



Missouri State Penitentiary Project Proposal

April 30, 2020

Dear City Council Member:

The Chesterfield Hotels/Arcturis Team is pleased to submit our “best and final proposal” for master developer for the Missouri State Penitentiary Redevelopment Project (MSP) site per City Council Resolution RS2019-28. As requested, we hope this proposal provides further clarity to the master plan and proposal submitted and presented to the Missouri State Penitentiary Community Partners (MSPCP) in December 2019, that, along with public and private presentations, led to the Chesterfield Hotels/Arcturis team being unanimously recommended by the MSPCP to be named Master Developer of the MSP redevelopment project.

We continue to believe that this proposal outlines an ambitious, but achievable vision for the redevelopment of the Missouri State Penitentiary site that will have a positive transformative impact on the City of Jefferson City for years to come. We believe that our proposal is uniquely positioned to capitalize on the City’s desire for a new convention and expo center, which, along with the adjacent new 150-room Tapestry by Hilton hotel, will be the catalytic anchor for the further development of site.

Consistent with our original proposal, this proposal continues to subdivide the 23-acre site into Redevelopment Project Areas (RPAs). Detailed financing, previously provided to council for RPA 1, including the hotel, convention and expo center, surface and structured parking, and street and utility upgrades, has been updated in this proposal to address questions and concerns received from the MSPCP and the City Council. In short, this proposal lowers the previously proposed JCCVB Lodging Tax revenue request from 4% to 2% in exchange for JCCVB’s agreement to dedicate a minimum of \$60,000 per year specifically for marketing & advertising of the conference and expo centers. The Chesterfield Hotels/Arcturis team also strongly believes that the proposed siting of the hotel is critical to the success of the project. To address concern that a portion of the hotel development is proposed on lands not included in the original land grant agreement between the State of Missouri and the City of Jefferson City, the Chesterfield/Arcturis team is open to the negotiation of a long-term lease, versus a land transfer, with the City on State of Missouri for the land currently outside the redevelopment area in order to proceed.

The Chesterfield Hotels/Arcturis vision for the redevelopment of the Missouri State Penitentiary Project has been carefully developed through many iterations, over many months, based on local team insight, creative thinking, research, and market experience. While we are confident in the program and building ingredients reflected in RPAs 2, 3, and 4, we also believe that once officially offered sole development rights, the development team will be much better positioned to continue recruitment of development partners. As part of that process, we will make adjustments to the individual components, as needed, in order to ensure the overall success of the hotel, conference center, and the MSP project as a whole. The team is extremely pleased to have received letters of support and interest for the proposed ice facility from JC Parks and Firland Management. These letters can be found in the appendices to this document. Based on continued conversations with local and regional residential and mixed-use development partners, we also remain confident that with the City of Jefferson City’s commitment to our team, we will be able to make continued progress completing the vision set forth in our original submittal. While no one could predict the unprecedented current circumstances, we stand firmly behind the strength, flexibility, and ambition of our proposal. Our team remains strongly committed to the Missouri State Penitentiary Redevelopment Project and we look forward to a successful and rewarding partnership with the City of Jefferson City.

Sincerely,



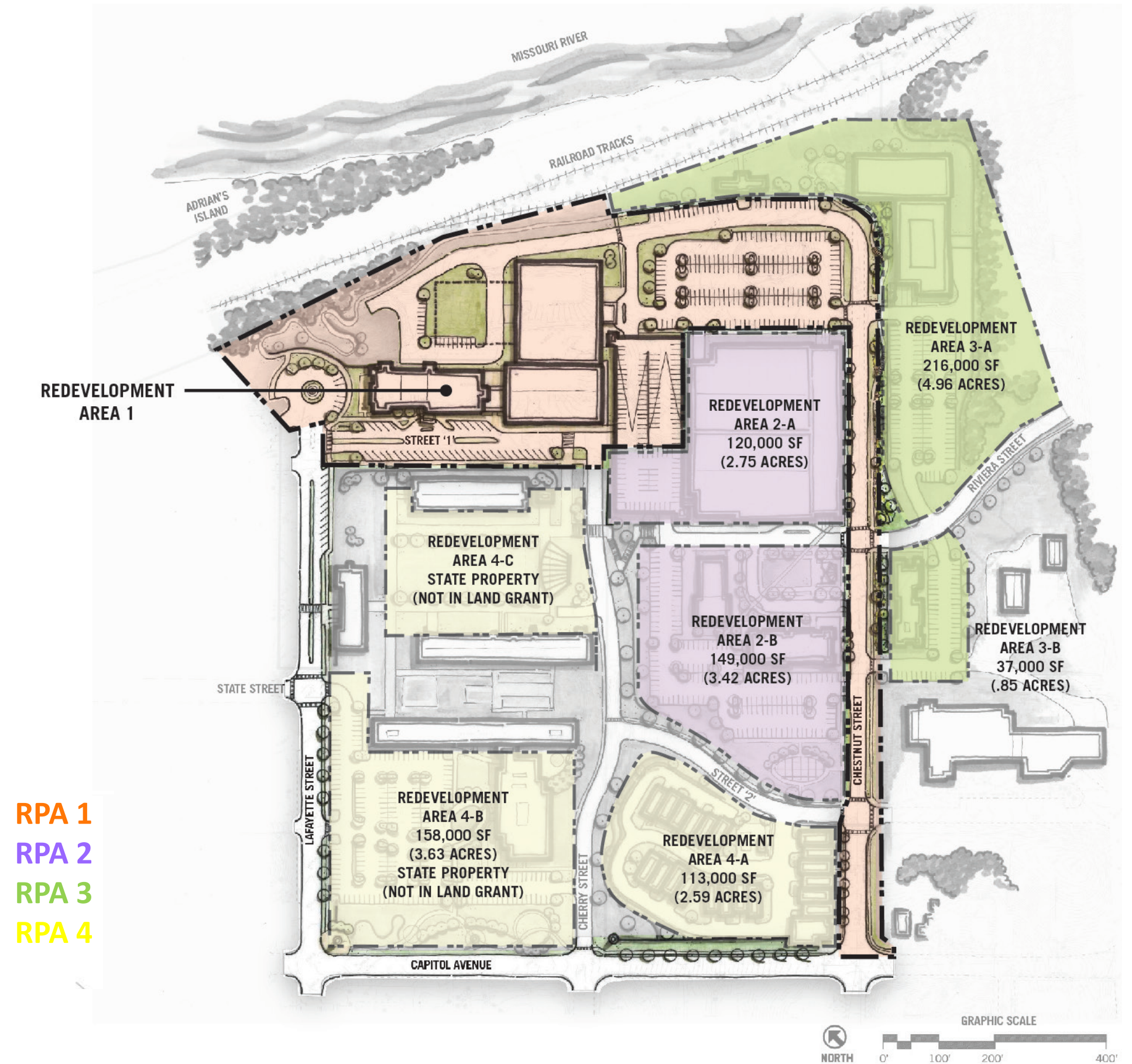
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REDEVELOPMENT PROJECT AREAS

The entire vision will be divided into four distinct Redevelopment Project Areas (RPAs) shown in the plan illustration at the right. Each RPA is color coded and corresponds with the table summarizing preliminary project costs, component sizes, and financing strategies.



