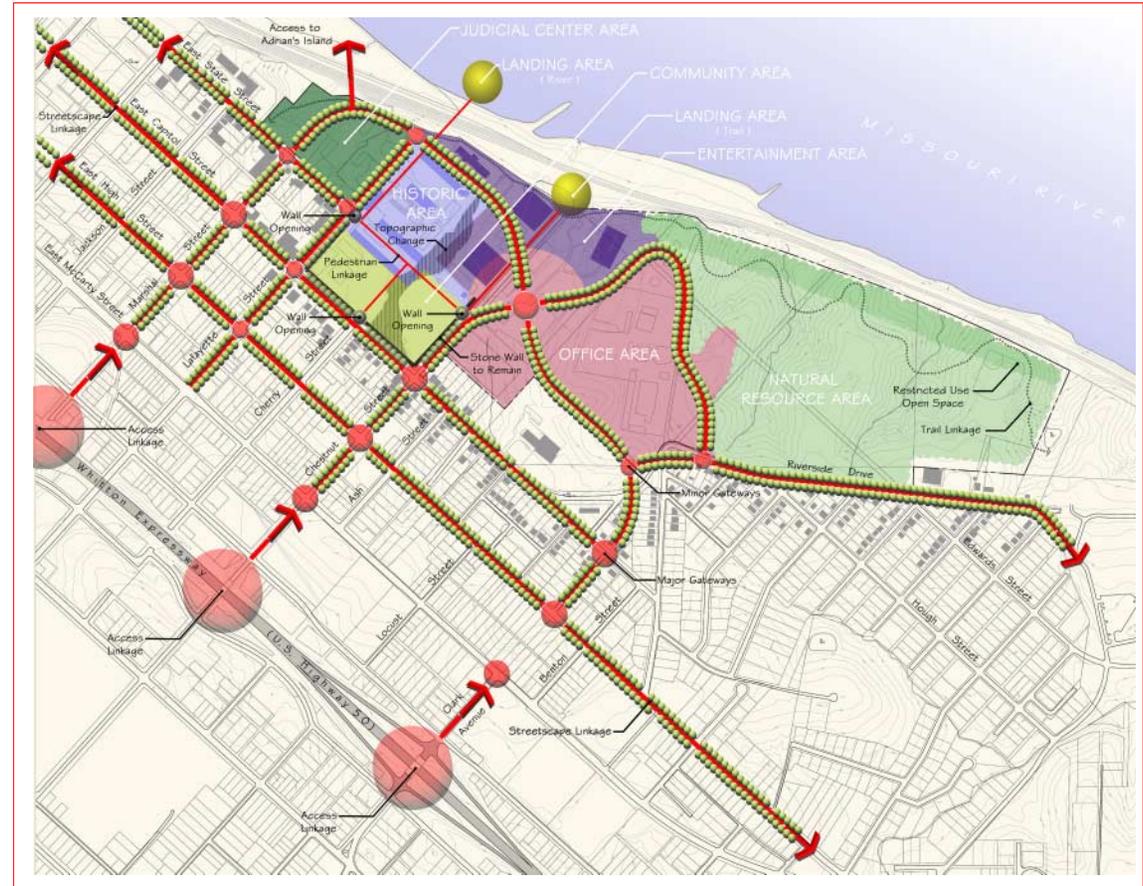
Loop Roadway Through Site

Improve Circulation at Peripheral Roadways

Trolley / Bus
us Connection to Site

Streetscape Linkage to Lincoln University

Streetscape Linkage to Downtown & Capitol
Complex



Appendix C – Workshops & Public Input

SECTION 8

Agenda & Presentation, Public Forum #2, November 1, 2000

Roger B. Wilson
Governor



State of Missouri
OFFICE OF ADMINISTRATION
Post Office Box 809
301 West High
Jefferson City
65102

Richard A. Hanson
Commissioner

Randall G. Allen, AIA
Director
Division of Design and Construction
573-751-3339

JCCC Redevelopment Task Force

PUBLIC FORUM

MEETING AGENDA

November 1, 2000
Conference Room 490 / 492

7:00 pm to 9:00 pm
Harry S Truman State Office Building

1. Program and Plan Review (6:30 pm to 7:15 pm)

- a.) Sign In Sheet for Speakers
- b.) Review Of Material (Charrette and Draft Consensus Plan)
- c.) Formulate Questions & Comments