PROJECT FINANCING SUMMARY

PROJECT AREA	COMPONENT	EST. COST	SQ. FT.	NOTES	FINANCE ELEMENTS
RPA 1	THE RIVERVIEW, A TAPESTRY BY HILTON HOTEL	\$35,412,600	116,000 sq. ft.	7-Story full service hotel, lobby bar/restaurant, rooftop bar, with 150 guest rooms, breakout meeting space (4,000 sq ft)	<ol style="list-style-type: none"> PRIVATE EQUITY CONVENTIONAL FINANCING PACE FINANCING CHAPTER 100 / R.E. TAX ABATEMENT TIF EATS LODGING TAX REFUND TDD CID NMTC BROWNFIELD TAX CREDITS OPPORTUNITY ZONE TAX BENEFITS
RPA 1	CONFERENCE CENTER (PHASE 1)	\$17,532,430	56,300 sq. ft.	EXPO CENTER - 30,000 gross sq ft, BALLROOM - 26,300 gross sq ft. Includes 12,000 sq ft ballroom and additional 4,000 sq. ft. of break out meeting space	CITY OWNED - OPERATED BY HOTEL <ol style="list-style-type: none"> PUBLIC FINANCING <ol style="list-style-type: none"> CC LODGING TAX REVENUES (RESERVED) ONGOING CC LODGING TAX REVENUE NAMING RIGHTS BROWNFIELD TAX CREDITS TDD CID
RPA 1	PARKING GARAGE (PHASE 1)	\$7,920,000	38,400 sq ft	(4 levels/360 spaces)	CITY OWNED <ol style="list-style-type: none"> REVENUE BOND FINANCING <ol style="list-style-type: none"> LEASE/RENTAL/USER FEES TDD REVENUES City/County Capital Improvement Tax
RPA 1	STREETS / INFRASTRUCTURE	\$2,500,000			COMBINATION FUNDING BY CITY/TDD - City/County Capital Improvement Tax
	TOTALS	\$63,365,030			

PROJECT AREA	COMPONENT	EST. COST	SQ. FT.	NOTES	FINANCE ELEMENTS
RPA 2-A	MULTI-USE ARENA	\$16,500,000	82,500 sq ft	2-sheet ice arena	CITY OWNED PUBLIC - PRIVATE PARTNERSHIP - CITY PARKS
RPA 2-B	MIXED USE / RETAIL	\$9,000,000	40,000 sq ft	MULTI TENANT: <ol style="list-style-type: none"> RESTAURANT SPORTS THERAPY GENERAL RETAIL GENERAL RETAIL PROF. SERVICES MED SERVICES 	TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING TIF/CID FUNDING
RPA 2-A	PARKING GARAGE (PHASE 2)	\$4,730,000	need sq ft	(4 levels/215 spaces)	CITY OWNED <ol style="list-style-type: none"> REVENUE BOND FINANCING <ol style="list-style-type: none"> LEASE/RENTAL/USER FEES TDD REVENUES City/County Capital Improvement Tax
RPA 2-B	CONFERENCE CENTER (PHASE 2)	\$5,000,000	20,000 sq ft	EXPO CENTER EXPANSION	CITY OWNED - OPERATED BY HOTEL <ol style="list-style-type: none"> PUBLIC FINANCING <ol style="list-style-type: none"> CC LODGING TAX REVENUES (RESERVED) ONGOING CC LODGING TAX REVENUE NAMING RIGHTS BROWNFIELD TAX CREDITS TDD CID
RPA 2-A	STREETS / INFRASTRUCTURE	\$2,200,000			COMBINATION FUNDING BY CITY/TIF/TDD/CID - City/County Capital Improvement Tax
	TOTALS	\$37,430,000			

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

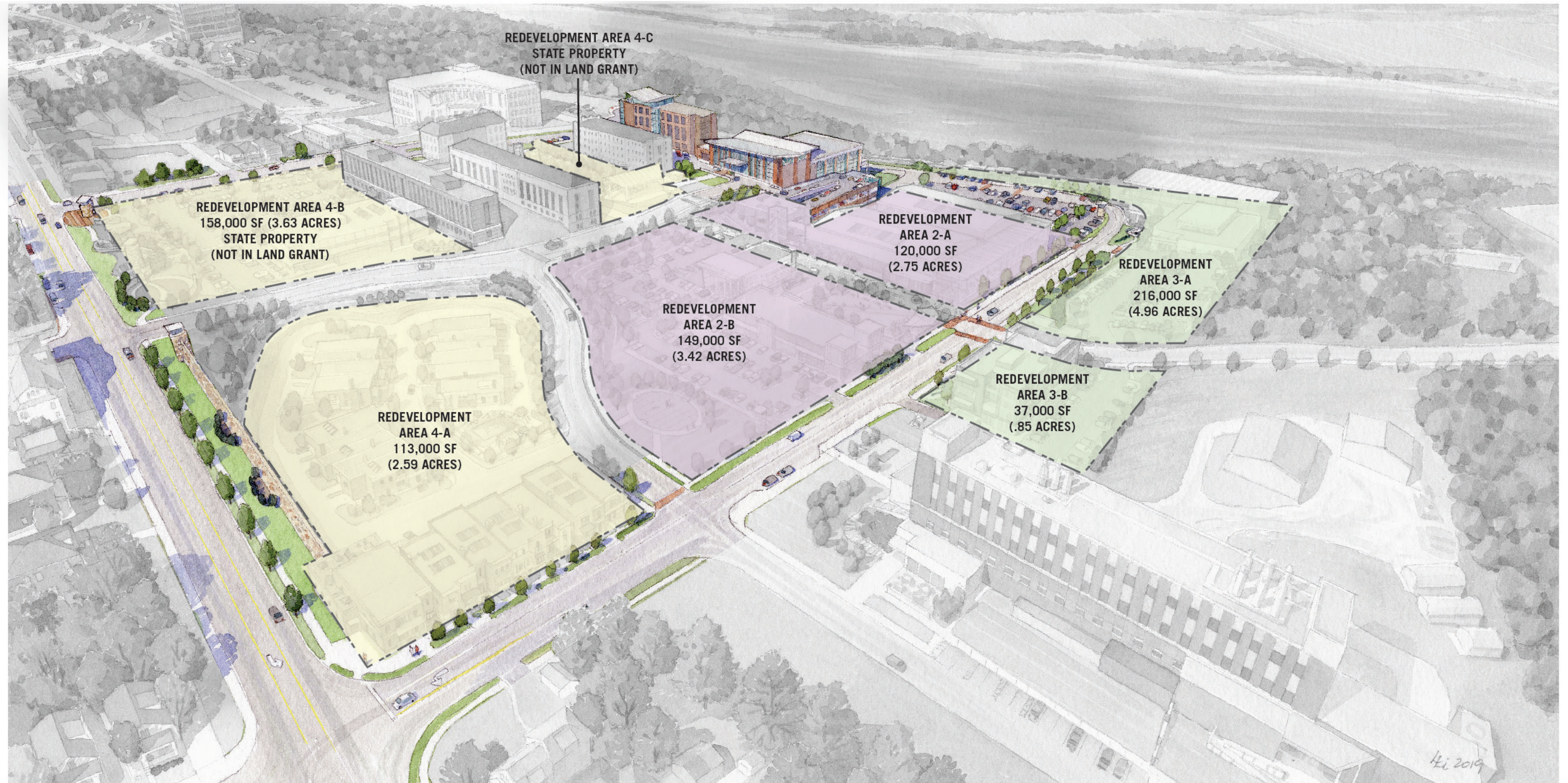
PROJECT AREA	COMPONENT	EST. COST	SQ. FT.	NOTES	FINANCE ELEMENTS
RPA 4-A	RESIDENTIAL	\$3,570,000	average 2,100 sq ft/unit	21 Townhomes	TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING
RPA 4-B	OFFICE STATE PROPERTY (NOT IN LAND GRANT)	\$15,000,000	60,000 sq ft	4-story	TO BE DEVELOPED BY OTHERS PRIVATE EQUITY CONVENTIONAL FINANCING
RPA 4-A	STREETS / INFRASTRUCTURE	\$1,000,000			COMBINATION FUNDING BY CITY/TIF/TDD/CID - City/County Capital Improvement Tax
RPA 4-C	PLACEMAKING/AMPHITHEATRE STATE PROPERTY (NOT IN LAND GRANT)	\$2,150,000		Wayfinding signage, amphitheatre, bandstand, public space amenities.	PUBLICLY OWNED FUNDING/DEVELOPED BY OTHERS TIF/CID
	TOTALS	\$21,720,000			

TOTAL PROJECT COST:	\$153,715,030			
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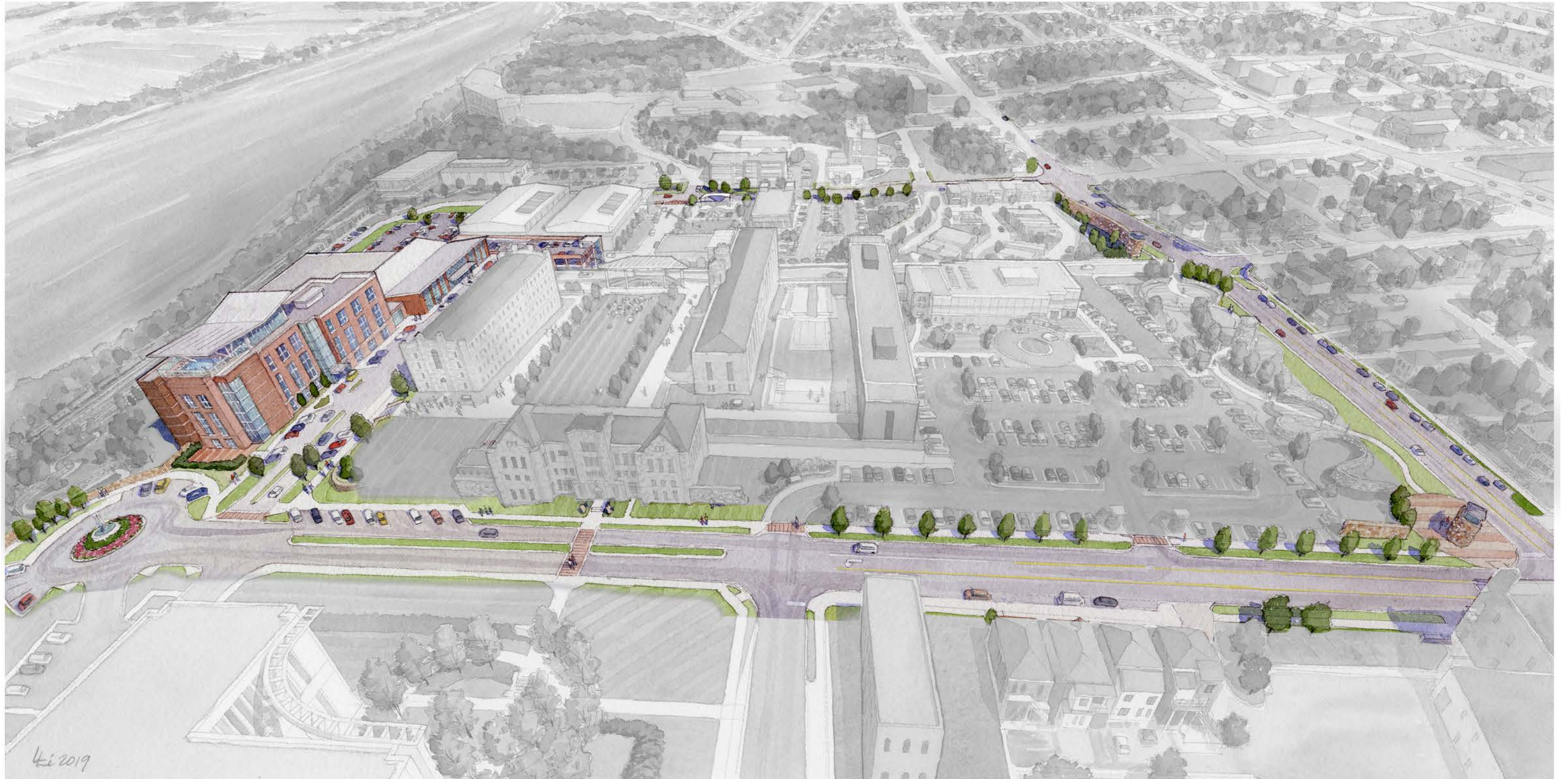
REDEVELOPMENT PROJECT AREA 1 - AERIAL VIEW LOOKING NORTHWEST



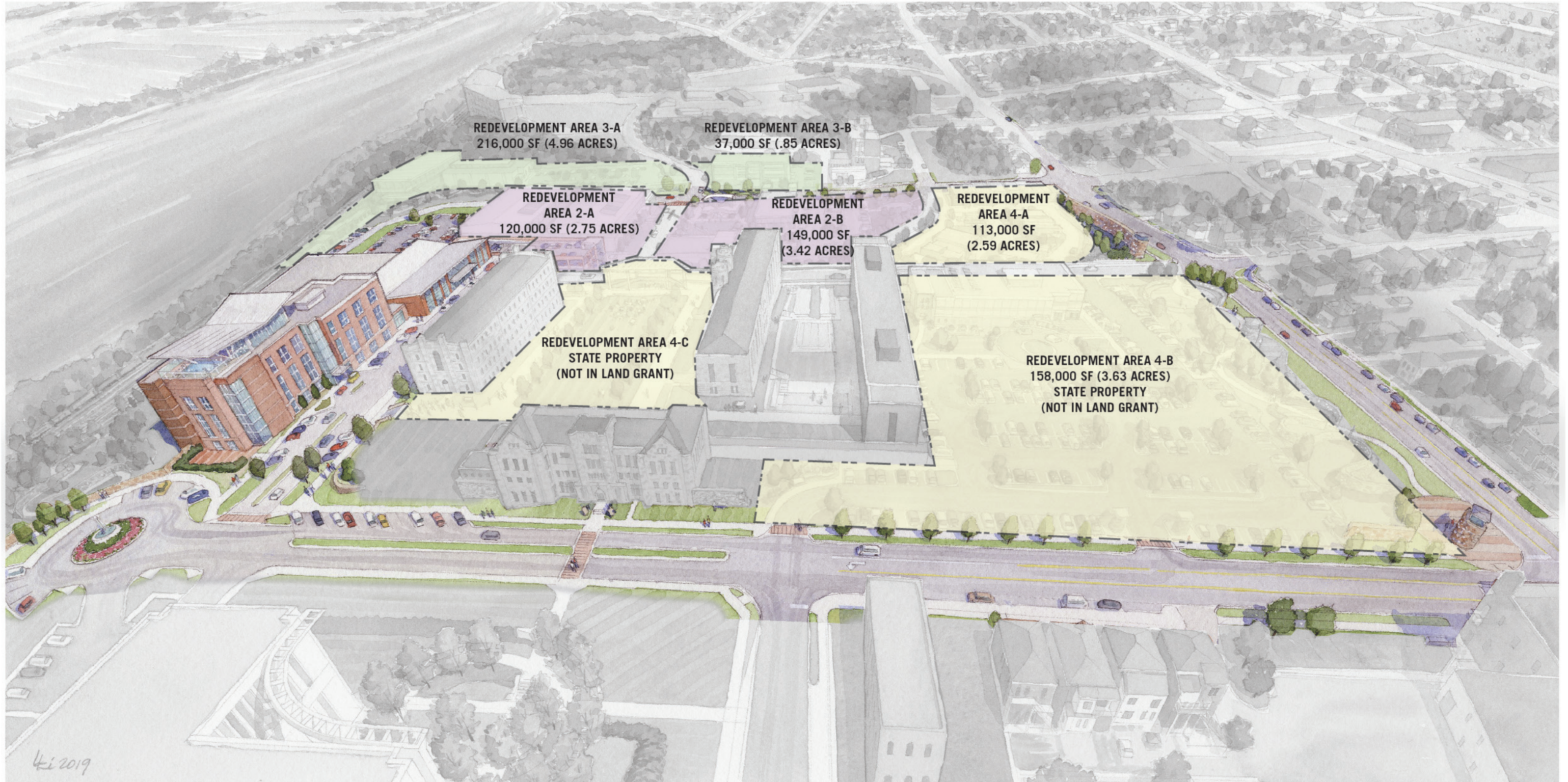
REDEVELOPMENT PROJECT AREAS - AERIAL VIEW LOOKING NORTHWEST



REDEVELOPMENT PROJECT AREA 1 - AERIAL VIEW LOOKING EAST



REDEVELOPMENT PROJECT AREAS - AERIAL VIEW LOOKING EAST



REDEVELOPMENT PROJECT AREA 1 SOURCE USE

The TIF Act provides, with limited exceptions, the capture of 100% of the new real property tax revenue within a redevelopment area and 50% of the new economic activity taxes.

Payments in Lieu of Taxes (PILOTs).

The incremental increase in PILOTs revenue is derived from real property tax collections directly attributable to all affected taxing districts within the Redevelopment Area. PILOTs are incremental real property tax revenues or the taxes of real property prior to approval of Redevelopment Area, subtracted from the value of the new development.