2. **Welcome** (7:15 pm to 7:30 pm)

- a.) Introductions
- b.) Government Officials
- c.) Task Force Members
- d.) Staff and Consultants

3. **Review of Draft Consensus Plan** (7:30 pm to 7:45 pm)

- a.) Process
- b.) Program Statement
- c.) Consensus Plan

4. **Public Comment** (7:45 pm to 8:45 pm)

5. **Summary** (8:45 pm to 9:00 pm)

November 1, 2000

Jefferson City Correctional Center

Public Input Session #2

Masterplan for Redevelopment Jefferson City Correctional Center Jefferson City, Missouri



PARSONS HBA in association with
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The Process

Jefferson City Correctional Center

The Preamble

- **JCCC Redevelopment**
...July 30, 1999
- **Evaluation of Values,
Concepts and Priorities**
....December 22, 1999
- **JCCC Charrette**
....April 7, 2000
- **Consultant Selection**
....July 12, 2000



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Development Strategies . Trivers Associates . TSI Engineering . William Tao & Associates . George Dickie Associates

The Process

Jefferson City Correctional Center

Process Definition Plan

- Identify Redevelopment Authority
- Identify the Planning Process
- Develop a "Consensus Plan"

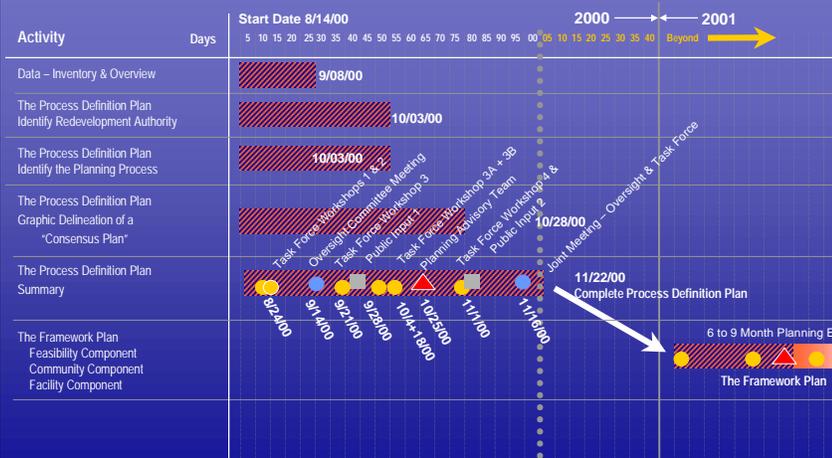


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Design Schedule Plan

Jefferson City Correctional Center

The First 100 Days



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Redevelopment Entity

JCCC Redevelopment Management Organization

Mission:

- To oversee the redevelopment of the Jefferson City Correctional Center

Redevelopment Entity

JCCC Redevelopment Management Organization

Objectives:

- To oversee Master Planning and implementation phases
- To coordinate actions of the State, County, and City
- To acquire public and private funding for development
- To prepare the site for redevelopment and re-use
- To maintain the site
- To take legal control of the site

Redevelopment Entity

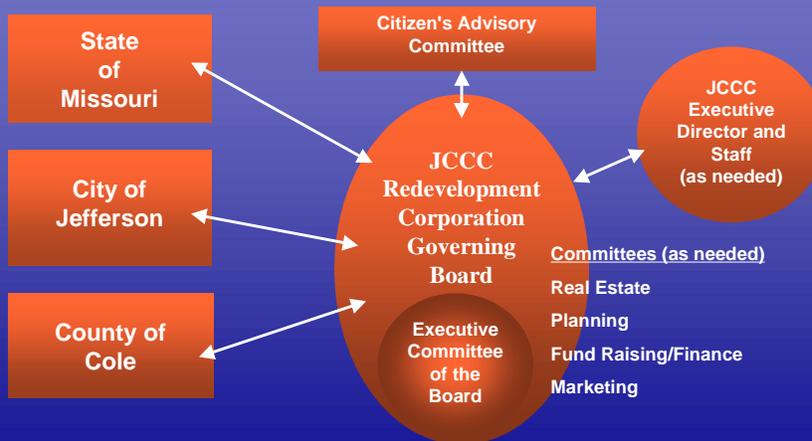
JCCC Redevelopment Management Organization