Economic Activity Taxes (EATs)

The TIF Act provides that, in addition to the PILOTs, fifty percent of the total additional revenue from taxes, penalties, and interest which are imposed by the municipality and which are generated by economic activities within the area of the redevelopment project over the amount of such taxes generated by economic activities within the area of the redevelopment project in the calendar year prior to the adoption of the redevelopment project by ordinance, while tax increment financing remains in effect, but excluding personal property taxes, taxes imposed on sales or charges for sleeping rooms paid by transient guest of the hotels and motels, taxes levied for the purpose of public transportation, licenses, fees, or special assessments other than payments in lieu of taxes and penalties and interest thereon, shall be allocated to, and paid by, the local political subdivision collecting officer to the treasurer or other designated financial officer of the municipality, who shall deposit such funds in a separate account within the special allocation fund.

Community Improvement District (CID)

The CID Act allows for community improvement districts to impose up to a one percent (1%) sales tax on retail sales occurring within the district subject to taxation pursuant to provisions of Sections 144.010 to 144.525, RSMo., with certain exceptions as provided in the CID Act. These exceptions include sales of motor vehicles, trailers, boats or outboard motors and sales to or by public utilities and providers of communications, cable or video services. Commercial establishments with retail sales and located within a CID collect the CID Sales Tax and forward the revenues to the Missouri Department of Revenue for further remittance, less such Department's 1% collection fee, to the CID. Under State law, taxpayers who promptly pay their sales taxes are entitled to retain 2% of the amount of taxes owed.

Transportation Development District (TDD).

The TDD Act allows for transportation development districts to impose up to a one percent (1%) sales tax on retail sales occurring within the district subject to taxation pursuant to provisions of Sections 144.010 to 144.525, RSMo., with certain exceptions as provided in the TDD Act. These exceptions include sales of motor vehicles, trailers, boats or outboard motors and sales to or by public utilities and providers of communications, cable or video services. Commercial establishments with retail sales and located within a TDD collect, then remit, the TDD Sales Tax revenue to the Missouri Department of Revenue for further remittance, less such Department's 1% collection fee. Under State law, taxpayers who promptly pay their sales taxes are entitled to retain 2% of the amount of taxes owed.

When special tax districts are located within a TIF Redevelopment Area, 50% of sales taxes imposed by the districts constitute EATS under the TIF Act and are deposited into a Special Allocation Fund (the "TIF Portion of CID or TDD Sales Tax Revenue"), commonly referred to as the "top half" revenues. The remaining 50% (the "CID or TDD Sales Tax Revenues"), commonly referred to as the "bottom half", are subject to annual appropriation by each district but generally pledged to help support debt repayment.

JEFFERSON CITY MSP REDEVELOPMENT PROJECT SOURCES/ USES

1	Uses	Est Cost of Construction	Est Revenue by Source
A	HOTEL	35,412,600	
B	CONFERENCE CENTER	17,532,430	
C	PARKING GARAGE	7,920,000	
D	STREETS/INFRASTRUCTURE	2,436,360	
	TOTAL	\$ 63,301,390	
2	Sources		
A	HOTEL (Owned Operated by CHI)	35,412,600	
A - 1	Bank Loans/Private Equity		27,867,345
A - 2	TIF EATS (top half)*		1,463,571
A - 3	Real Property Tax Abatement*		1,914,624
A - 4	Construction Materials Exemption		1,037,852
A - 5	TDD/CID Sales Tax EATS* (bottom half)		1,783,076
A - 6	JCCVB Tourism Fund (4%) Conference Center - request revis	15 years	1,346,132
A - 7	JCCVB Lodging Tax (3%) Ongoing		-
	Subtotal		\$ 35,412,600
B	CONFERENCE CENTER (Owned by City/Operated by CHI)	17,532,430	
B - 1	JCCVB Tourism Fund (4%) Conference Center	est balance at 2022	7,288,430
B - 2	JCCVB Tourism Fund (4%) Conference Center	(through 2036)	9,744,000
B - 5	Naming Rights		500,000
	Subtotal		\$ 17,532,430
C	PARKING GARAGE (360 Spaces/\$22K.Space) Owned by City	7,920,000	
C - 1	Parking Revenue (hotel leased space)	150 spaces	2,520,000
C - 2	Parking Revenue (Conference/Expo/ Public Use)	210 spaces	2,676,842
C - 3	TIF EATS* (bottom half)		1,463,571
C - 4	TDD/CID Sales Tax EATS* (top half)		1,259,588
	Subtotal		\$ 7,920,000
D	STREETS/INFRASTRUCTURE (Owned/maintained by City)	2,436,360	
D - 1	City/County Capital Improvement Tax Sharing Agreement		2,436,360
	Subtotal		\$ 2,436,360
	Use of Funds Total	\$ 63,301,390	
	Sources of Funds Total		\$ 63,301,390

*net present value at 6% discount

REDEVELOPMENT PROJECT AREA 1 OVERVIEW

JEFFERSON CITY MSP REDEVELOPMENT PROJECT

Redevelopment Project Area 1 - PROJECT ELEMENTS

Tax Incentive Overview		Approval/Authorization Authority	HOTEL (NET PRESENT VALUE 6%)	CONFERENCE CENTER PUBLICLY OWNED	PARKING GARAGE PUBLICLY OWNED (NET PRESENT VALUE 6%)	STREETS/INFRASTRUCTURE PUBLIC IMPROVEMENTS (NET PRESENT VALUE 6%)
Opportunity Zone (OZ) - (A privately managed federal investment vehicle on qualified investment.)		Opportunity Fund Manager				
1	Temporary deferral of inclusion in taxable income for capital gains reinvested in an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is disposed of or December 31, 2026.		undetermined at this time, plan does not rely on utilization	NA	NA	NA
2	Step-up in basis for capital gains reinvested in an Opportunity Fund. The basis is increased by 10% if the investment in the Opportunity Fund is held by the taxpayer for at least 5 years and by an additional 5% if held for at least 7 years, thereby excluding up to 15% of the original gain from taxation.					
3	A permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in an Opportunity Fund if the investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund.					
PACE Funding - (Privately assessed clean energy funding. Tax Addition)		Missouri Clean Energy District Board or Show Me Pace Board				
1	Qualified project costs are repaid over 20 years through an assessment added to the individual property real estate tax bill.		undetermined at this time, plan does not rely on utilization	NA	NA	NA
2	PACE financing stays with the building upon any sale.					
Tax Increment Financing - (Tax redirection of PILOTS and EATS)		Jefferson City TIF Commission then Jefferson City Council				
1	Real property taxes are frozen at their pre-redevelopment level and payments in lieu of taxes (PILOTS) equal to the additional real estate taxes that would have been imposed due to the increased property value are paid into the special allocation fund.		NA	Publicly Owned	Publicly Owned	Publicly Owned
2	One-half of the additional economic activity taxes (EATS) are paid by the local taxing districts into the special allocation fund. Included in the EATS payment are most local taxes on sales, gross receipts, and utilities. Excluded from the EATS payment are state sales tax and local sales taxes on hotel rooms, license fees, special assessments and personal property taxes.		\$ 1,463,571	\$ -	\$ 1,463,571	\$ -
Chapter 100 Tax Abatement - (Real Property and sales tax abatement.)		Jefferson City Council				
1	100% real property tax abatement for 10 years, 50% real property tax abatement for 10 years, 25% real property tax abatement for 3 years.		\$ 1,914,624	NA	NA	NA
2	Sales tax abatement on building and infrastructure materials within the Redevelopment Area.		\$ 1,037,852			
Transportation Development District (TDD) - (Tax Addition)		Cole County Circuit Court Order and Local Transportation Authority (Jefferson City) then overseen by a TDD District Board of Directors				
1	A Transportation Development District is a special taxing district authorized to undertake certain public transportation-related improvements to be financed through the issuance of obligations, which are in turn retired by the district's levy of a sales tax within the geographic boundary of the district.		\$ 1,783,076			
Community Improvement District (CID) - (Tax Addition)		Jefferson City Council then overseen by a CID Board of Directors				
1	A Community Improvement District Transportation Development District is a special taxing district authorized to undertake certain public improvements to be financed through the issuance of obligations, which are in turn retired by the district's levy of a sales tax or special assessment within the geographic boundary of the district.		\$ -	\$ -	\$ 1,259,588	
New Market Tax Credits (NMTC) - (Tax credit on qualified investment)		Community Development Entity (CDEs)				
1	NMTC Program attracts private capital into designated areas by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries, Community Development Entities (CDEs).	use their authority to offer tax credits to investors in exchange for equity in the CDE.	undetermined at this time, plan does not rely on utilization	NA	NA	NA
Brownfield Tax Credits - (Tax credits for qualified improvements)		Missouri Department of Economic Development.				
1	Provides financial incentives for the redevelopment of sites that are contaminated with hazardous substances and have been abandoned or underutilized for at least three years.		undetermined at this time, plan does not rely on utilization	NA	NA	NA
2	The project must be projected by the MoDED to result in the creation of at least ten new jobs or the retention of 25 jobs by a private commercial operation.					
Lodging/Tourism Tax - (Tax redirection via a tax sharing agreement)		Jefferson City Council				
1	Allocation of reserve funds set aside for construction of the conference center.		\$ 1,346,132	\$ 17,032,430		
2	An agreement that provides for a portion of the incremental (i.e., new) lodging tax revenues generated from the hotel to be redirected to support operations of the new hotel/conference center and marketing of same.					
Capital Improvement Funding Agreement - (Tax sharing)		Jefferson City Council and Cole County Commission				
1	Commitment by the City and County of capital improvement sales tax funding for mutually agreeable public infrastructure improvements in and around the Redevelopment Area.		\$ -	\$ -	\$ -	\$ 2,436,360
TOTAL			\$ 7,545,255	\$ 17,032,430	\$ 2,723,158	\$ 2,436,360

REDEVELOPMENT PROJECT AREA 1 FINANCIAL DETAIL

TAPESTRY BY HILTON - 150 RMS / 7 STY + ROOF

A	HOTEL ONLY		# ROOMS	BLDG SF	TOTAL
	PROJECT COST	UNIT \$	150	Units/Qty	
1408	General Construction	\$230	\$26,680,000	116,000	
1407	Demolition - Building #5		\$250,000		
1400	Land Purchase + Title Insurance / Closing Cost		\$30,000		
1623	Civil Engineering / Survey / Abatement / Testing		\$220,000		
1622	Architect / Plans / Consultants / Interior Design		\$700,000		
1625	Sitework / Landscape / Irrigation / Hardscape		\$250,000		
1409	Construction Loan Interest		\$800,000		
1624	Legal / Loan Fees / Appraisal / Due Diligence		\$700,000		
1432	Guest Room Furnishings	\$12,000	\$1,800,000		
1431	Commercial Area Furniture		\$500,000		
1421	Commercial Equipment		\$525,000		
1422	Commercial Systems		\$425,000		
1621	Pre-Open Operations		\$650,000		
1140	Pre-Open Inventory		\$300,000		
1617	Franchise Fees		\$150,000		
1640	Building Permits / Utility Taps / Deposits		\$150,000		
1650	Development and Project Management Fees		\$682,600		
1660	General Contingency		\$600,000		
	Total Project Cost		\$35,412,600		\$35,412,600
	Cost Per Key		\$236,084		
B	CONFERENCE CENTER - BALLROOM & EXPO CENTER			BLDG SF	
	PROJECT COST	UNIT \$	BUDGET	Units/Qty	
1408	General Const. - Ballroom /Meeting /Break Out /BOH	\$230	\$6,854,000	29,800	
1409	General Const. - Expo Center	\$175	\$4,602,500	26,300	
1410	Surface Parking / # of Cars	\$4,000	\$880,000	220	
1407	Demolition - Shoe Factory		\$200,000		
1400	Land Purchase/Title Insurance / Closing Costs		\$30,000		
1623	Civil Engineering / Survey / Abatement / Testing		\$180,000		
1622	Architect / Plans / Consultants / Interior Design		\$400,000		
1625	Sitework / Landscape / Irrigation / Hardscape		\$175,000		
1409	Construction Loan Interest		\$400,000		
1624	Legal / Loan Fees / Appraisal / Due Diligence		\$400,000		
1431	Commercial Area Furniture		\$600,000		
1421	Commercial Equipment		\$700,000		
1422	Commercial Systems		\$475,000		
1621	Pre-Open Operations		\$500,000		
1140	Pre-Open Inventory		\$300,000		
1640	Building Permits / Utility Taps / Deposits		\$100,000		
1650	Development Fee and Project Management Fees		\$335,930		
1660	General Contingency		\$400,000		
	Total Project Cost		\$17,532,430		\$17,532,430
C	PARKING GARAGE				
	PROJECT COST	UNIT	BUDGET	SF	
###	General Const. (4 level, 360 space garage - \$22,000/space)	360 spaces	\$7,920,000	38,400	\$7,920,000

D	STREETS/INFRASTRUCTURE				
	PROJECT COST	UNIT \$	BUDGET	Units/Qty	
1.00	REMOVALS	1.00	\$55,000		
2.00	EXCAVATION	6.00	\$21,000	3500 CY	
3.00	RETAINING WALLS	30.00	\$45,000	1500 LF	
4.00	3" AGGREGATE BASE	6.00	\$17,400	2900 SY	
5.00	CONCRETE CURB & GUTTER	32.00	\$70,400	2200 LF	
6.00	ASPHALT	75.00	\$67,500	900 TON	
7.00	CONCRETE SIDEWALK	55.00	\$71,500	1300 SY	
8.00	STORM SEWERS	LS	\$68,750		
9.00	UTILITIES	LS	\$115,500		
10.00	STREET LIGHTING	LS	\$68,750		
11.00	MISC (20%)	LS	\$109,160		
	SUBTOTAL		\$709,960		
D	CHESTNUT STREET - 1100 LF				
1.00	REMOVALS		\$110,000	LS	
2.00	EXCAVATION	6.00	\$240,000	40,000 CY	
3.00	REINFORCED SLOPES			SF	
4.00	AGGREGATE BASE	6.00	\$30,600	5100 SY	
5.00	CONCRETE CURB & GUTTER	32.00	\$70,400	2200 LF	
6.00	ASPHALT	75.00	\$112,500	1500 TON	
7.00	CONCRETE SIDEWALK	55.00	\$137,500	2500 SY	
8.00	STORM SEWERS		\$137,500	LS	
9.00	UTILITIES		\$231,000	LS	
10.00	STREET LIGHTING		\$137,500	LS	
11.00	MISC (20%)		\$219,400	LS	
	SUBTOTAL		\$1,426,400		
D	STORMWATER / WATER QUALITY		\$300,000		
	Total Infrastructure Project Cost		\$2,436,360		
	Total Combined Hotel & Conference Center		\$63,301,390		\$63,301,390

REAL PROPERTY TAX RATES

CURRENT TAX RATES

Assessment Rate	19.00%	32.00%	33.30%
Taxing District	Residential	Commercial	Personal Property ¹
Cole County	\$0.3420	\$0.1700	\$0.1700
General Revenue	\$0.0700	\$0.1200	\$0.1200
Public Works	\$0.2720	\$0.0500	\$0.0500
City of Jefferson City	\$0.5561	\$0.5561	\$0.5561
General Fund	\$0.4600	\$0.4600	\$0.4600
Firemans Retirement Fund	\$0.0961	\$0.0961	\$0.0961
Jefferson City Schools	\$4.6928	\$4.6928	\$4.6928
Operating Fund	\$3.7900	\$3.7900	\$3.7900
Debt Service Fund	\$0.9028	\$0.9028	\$0.9028
Total Tax Rates Available for TIF		\$ 5.4189	none
Commercial Surcharge	\$0.0000	\$0.5800	\$0.0000
State of Missouri	\$0.0300	\$0.0300	\$0.0300
Total Tax Rates⁵	\$5.6209	\$6.0289	\$5.4489

¹ Personal Property Tax is excluded from TIF, per the TIF Act..

² County Surtax is excluded from TIF, per the TIF Act.

³ State of Missouri blind pension fund tax is excluded from TIF, per the TIF Act

⁴ Personal Property Tax is excluded from TIF, per the TIF Act

⁵ Actual tax rates will vary from year to year due to changes in adopted tax rates.