General Structure:

- Non-profit, public-private venture
- State, County, City appointees
- Citizen's Advisory Committee
- Possible executive director and support staff

Redevelopment Entity

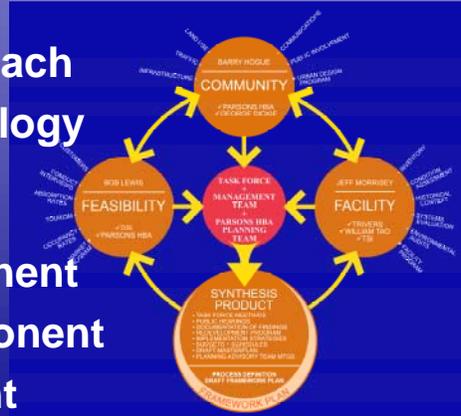
Proposed Organizational and Management Process



Planning Process The Framework Plan

- Define the process
- Describe the approach
- Provide a methodology

- Feasibility Component
- Community Component
- Facility Component



PARSONS HBA in association with Development Strategies . Trivers Associates . TSI Engineering . William Tao & Associates . George Dickie Associates

Consensus Plan Design Process

- Task Force Concepts, Values and Priorities
- Positive Design Elements from Charrette
- Task Force Review & Input
- Public Comment
- Planning Advisory Team

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Concepts, Values and Priorities

- Part A – Historic Value of the Property
- Part B – Historic Value of the Buildings
- Part C – Planning Values
- Part D – Potential Uses

Examples of Positive Design Elements

(from Charrette Concepts)

- Linkage to riverfront
- Historic District core site plan
- Community blend through vehicular circulation
- Federal Courthouse
- Improved access at eastern 1/2 of site
- Natural Preservation eastern third of site
- Extensive Trails

Consensus Plan Program Statement

- Judicial Center Area
- Historic Area
- Community Area
- Office Area
- Landing Area
- Entertainment Area
- Natural Resources Area
- Additional Program Items

Consensus Plan Program Statement

Program Statement

- Judicial Center Area
- Historic Area
- Community Area
- Office Area
- Landing Area
- Entertainment Area
- Natural Resources Area
- Additional Program Items



Judicial Center Area

- Federal Courthouse
- Private Office Space
- State Government Offices
- Attorney General
- Public Defender
- State Legal Entities
- State Corrections
- Water Safety
- Jail Conversion of Super-Max
- Support Retail / Commercial
- Parking



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Historic Area

- Adaptive Reuse of Selected Buildings Inside The Walls
- Riverfront Park Linkage
- Prison Museum
- Historic Site
- Support Retail / Commercial
- Other Museums
- Tourist Information Center
- Film Site or Studio
- Educational
- Parking



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Consensus Plan Program Statement

Community Area

- Riverfront Park Linkage
- Natural Green Space
- Other Museums
- Tourist Information Center
- Chamber Office
- Public Land Open Space
- Greenway Trail Connection
- Outdoor Recreation Complex
- Youth Hostel
- Community Center
- Farmers Market
- Urban Plaza
- Office Space
- Parking Structure with Office
- Parking Structure with Urban Plaza
- Amphitheater



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Consensus Plan Program Statement

Office Area

- Private Office Space
- State Government Office Space
- Exhibition Hall
- Office Building Campus
- Support Commercial / Retail
- State Warehouse
- Light Industrial (State Support)
 - Archives
 - Maintenance
 - Back Office Space
- Conference Center
- General Office Space
- Parking



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Entertainment Area

- Support Tourism Retail Shops
- Performing Arts Center
- Hotel / Villas
- Greenway Trail Connection
- Exhibition Hall
- Bed & Breakfast
- Convention Center
- Winery
- Science Center
- Restaurants
- Brewery
- Restaurants
- Other Museums
- Parking



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Landing Area (river & trail)

- Excursion / Riverboat Landing
- Observation Deck / Tower (Pedestrian Only)
- Riverfront Commercial
- AmTraK Station
- Pedestrian Linkages



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Consensus Plan Program Statement