SALES TAX RATES

SALES TAX RATES

		Sales Tax Rates	TIF Capturable Sales Tax Rates
JC General Sales Tax		1.0000%	0.5000%
JC Capital Improvements Tax		0.5000%	0.2500%
JC Parks Sales Tax		0.5000%	0.2500%
Cole County Capital Improvement Sales Tax ¹		0.5000%	0.2500%
Cole County Law Enforcement Sales Tax ²		0.5000%	0.2500%
Cole County Emergency Services Sales Tax ³		0.5000%	0.2500%
State of Missouri Sales Tax		4.2250%	0.0000%
<i>Proposed - Community Improvement District (CID) Sales Tax⁴</i>		<i>1.0000%</i>	<i>0.5000%</i>
<i>Proposed - Transportation Development District (TDD) Sales Tax⁵</i>		<i>1.0000%</i>	<i>0.5000%</i>
Total Sales Tax Rate¹		9.7250%	2.7500%
JCCVB Tourism Fund (4%) Conference Center	Conf Center Tax	4.0000%	0.0000%
JCCVB Lodging Tax (3%) Ongoing	Tourism	3.0000%	0.0000%
Sales Tax Rate with Lodging Taxes		16.7250%	

¹ The Cole County Capital Improvement Sales Tax was established in Maintenance Roads sales tax has been renewed by voters three times and will expire 9/30/2028 unless renewed. This analysis assumes continuation through term of the TIF.

² The Cole County Law Enforcement Sales Tax was approved by voters in 2007, effective January 1, 2008. Current authorization expires in 2023 or when the construction of the jail has been paid in full. Once construction of the jail is complete, the sales tax is a 3/8ths cent sales tax to fund operations of the jail.

³ The Cole County Emergency Services Sales Tax was approved by voters in 2008, effective April 1, 2009. It is utilized for rollback of County property taxes and fund the operation of the Cole County Ambulance Service.

⁴ The CID sales tax extends 30 years (2050) or the length of any future outstanding debt obligations.

⁵ The TDD sales tax extends 40 years (2060) or the length of any future outstanding debt obligations.

⁶ The JCCVB Tourism Fund Conference Center tax extends 16 years (2036).

⁷ Actual tax rates may vary from year to year.

REAL PROPERTY TAX ANALYSIS

REAL PROPERTY TAX CALCULATIONS

Commercial		Property			
Commercial Real Estate Tax Rate		5.6209			
Tax Year	Est. Assessed Valuation	Real Property Tax Estimate (No Exemption)	Property Tax Exemption %	Real Property Tax (Exemption Value)	Real Property Tax to Taxing Districts
Base Year	\$ -	\$ -	\$ -	\$ -	\$ -
Year 1	1,600,000	89,934	100%	89,934	-
Year 2	3,520,000	197,856	100%	197,856	-
Year 3	3,555,200	199,834	100%	199,834	-
Year 4	3,590,752	201,833	100%	201,833	-
Year 5	3,626,660	203,851	100%	203,851	-
Year 6	3,662,926	205,889	100%	205,889	-
Year 7	3,699,555	207,948	100%	207,948	-
Year 8	3,736,551	210,028	100%	210,028	-
Year 9	3,773,916	212,128	100%	212,128	-
Year 10	3,811,656	214,249	100%	214,249	-
Year 11	3,849,772	216,392	50%	108,196	108,196
Year 12	3,888,270	218,556	50%	109,278	109,278
Year 13	3,927,153	220,741	50%	110,371	110,371
Year 14	3,966,424	222,949	50%	111,475	111,475
Year 15	4,006,088	225,178	50%	112,589	112,589
Year 16	4,046,149	227,430	50%	113,715	113,715
Year 17	4,086,611	229,704	50%	114,852	114,852
Year 18	4,127,477	232,001	50%	116,001	116,001
Year 19	4,168,752	234,321	50%	117,161	117,161
Year 20	4,210,439	236,665	50%	118,333	118,333
Year 21	4,252,544	239,031	25%	59,758	179,273
Year 22	4,295,069	241,422	25%	60,356	181,067
Year 23	4,338,020	243,836	25%	60,959	182,877
				3,256,591	1,675,185
NPV @ 6%				\$1,914,624	\$613,868

ESTIMATED HOTEL ROOM REVENUE

PROFORMA ROOM REVENUE - BASE YEAR TWO													
	January	February	March	April	May	June	July	August	September	October	November	December	
# of Days	31	28	31	30	31	30	31	31	30	31	30	31	365
# of Rooms	150	150	150	150	150	150	150	150	150	150	150	150	
Total # of Available Rooms	4,650	4,200	4,650	4,500	4,650	4,500	4,650	4,650	4,500	4,650	4,500	4,650	54,750
Total Room Revenue	\$555,531	\$557,436	\$616,919	\$606,491	\$560,835	\$423,948	\$405,192	\$405,192	\$435,455	\$454,230	\$397,683	\$277,956	\$5,696,866

ECONOMIC ACTIVITY TAX (EATS) BASE

NO-BUILD SCENARIO - BASE ECONOMIC ACTIVITY TAXES

		Base Gross Taxable Sales	\$ -
		Tax Rates	Base Taxes (\$)
JC General Sales Tax		1.0000%	-
JC Capital Improvements Tax		0.5000%	-
JC Parks Sales Tax		0.5000%	-
Cole County Capital Improvement Sales Tax ¹		0.5000%	-
Cole County Law Enforcement Sales Tax ²		0.5000%	-
Cole County Emergency Services Sales Tax ³		0.5000%	-
State of Missouri Sales Tax		4.2250%	-
<i>Proposed - Community Improvement District (CID) Sales Tax⁴</i>		1.0000%	-
<i>Proposed - Transportation Development District (TDD) Sales Tax⁵</i>		1.0000%	-
	Subtotal	9.7250%	-
JCCVB Tourism Fund (4%) Conference Center		4.0000%	-
JCCVB Lodging Tax (3%) Ongoing		3.0000%	-
	Total	16.7250%	-

¹ The Cole County Capital Improvement Sales Tax was established in Maintenance Roads sales tax has been renewed by voters three times and will expire 9/30/2028 unless renewed. This analysis assumes continuation through term of the TIF.

² The Cole County Law Enforcement Sales Tax was approved by voters in 2007, effective January 1, 2008. Current authorization expires in 2023 or when the construction of the jail has been paid in full. Once construction is of the jail is complete, the sales tax is a 3/8ths cent sales tax to fund operations of the jail.

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⁶ The JCCVB Tourism Fund Conference Center tax extends 16 years (2036).

⁷ Actual tax rates may vary from year to year.

ECONOMIC ACTIVITY TAXES (EATS) INCOME

FOOD & BEVERAGE

DEPARTMENT REVENUES

Hotel Restaurant Sales													
Food Revenue-Restaurant	\$ 26,880	\$ 29,400	\$ 34,440	\$ 38,640	\$ 35,280	\$ 25,200	\$ 23,520	\$ 21,840	\$ 34,440	\$ 36,120	\$ 25,200	\$ 21,840	352,800
Beverage Revenue-Beer Sales-Restaurant	\$ 2,240	\$ 2,450	\$ 2,870	\$ 3,220	\$ 2,940	\$ 2,100	\$ 1,960	\$ 1,820	\$ 2,870	\$ 3,010	\$ 2,100	\$ 1,820	29,400
Beverage Revenue-Liquor Sales-Restaurant	\$ 4,800	\$ 5,250	\$ 6,150	\$ 6,900	\$ 6,300	\$ 4,500	\$ 4,200	\$ 3,900	\$ 6,150	\$ 6,450	\$ 4,500	\$ 3,900	63,000
Beverage Revenue-Wine Sales-Restaurant	\$ 4,480	\$ 4,900	\$ 5,740	\$ 6,440	\$ 5,880	\$ 4,200	\$ 3,920	\$ 3,640	\$ 5,740	\$ 6,020	\$ 4,200	\$ 3,640	58,800
Restaurant Total Sales	\$ 38,400	\$ 42,000	\$ 49,200	\$ 55,200	\$ 50,400	\$ 36,000	\$ 33,600	\$ 31,200	\$ 49,200	\$ 51,600	\$ 36,000	\$ 31,200	504,000
Hotel Roof Top Bar Revenue													
Food Revenue-Bar	\$ 17,600	\$ 19,250	\$ 22,550	\$ 25,300	\$ 23,100	\$ 16,500	\$ 15,400	\$ 14,300	\$ 22,550	\$ 23,650	\$ 16,500	\$ 14,300	231,000
Beverage Revenue-Beer Sales-Bar	\$ 17,600	\$ 19,250	\$ 22,550	\$ 25,300	\$ 23,100	\$ 16,500	\$ 15,400	\$ 14,300	\$ 22,550	\$ 23,650	\$ 16,500	\$ 14,300	231,000
Beverage Revenue-Liquor Sales-Bar	\$ 44,800	\$ 49,000	\$ 57,400	\$ 64,400	\$ 58,800	\$ 42,000	\$ 39,200	\$ 36,400	\$ 57,400	\$ 60,200	\$ 42,000	\$ 36,400	588,000
Beverage Revenue-Wine Sales-Bar	\$ 9,600	\$ 10,500	\$ 12,300	\$ 13,800	\$ 12,600	\$ 9,000	\$ 8,400	\$ 7,800	\$ 12,300	\$ 12,900	\$ 9,000	\$ 7,800	126,000
Roof Bar Total Sales	\$ 89,600	\$ 98,000	\$ 114,800	\$ 128,800	\$ 117,600	\$ 84,000	\$ 78,400	\$ 72,800	\$ 114,800	\$ 120,400	\$ 84,000	\$ 72,800	1,176,000
CONFERENCE CENTER F&B REVENUES													
Ballroom Meeting Room Rental	\$ 12,480	\$ 13,650	\$ 15,990	\$ 17,940	\$ 16,380	\$ 11,700	\$ 10,920	\$ 10,140	\$ 15,990	\$ 16,770	\$ 11,700	\$ 10,140	163,800
Ballroom Food Revenue	\$ 34,944	\$ 38,220	\$ 44,772	\$ 50,232	\$ 45,864	\$ 32,760	\$ 30,576	\$ 28,392	\$ 44,772	\$ 46,956	\$ 32,760	\$ 28,392	458,640
Ballroom Beverage Revenue	\$ 12,230	\$ 13,377	\$ 15,670	\$ 17,581	\$ 16,052	\$ 11,466	\$ 10,702	\$ 9,937	\$ 15,670	\$ 16,435	\$ 11,466	\$ 9,937	160,524
Ballroom AV Rental Revenue	\$ 2,496	\$ 2,730	\$ 3,198	\$ 3,588	\$ 3,276	\$ 2,340	\$ 2,184	\$ 2,028	\$ 3,198	\$ 3,354	\$ 2,340	\$ 2,028	32,760
Meeting / Breakout Room Rental	\$ 3,782	\$ 4,136	\$ 4,845	\$ 5,436	\$ 4,964	\$ 3,545	\$ 3,309	\$ 3,073	\$ 4,845	\$ 5,082	\$ 3,545	\$ 3,073	49,636
Meeting / Breakout Room Food Revenue	\$ 10,589	\$ 11,582	\$ 13,567	\$ 15,222	\$ 13,898	\$ 9,927	\$ 9,265	\$ 8,604	\$ 13,567	\$ 14,229	\$ 9,927	\$ 8,604	138,982
Meeting / Breakout Room Beverage Revenue	\$ 3,706	\$ 4,054	\$ 4,749	\$ 5,328	\$ 4,864	\$ 3,475	\$ 3,243	\$ 3,011	\$ 4,749	\$ 4,980	\$ 3,475	\$ 3,011	48,644
Meeting / Breakout Room AV Rental Revenue	\$ 756	\$ 827	\$ 969	\$ 1,087	\$ 993	\$ 709	\$ 662	\$ 615	\$ 969	\$ 1,016	\$ 709	\$ 615	9,927
Expo Center Room Rental	\$ 18,720	\$ 20,475	\$ 23,985	\$ 26,910	\$ 24,570	\$ 17,550	\$ 16,380	\$ 15,210	\$ 23,985	\$ 25,155	\$ 17,550	\$ 15,210	245,700
Expo Center Food Revenue	\$ 52,416	\$ 57,330	\$ 67,158	\$ 75,348	\$ 68,796	\$ 49,140	\$ 45,864	\$ 42,588	\$ 67,158	\$ 70,434	\$ 49,140	\$ 42,588	687,960
Expo Center Beverage Revenue	\$ 18,346	\$ 20,066	\$ 23,505	\$ 26,372	\$ 24,079	\$ 17,199	\$ 16,052	\$ 14,906	\$ 23,505	\$ 24,652	\$ 17,199	\$ 14,906	240,786
Expo Center AV Rental Revenue	\$ 3,744	\$ 4,095	\$ 4,797	\$ 5,382	\$ 4,914	\$ 3,510	\$ 3,276	\$ 3,042	\$ 4,797	\$ 5,031	\$ 3,510	\$ 3,042	49,140
Total Conference Center Revenue	\$ 174,209	\$ 190,542	\$ 223,206	\$ 250,426	\$ 228,650	\$ 163,321	\$ 152,433	\$ 141,545	\$ 223,206	\$ 234,094	\$ 163,321	\$ 141,545	2,286,499
Total Food & Beverage Dept. Revenues (All Sources)	\$ 302,209	\$ 330,542	\$ 387,206	\$ 434,426	\$ 396,650	\$ 283,321	\$ 264,433	\$ 245,545	\$ 387,206	\$ 406,094	\$ 283,321	\$ 245,545	3,966,499

ECONOMIC ACTIVITY TAXES (EATS) CID TDD

JC MSP REDEVELOPMENT - RPA 1

YEAR	GROSS TAXABLE SALES ESTIMATE	TDD SALES TAX	CID SALES TAX	TDD & CID	TDD & CID	(F & B Only)	(F & B Only)	TIF EATS	TIF EATS
	(hotel/expo center, conf center)	1.00%	1.00%	TIF EATS (top half)	TIF EATS (bottom half)	TIF EATS (top half)	TIF EATS (bottom half)	(top half) TOTAL	(bottom half) TOTAL
1	9,387,603	93,876	93,876	93,876	93,876	109,079	109,079	202,955	202,955
2	9,481,479	94,815	94,815	94,815	94,815	110,170	110,170	204,984	204,984
3	9,576,294	95,763	95,763	95,763	95,763	111,271	111,271	207,034	207,034
4	9,672,057	96,721	96,721	96,721	96,721	112,384	112,384	209,104	209,104
5	9,768,777	97,688	97,688	97,688	97,688	113,508	113,508	211,196	211,196
6	9,866,465	98,665	98,665	98,665	98,665	114,643	114,643	213,307	213,307
7	9,965,130	99,651	99,651	99,651	99,651	115,789	115,789	215,441	215,441
8	10,064,781	100,648	100,648	100,648	100,648	116,947	116,947	217,595	217,595
9	10,165,429	101,654	101,654	101,654	101,654	118,117	118,117	219,771	219,771
10	10,267,083	102,671	102,671	102,671	102,671	119,298	119,298	221,969	221,969
11	10,369,754	103,698	103,698	103,698	103,698	120,491	120,491	224,188	224,188
12	10,473,452	104,735	104,735	104,735	104,735	121,696	121,696	226,430	226,430
13	10,578,186	105,782	105,782	105,782	105,782	122,913	122,913	228,694	228,694
14	10,683,968	106,840	106,840	106,840	106,840	124,142	124,142	230,981	230,981
15	10,790,808	107,908	107,908	107,908	107,908	125,383	125,383	233,291	233,291
16	10,898,716	108,987	108,987	108,987	108,987	126,637	126,637	235,624	235,624
17	11,007,703	110,077	110,077	110,077	110,077	127,903	127,903	237,980	237,980
18	11,117,780	111,178	111,178	111,178	111,178	129,182	129,182	240,360	240,360
19	11,228,958	112,290	112,290	112,290	112,290	130,474	130,474	242,764	242,764
20	11,341,247	113,412	113,412	113,412	113,412	131,779	131,779	245,191	245,191
21	11,454,660	114,547	114,547	114,547	114,547	133,097	133,097	247,643	247,643
22	11,569,206	115,692	115,692	115,692	115,692	134,428	134,428	250,120	250,120
23	11,684,898	116,849	116,849	116,849	116,849	135,772	135,772	252,621	252,621
24	11,801,747	118,017	118,017	-	236,035	-	-	-	-
25	11,919,765	119,198	119,198	-	238,395	-	-	-	-
26	12,038,963	120,390	120,390	-	240,779	-	-	-	-
27	12,159,352	121,594	121,594	-	243,187	-	-	-	-
28	12,280,946	122,809	122,809	-	245,619	-	-	-	-
29	12,403,755	124,038	124,038	-	248,075	-	-	-	-
30	12,527,793	125,278	125,278	-	250,556	-	-	-	-
31	12,653,071	126,531	-	-	126,531	-	-	-	-
32	12,779,601	127,796	-	-	127,796	-	-	-	-
33	12,907,397	129,074	-	-	129,074	-	-	-	-
34	13,036,471	130,365	-	-	130,365	-	-	-	-
35	13,166,836	131,668	-	-	131,668	-	-	-	-
36	13,298,504	132,985	-	-	132,985	-	-	-	-
37	13,431,489	134,315	-	-	134,315	-	-	-	-
38	13,565,804	135,658	-	-	135,658	-	-	-	-
39	13,701,462	137,015	-	-	137,015	-	-	-	-
40	13,838,477	138,385	-	-	138,385	-	-	-	-
	TOTALS	\$ 4,589,259	\$ 3,265,468	\$ 2,414,144	\$ 5,440,582	\$ 2,805,101	\$ 2,805,101	\$ 5,219,246	\$ 5,219,246
	NPV 6.0% Discount - 20 Years	\$1,163,197	\$1,163,197	\$1,163,197	\$1,163,197	\$1,351,570	\$1,351,570	\$2,514,768	\$2,514,768
	NPV 6.0% Discount - All Years	\$1,605,748	\$1,436,915	\$1,259,588	\$1,783,076	\$1,463,571	\$1,463,571	\$2,723,158	\$2,723,158