Natural Resource Area

- Riverfront Park
- Active and Passive Recreation
- Picnic Areas, Trails
- Natural Green Space
- Public Land Open Space
- Greenway Trail Connection
- Retreat Lodge
- Botanical Gardens
- Amphitheater
- Walking / Biking Trails Linked to Community and KATY Trail
- Parking



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Consensus Plan Program Statement

Additional Program Items

- Access to Adrian's Island
- Link to Existing Transportation Network
- Loop Roadway Through Site
- Improve Circulation at Peripheral Roadways
- Trolley / Bus Connection to Site
- Streetscape Linkage to Lincoln University
- Streetscape Linkage to Downtown & Capitol Complex
- Streetscape Development of Critical Roadways
- Pedestrian Circulation / Access
- Pedestrian Entry Plaza Development
- Pedestrian Linkage with Adjacent Development Areas
- Wall and Towers
- Wall Openings
- Reserve Land For Future

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Consensus Plan Program Statement

Program Statement

- Judicial Center Area
- Historic Area
- Community Area
- Office Area
- Landing Area
- Entertainment Area
- Natural Resources Area
- Additional Program Items



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Questions and Answers



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Appendix C – Workshops & Public Input

SECTION 9

Agenda & Oversight Committee/Task Force Joint Meeting Handout, (Draft, Process Definition Plan), September 14 & November 16, 2000

Mel Carnahan
Governor



Richard A. Hanson
Commissioner

State of Missouri
OFFICE OF ADMINISTRATION
Post Office Box 809
301 West High
Jefferson City
65102

Randall G. Allen, AIA
Director
Division of Design and Construction
573-751-3339

JCCC Redevelopment Oversight Committee

MEETING AGENDA

September 14, 2000

1. Introductions
2. Overview and Update of the Work of the JCCC Task Force
 - Charrette Submittals
 - Masterplanner Process, Schedule & Conceptual Masterplan
3. Questions and Answer / Discussion
4. Tentative Schedule of Future Events

September 21, 2000 - Task Force Workshop with Masterplanner - 9:00 AM

September 28, 2000 – Public Forum – 7:00 PM

November 1, 2000 – Task Force Review of Conceptual Masterplan – 9:00 AM

November 1, 2000 – Public Forum – 7:00PM

November 15,2000 – Joint Oversight & Task Force Meeting – 9:00 AM

Roger B. Wilson
Governor



State of Missouri
OFFICE OF ADMINISTRATION
Post Office Box 809
301 West High
Jefferson City
65102

Richard A. Hanson
Commissioner

Randall G. Allen, AIA
Director
Division of Design and Construction
573-751-3339

JCCC Redevelopment Task Force

MEETING AGENDA

November 16, 2000

1. Introductions
2. Presentations
3. Review and Discussion of Conceptual Masterplan "Final Draft"
(Process Definition Plan)
 - a.) Redevelopment Entity
 - b.) Consensus Plan
 - c.) The Framework Plan
4. General Discussion
5. Closing Remarks

November 16, 2000

Jefferson City Correctional Center

Joint Oversight & Task Force Meeting

Masterplan for Redevelopment Jefferson City Correctional Center Jefferson City, Missouri



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The Process

Jefferson City Correctional Center

The Preamble

- **JCCC Redevelopment**
...July 30, 1999
- **Evaluation of Values,
Concepts and Priorities**
....December 22, 1999
- **JCCC Charrette**
....April 7, 2000
- **Consultant Selection**
....July 12, 2000



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The Process Jefferson City Correctional Center

Process Definition Plan

- Identify Redevelopment Authority
- Identify the Planning Process
- Develop a “Consensus Plan”




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Process Definition Plan Jefferson City Correctional Center

The First 100 Days

Activity	Days	2000		2001
		Start Date 8/14/00	End Date	Beyond
The Process Definition Plan Summary		8/22/00	11/22/00	Complete Process Definition Plan
The Framework Plan		9/1/00	11/16/00	6 to 9 Month Planning Effort
Feasibility Component		9/22/00		TBD
Community Component		9/28/00		TBD
Facility Component		10/4+8/00		TBD

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Process Definition Plan

Jefferson City Correctional Center

Redevelopment Entity

JCCC Redevelopment Management Organization

Mission:

- To oversee the redevelopment of the Jefferson City Correctional Center

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Process Definition Plan

Jefferson City Correctional Center

Redevelopment Entity

JCCC Redevelopment Management Organization

Objectives:

- To oversee Master Planning and implementation phases
- To coordinate actions of the State, County, and City
- To acquire public and private funding for development
- To prepare the site for redevelopment and re-use
- To maintain the site
- To take legal control of the site

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Process Definition Plan Jefferson City Correctional Center

Redevelopment Entity

JCCC Redevelopment Management Organization

General Structure:

- Non-profit, public-private venture
- State, County, City appointees
- Citizen's Advisory Committee
- Possible executive director and support staff

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Process Definition Plan Jefferson City Correctional Center

Redevelopment Entity

Proposed Organizational and Management Process

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graph TD
    MS[State of Missouri State] --> JCCC[Governing Board]
    CJ[City of Jefferson] --> JCCC
    CC[Cole County] --> JCCC
    JCCC <--> CAC[Citizen's Advisory Committee]
    JCCC <--> ED[JCCC Executive Director and Staff (as needed)]
    JCCC --- EC[Executive Committee of the Board]
    JCCC --- C[Committees (as needed)]
    C --- RE[Real Estate]
    C --- P[Planning]
    C --- FR[Fund Raising/Finance]
    C --- M[Marketing]
    
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Process Definition Plan

Jefferson City Correctional Center

Consensus Plan Task Force Results

Concepts, Values and Priorities

- Part A – Historic Value of the Property
- Part B – Historic Value of the Buildings
- Part C – Planning Values
- Part D – Potential Uses

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Process Definition Plan

Jefferson City Correctional Center

Consensus Plan Positive Design Elements

Examples of Positive Design Elements

(from Charrette Concepts)

- Linkage to riverfront
- Historic District core site plan
- Community blend through vehicular circulation
- Federal Courthouse
- Improved access at eastern 1/2 of site
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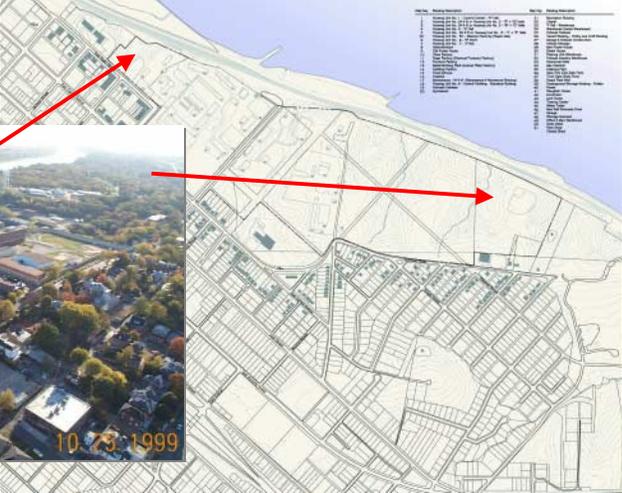
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Process Definition Plan
Consensus Plan Conditions

Jefferson City Correctional Center



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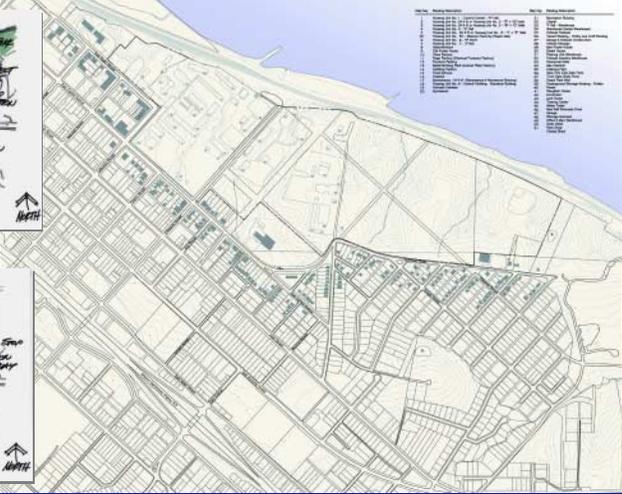
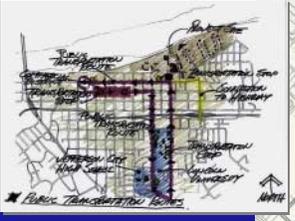