PERSONAL PROPERTY ANALYSIS

Personal Property Tax Rate (\$)		\$ 5.45	
	Estimated Assessed Value Personal Property/Equipment	Estimated Personal Property Tax	
Year 1	\$ 500,000	\$ 27,245	
Year 2	\$ 450,000	\$ 27,789	
Year 3	\$ 405,000	\$ 28,345	
Year 4	\$ 364,500	\$ 28,912	
Year 5	\$ 328,050	\$ 29,490	
Year 6	\$ 295,245	\$ 30,080	
Year 7	\$ 265,721	\$ 30,682	
Year 8	\$ 500,000	\$ 31,295	
Year 9	\$ 450,000	\$ 31,921	
Year 10	\$ 405,000	\$ 32,560	
Year 11	\$ 364,500	\$ 33,211	
Year 12	\$ 328,050	\$ 33,875	
Year 13	\$ 295,245	\$ 34,553	
Year 14	\$ 265,721	\$ 35,244	
Year 15	\$ 500,000	\$ 35,949	
Year 16	\$ 450,000	\$ 36,668	
Year 17	\$ 405,000	\$ 37,401	
Year 18	\$ 364,500	\$ 38,149	
Year 19	\$ 328,050	\$ 38,912	
Year 20	\$ 225,000	\$ 39,690	
Year 21	\$ 500,000	\$ 40,484	
Year 22	\$ 450,000	\$ 41,294	
Year 23	\$ 459,000	\$ 42,119	
Totals		\$ 785,867	

Note: This assumes reinvestment and replacement of certain furniture, fixtures, and equipment.

APPENDIX - LETTER FROM PARKS AND RECREATION COMMISSION



April 22, 2020

Dear City Council Members,

The undersigned, constituting the executive committee of the Parks and Recreation Commission, are writing to provide City Council members our thoughts on the Chesterfield Hotels/Arcturis' redevelopment of Missouri State Penitentiary, especially as it relates to the construction of an onsite ice arena.

The existing single-sheet ice arena at Washington Park serves as a unique landmark for Jefferson City. The only ice sports facility in a 90-mile radius, it is centrally located between Kansas City, St. Louis, and Springfield metropolitan areas. The ice arena provides permanent, year-round ice sports, including figure skating, ice hockey, and speed skating for all age groups and skill levels.

Discussions about the future of Washington Park Ice Arena have been ongoing for some time. The Parks Master Plan adopted by the Parks Commission identifies the need for a second sheet to adequately meet the demands of its remarkable service area. The plan also recommends relocation of the facility. Many park properties have been affected by past flooding, but the cost to repair an ice arena is substantially higher than other sports fields and park features. Its current location within the Wear's Creek floodplain inhibits the recommended expansion. Multiple flooding events have led to the flood insurance policy being cancelled and coverage transferred to a more expensive "Special Direct Facility" policy. The insurance premiums have more than tripled in the past five years - from \$6,886.00 in 2015 to \$21,912.00 in 2020. This significant increase in coverage is not financially sustainable. The inability to purchase market rate flood insurance protection presents a serious and perhaps insurmountable hurdle to its long term viability of fulfilling central Missouri's demands for a quality ice sports facility.

It is through this lens that we view Chesterfield Hotel/Arcturis' proposal to redevelop the MSP site, specifically the installation of a two-sheet ice arena immediately adjacent to a hotel, conference center, parking garage, and space available for future private development. This opportunity deserves serious consideration. The sum of these parts creates a highly desirable synergistic experience where each element feeds and supports the other. Ice sports event attendees have the convenience of onsite hospitality; between an ice arena and prison tours, conference visitors and hotel guests have immediate access to entertainment. Investing in an ice arena at the MSP site has the potential to grow and develop Jefferson City's status as a prominent destination for ice sports for decades to come.

The potential relocation of the ice arena would also open up non-ice opportunities for the vacated facility at Washington Park. Conversion to a multi-purpose arena provides needed flexible space appropriate for more flood resistant uses. While there are endless possibilities, immediate needs include sports courts (pickleball, volleyball, etc.) and indoor exercise/play space.

These recent challenges and opportunities have led department staff to expedite the exploration process for ice facility operations. They have been in contact with consultants who conduct studies on business models of ice facility operations. Another organization has expressed interest in a public/private partnership in ice arena operations in Jefferson City.

Regardless of the opportunity the MSP redevelopment provides to address the obvious need to relocate Jefferson City's ice arena, it also presents a significant opportunity for leveraging and stretching precious tax dollars. The City's pursuit of substantial federal economic development grant funding to build infrastructure at MSP would alleviate Parks funds to create a state-of-the-art ice sports facility. While this would need to be further explored, there are also potential efficiencies and economies of scale if the conference center and ice sports facility were built simultaneously and possibly as part of the same facility.

There are still many questions to be answered regarding the MSP site development project and many decisions to be made by both the City Council and Parks Commission as a whole. This letter is to ensure that all parties involved are aware of our fast-approaching future need to invest in a new ice facility. We are prepared to explore a partnership with the council to create a new, unique landmark experience in Jefferson City.

Respectfully,

Chris Leucker, President

Andre Grinston, Vice President

Brad Bates

APPENDIX - LETTER FROM FIRLAND MANAGEMENT



April 25, 2020

Nick Peckham, FAIA
Peckham Architecture, LLC
2009 North Country Club Drive
Columbia, MO 65201

Re: Missouri State Penitentiary Redevelopment/Ice Rink

Dear Nick:

Firland has extensive experience in this area of feasibility studies and project planning – a critical phase that can set your project on a path to financial stability. We have worked with private and public clients, from universities and colleges, local governments, private investors, to the National Hockey League. Our expertise can be applied to any project.

As an experienced owners, operators and developers of Ice facilities across North America, we believe our resources can contribute in a significant way to a successful project.

We are very interested in participating in the development of the MSP Ice Rink project.

Please let me know when Jefferson City selects your team. We will get right to work.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Cain", is positioned above the typed name.

Jim Cain
President

190 Birch St. Lewiston, ME 0424
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