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Process Definition Plan
Consensus Plan Conditions

Jefferson City Correctional Center



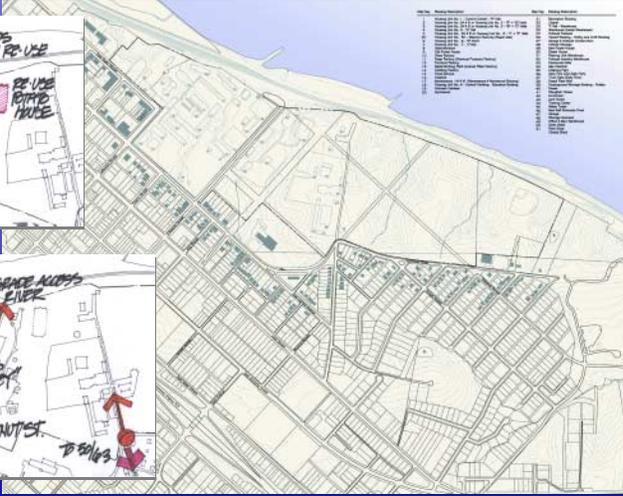
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Process Definition Plan Jefferson City Correctional Center

Consensus Plan Conditions



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Process Definition Plan Jefferson City Correctional Center

Consensus Plan Program Statement

- Judicial Center Area
- Historic Area
- Community Area
- Office Area
- Landing Area
- Entertainment Area
- Natural Resources Area
- Additional Program Items



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Process Definition Plan *Jefferson City Correctional Center*
Consensus Plan Program Statement

Program Statement

- Judicial Center Area
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Process Definition Plan *Jefferson City Correctional Center*
Consensus Plan Program Statement

Judicial Center Area

- Federal Courthouse
- Private Office Space
- State Government Offices
- Attorney General
- Public Defender
- State Legal Entities
- State Corrections
- Water Safety
- Jail Conversion of Super-Max
- Support Retail / Commercial
- Parking
- Pedestrian Linkages

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Process Definition Plan Jefferson City Correctional Center
Consensus Plan Program Statement

Entertainment Area

- Support Tourism Retail Shops
- Performing Arts Center
- Hotel / Villas
- Greenway Trail Connection
- Exhibition Hall
- Bed & Breakfast
- Convention Center
- Winery
- Science Center
- Restaurants
- Brewery
- Restaurants
- Other Museums
- Parking
- Pedestrian Linkages

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Process Definition Plan Jefferson City Correctional Center
Consensus Plan Program Statement

Office Area

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- State Government Offices
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Process Definition Plan Jefferson City Correctional Center
Consensus Plan Program Statement

Landing Area

- Excursion / Riverboat Landing
- Observation Deck / Tower (Pedestrian Only)
- Riverfront Commercial
- AmTraK Station
- Pedestrian Linkages




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Process Definition Plan Jefferson City Correctional Center
Consensus Plan Program Statement

Natural Resource Area

- Riverfront Park
- Active and Passive Recreation
- Picnic Areas, Trails
- Natural Green Space
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- Botanical Gardens
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- Walking / Biking Trails Linked to Community and KATY Trail
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Process Definition Plan Jefferson City Correctional Center
Consensus Plan Program Statement

Additional Program Items

- Access to Adrian's Island
- Link to Existing Transportation Network
- Loop Roadway Through Site
- Improve Circulation at Peripheral Roadways
- Trolley / Bus Connection to Site
- Streetscape Linkage to Lincoln University
- Streetscape Linkage to Downtown & Capitol Complex

- Streetscape Development of Critical Roadways
- Pedestrian Circulation / Access
- Pedestrian Entry Plaza Development
- Pedestrian Linkage with Adjacent Development Areas
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- Reserve Land For Future






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Process Definition Plan Jefferson City Correctional Center
Consensus Plan Program Statement

Program Statement

- Judicial Center Area
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Input From The Committees

Jefferson City Correctional Center

Questions and Answers



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Development Strategies . Trivers Associates . TSI Engineering . William Tao & Associates . George Dickie Associates